ResearchOnline@JCU

This file is part of the following reference:

Thompson, Michelle (2015) *Tourism in agricultural regions in Australia: developing experiences from agricultural resources.* **PhD thesis, James Cook University.**

Access to this file is available from:

http://researchonline.jcu.edu.au/43806/

JAMES COOK
UNIVERSITY
AUSTRALIA

TOURISM IN AGRICULTURAL REGIONS IN AUSTRALIA:

Developing Experiences from Agricultural Resources

Thesis submitted for the Doctor of Philosophy

by

Michelle Thompson

Bachelor of Human Resource Management/Bachelor of Tourism Management

(Hons)

James Cook University

For the degree of Doctor of Philosophy (PhD)

in the College of Business, Law and Governance

Division of Tropical Environments and Societies

James Cook University

CAIRNS QLD 4870

23 October 2015

STATEMENT OF ACCESS

I understand that, as an unpublished work, a thesis has significant protection under the Copyright Act, and

I do not wish to place any further restrictions on access to this work.

Michelle Thompson   23 October 2015

STATEMENT OF SOURCES

Declaration

I declare that this thesis is my own work and has not been submitted in any form for any degree or diploma at my university or other institution of tertiary education. Information derived from the published or unpublished work of others has been acknowledged in the text and a list of references is given.

Every reasonable effort has been made to gain permission and acknowledge the owners of copyright material. I would be pleased to hear from any copyright owner who has been omitted or incorrectly acknowledged.

Michelle Thompson   23 October 2015

ELECTRONIC COPY STATEMENT

I declare that the electronic copy of my thesis provided to the James Cook University Library is an accurate copy of the print thesis submitted, within the limits of the technology available.

Michelle Thompson   23 October 2015

DECLARATION ON ETHICS

The research presented and reported in this thesis was conducted within the guidelines for research ethics outlined in the *National Statement on Ethics Conduct in Research Involving Humans* (1999), the joint *NHMRC/AVCC Statement and Guidelines on Research Practice* (1997), the *James Cook University Policy on Experimentation Ethics, Standard Practices and Guidelines* (2001) and the *James Cook University Statement and Guidelines on Research Practice (2001).*

The proposed research methodology received clearance from the James Cook University Experimentation Ethics Review Committee, Approval Number H4289.

Michelle Thompson   23 October 2015

STATEMENT OF THE CONTRIBUTION OF OTHERS

ACKNOWLEDGEMENTS

ABSTRACT

The aim of the thesis was to identify the role that agricultural resources can play in the development of tourism in agricultural regions. To achieve the research aim, this thesis specifically examined tourism experiences based on the agricultural resources of two regions in Australia. A review identified that agri-tourism, and the related area of food tourism, has received considerable attention in the literature, from both demand and supply perspectives. However, gaps remain in current knowledge, including identifying and understanding the role of drivers and barriers in tourism development in agricultural regions. There is also a need to develop a more comprehensive understanding of how these drivers and barriers interact and shape tourism development. Finally, existing models neither adequately explain the process by which agricultural resources can be transformed into tourism experiences or provide suitable planning models that can be used to assist regions develop tourism.

Based on the gaps identified in the literature, the following research objectives were developed:

1) to identify the role that drivers may play in shaping the development of tourism in agricultural regions

2) to identify the role that barriers may play in shaping the development of tourism in agricultural regions

3) to develop a theoretical model that captures those factors that enable agricultural regions to transform their agricultural resources into tourism experiences

4) to develop a planning model able to assist agricultural regions develop tourism based on agricultural resources.

A multiple case study approach was adopted to identify the role that agricultural resources can play in developing tourism. Margaret River and the Barossa were selected as the two case studies due to their international profiles as Australian food and wine destinations. Multiple sources of evidence, including documentary and secondary sources, archival records and semi-structured interviews, were subjected to content, historical and thematic analyses. Interviews were conducted with representatives from the agriculture, tourism,

food and wine industries, as well as government agencies. Findings were triangulated to establish converging lines of inquiry and identify the drivers and barriers that influenced tourism development in each area. A cross-case synthesis was then conducted to determine the drivers and barriers central to tourism development across the cases, and then to model the interactions between drivers, barriers and the external environment.

The results identified a range of drivers and barriers to tourism development, which both confirmed existing literature and contributed new knowledge. The drivers were organised into a Wheel of Drivers that was comprised of two tiers to indicate the level of importance and demonstrate the dynamic nature and interactions between drivers. Tier One comprised six key drivers: geography; innovation; networks and collaboration; internal culture; people; and branding. These drivers were surrounded by a second tier of related drivers that provided a more in-depth understanding of Tier One drivers. Examples of Tier Two drivers include: product diversity; financial capacity; vision; collaborative infrastructure; successful industries; local and government support. The results also identified a range of barriers that were similarly organised into a Wheel of Barriers with two tiers to represent the dynamic nature and interactions between these barriers. Tier One comprised six barrier categories, including: economic; environmental; socio-cultural; administrative; regulatory; and product-based. Tier Two barriers more accurately described the types of barriers that could occur within each category, and include: viability of agriculture; investment; lack of resources; changes in demand; legislative requirements; and lack of infrastructure.

This research has both confirmed and extended current knowledge of tourism development in agricultural regions. The findings provide an enhanced holistic understanding of the role of drivers and barriers, highlighting how their interactions shape tourism development. A dynamic theoretical model was developed to explain the process by which agricultural resources are transformed into tourism experiences. The model illustrates how drivers, barriers and the external environment shape the transformation of comparative advantages (agricultural resources) into competitive advantage (tourism experiences). Building on this conceptual understanding, a management model was developed that may be used as a planning tool by agricultural regions to guide the strategic development of tourism.

TABLE OF CONTENTS

RESEARCH OUTPUTS FROM THIS THESIS

This thesis was formatted in accordance with the James Cook University thesis guidelines for a Doctor of Philosophy. Under these guidelines, PhD candidates are encouraged to publish parts of their thesis before submitting it for examination. Hence, parts of this thesis have been presented at academic conferences and published in peer-reviewed publications, and are summarised in the list below:

Book chapter

*Thompson, M., & Prideaux, B. (accepted). Growing tourism from the ground up - drivers of tourism development in agricultural regions. In C.M. Hall & S. Gössling (Eds.), *Food and regional development*. Routledge.

Conference papers

*Thompson, M., & Prideaux, B. (2014). The significance of cultural heritage in food and wine regions: Stories from the Barossa, Australia. In *Charting the new path: Innovations in tourism and hospitality – Innovations, Research and Education* - Proceedings of the Global Tourism and Hospitality Conference and 11th Asia Tourism Forum (pp. 1337-1354). Hong Kong: Global Tourism and Hospitality Conference.

*Thompson, M., & Prideaux, B. (2013, September). *Tourism in agricultural regions – an analysis of the role of innovation and networks*. Paper delivered at the Local Foods and Regional Development Forum conducted at the Linnaeus University School of Business and Economics Kalmar, Sweden.

Thompson, M. (2013). Drivers of agri-tourism development: The case of Margaret River. In *Integrated Tourism and Hospitality Management: Innovative Development for Asia and Pacific* - Proceedings of the 19th Asia Pacific Tourism Association Conference: (pp. 37). Bangkok: APTA.

Invited speaker

Thompson, M. (2013). *Agricultural tourism research in support of its practice*. Symposium conducted at the meeting of the United Nations/World Travel Organisation (UNWTO/PATA), Guilin, China.

*In each of the co-authored chapters and conference papers, the authors co-developed the research questions. Thompson collected the data and performed the data analyses with some guidance from Prideaux. Thompson wrote the drafts of the papers with editorial input from Prideaux.

In addition, the candidate co-authored three other publications that are used as background information to this thesis, where relevant:

Prideaux, B., Thompson, M., & Harwood, S. (accepted). Renewing and re-invigorating settlements: a role for tourism? In A. Taylor, D. Carson, P. Ensign, L. Huskey & R. Rasmussen (Eds.), *Settlements at the edge: remote human settlements in developed nations*. Edward Elgar Publishing.

Thompson, M., Prideaux, B., McShane, C., Turnour, J., Dale, A., & Atkinson, M. (accepted). Tourism development in agricultural landscapes - the case of the Atherton Tablelands, Australia. *Landscape Research*.

Turnour, J., McShane, C., Dale, A., Thompson, M., Prideaux, B., & Atkinson, M. (2014). *A place-based development framework*. Retrieved from RIRDC website: https://rirdc.infoservices.com.au/items/15-003

LIST OF TABLES

LIST OF FIGURES

CHAPTER 1:   INTRODUCTION

1   Introduction

This research identifies the role that agricultural resources can play in the development of tourism in agricultural regions, examining the drivers and barriers that shape the transformation of these resources into tourism experiences. Due to the range of agricultural resources available, this research focused specifically on how food-related tourism experiences can be developed from a region's agricultural produce. The findings are based on case studies of two food and wine regions in Australia – Margaret River and the Barossa.

1.1   Background to the Research

Some sectors of Australia's agricultural industry have struggled to remain economically viable as the industry is susceptible to ongoing changes in the market environment. There are a range of negative impacts that affect the agriculture industry's viability, including: global events, such as the global financial crisis (GFC) and until recently, high Australian dollar; weather conditions and natural disasters, such as cyclones, drought and fire; technological advances; large scale distribution systems; and a strict regulatory framework imposed by government, including quarantine and quality controls (Ecker, et al., 2010; Jones, 2008; Knowd, 2001; Turnour et al., 2014). With the decline in some of regional Australia's traditional, agricultural industries, some consider tourism as an opportunity to diversify and revitalise the economy. Agricultural regions can develop a variety of experiences and activities, depending on the available resources. For example, tourist activities based on the natural, heritage, cultural, adventure or agricultural resources of a region. However, it is important to consider current and future demand when developing tourism experiences.

Food has been considered a part of the tourism experience (Hall, Sharples, Mitchell, Macionis & Cambourne, 2003) and food-related travel recognised as a global phenomenon (Boniface, 2003; Croce & Perri, 2010; Getz, Robinson, Andersson & Vujicic, 2014; Hall et al., 2003; Hjalger & Richards, 2002). For regional areas, food-related tourism experiences

are among the most iconic and highly desirable, providing an opportunity for tourists to experience a region's sense of place and regional identity. Food also provides a point of difference that can be used by the tourism industry to develop and market regions. World-renowned food and wine regions include Tuscany in Italy, Bordeaux in France, and Franschhoek in South Africa. Well-known food and wine regions in Australia include Margaret River, the Barossa and the Hunter Valley. Recognising the demand for food-related tourism, Tourism Australia launched the 'Restaurant Australia' campaign in 2014, which promotes the nation's culinary experiences to an international market (Tourism Australia, 2014).

Given the demand for food-related travel, the economic decline in some of Australia's agricultural regions, and the success of food and wine regions globally, it is not surprising that tourism is considered as a means of diversifying or replacing existing industries. Although tourism has the potential to contribute to the diversification of rural agriculture and food industries, it is not always successful (Hall, Mitchell & Sharples, 2003; Sznajder, Przezbórsa & Scrimgeour, 2009; Telfer, 2002; Torres & Momsen, 2011). Drivers and barriers impact on this development, and the literature has identified some drivers (Bertella, 2011; Che, Veeck & Veeck, 2005; Davies & Gilbert, 1992; Ecker et al., 2010; Hall, 2005; lbery, Bowler, Clark, Crockett & Shaw, 1998; Knowd, 2006; Schmitt, 2010) and barriers (Ecker et al., 2010; Everett & Slocum, 2013; Green & Dougherty, 2008; Hall, Sharples & Smith, 2003; Hepburn, 2009; Knowd, 2001; Stewart, Bramble & Ziraldo, 2008; Weaver & Fennell, 1997). However, how these factors interact and affect a region's ability to develop food-related tourism experiences from agricultural resources is not well understood from a holistic perspective. Consequently, there is a need to better understand what drives or hinders tourism development, and how these factors influence the transformation of agricultural resources into tourism experiences.

1.1.1 Research Focus

Although numerous types of tourism activities and experiences may be developed in agricultural regions, this research will focus on experiences developed from agricultural resources. Farm-stays, working farm and factory tours, and agricultural shows and festivals

exemplify the range of experiences that can be developed from agricultural resources (Sznajder et al., 2009). Investigating all of these aspects is beyond the scope of this research due to time and resource constraints. Consequently, this research focused specifically on the process by which agricultural produce, as an agricultural resource, can be transformed into food-related tourism experiences.

1.2   Overview of the Literature

It is possible to approach a study of this nature from several perspectives. Given the central roles of agricultural resources in the development of tourism experiences, which take place in an agricultural region, this research utilises a number of theories and models drawn from the literature on agri-tourism, food and wine tourism, and regional tourism development. The following sub-sections highlight the themes identified from the literature, and the research gaps which are addressed in this research.

1.2.1   Regional Development Research Approaches

Although tourism has been regarded as a panacea for regional and economic development (Butler, Hall & Jenkins, 1998; Giaoutzi & Nijkamp, 2006; Hall & Page, 2006; Sharpley & Telfer, 2002; Sznajder et al., 2009; Torres & Momsen, 2011), supplementing existing industries with tourism is not always successful. Several regional development approaches have gained considerable attention in the literature, including comparative and competitive advantage (Crouch & Ritchie, 1999; Ritchie & Crouch, 2003), place-based (Barca, McCann & Rodríguez-Pose, 2012; Turnour et al., 2014) and systems theory (Carlsen, 1999; Leiper, 1979; McDonald, 2006; McKercher, 1999; Mill & Morrison, 1985, 1998). However, these theories have not been widely applied in a tourism context, and only a small number of studies have adopted a systems approach (Carlsen, 1999; Kidd, 2011; Mayaka & Akama, 2007; McKercher, 1999). This is due to the tendency of research to focus on SIT niches rather than a systems approach. A limitation of this narrow approach is an inability to understand and explain the research phenomenon under investigation, particularly in an applied research context.

1.2.2 Tourism in Agricultural Regions (TAR)

Within the tourism literature, there is a tendency to classify types of tourism activity within types of SIT that may then be used as a foundation to identify corresponding target market interests (McKercher, Okumus & Okumus, 2008; Thompson & Prideaux, 2009). Examples of special interest niches found in rural areas include ecotourism, heritage tourism, cultural tourism, food tourism and agri-tourism. However, the use of these classifications can be problematic. As Thompson et al. (accepted) argue, the current pre-occupation with classifying agri-tourism has essentially failed to satisfactorily describe tourism activity in agricultural regions. While it has some merit, agri-tourism is perhaps more suited to describing tourism activity at an enterprise level rather than at a regional level. From a supply-side perspective these classifications may become redundant when there is no clear definition of a specific type of SIT, or an inability to accurately represent the evolutionary nature of the tourism activity to which it refers (Sznajder, et al., 2009). These definitional deficiencies are exemplified in academic discussion surrounding the term agri-tourism.

There is ongoing debate in the literature about the classification of agri-tourism. Some researchers define it is an activity that occurs on-farm (Barbieri & Mshenga, 2008; Carpio, Walganeunt & Boonsaeng, 2008; Ilbery et al., 1998; Marques, 2006; McGehee, 2007; McGehee, Kim & Jennings, 2007), whereas others argue for the inclusion of activities that occur within a broader agricultural setting (Che et al., 2005; Kizos & Isoifides, 2007; Jansen-Verbeke & Nijmegen, cited in Sharpley & Sharpley, 1997; Sonnino 2004; Sznajder et al., 2009; Tew & Barbieri, 2012). Gil Arroyo, Barbieri and Rozier Rich's (2013) recent research recommended a definition of agri-tourism include elements of entertainment, education, farm and agricultural setting, as well as staged or authentic activities conducted on working agricultural facilities.

Contributing to the debate about classifications is the ability of terminology to accurately represent the evolutionary nature of agri-tourism activities and experiences. According to Sznajder et al. (2009) the supply-side of agri-tourism continues to undergo constant change, with the introduction of new experiences that broaden the types of activities currently defined as agri-tourism. Furthermore, McKercher et al. (2008) highlighted the tendency for

SIT research to adopt a myopic perspective, examining the specific activity in isolation of the bundle of tourism attributes within a destination.

1.2.3 Main Themes in Agri-tourism and Food Tourism Literature

Previous research has addressed a diverse range of issues within the agri- and food tourism literature. Some of the main themes in the agri-tourism literature that relate to this research include: the growth of agri-tourism (Carpio et al., 2008; Francesconi & Stein, 2011; Knowd, 2001; Veeck, Che & Veeck, 2006); regional development (Busby & Rendle, 2000; Schmitt, 2010; Sonnino, 2004); motivations of entrepreneurs (Getz & Carlsen, 2000; McGehee & Kim, 2004; Nickerson, Black & McCool, 2001; Ollenburg & Buckley, 2007); the importance of creating backward linkages to agriculture (Bélisle, 1983; Telfer & Wall, 1996, 2000; Torres, 2003); and marketing and branding (Clarke, 1999; Ecker et al., 2010; Haven-Tang & Sedgley, 2014).

Marketing and branding (du Rand, Heath & Alberts, 2003; Frochot, 2003; Henderson, 2009; Okumus, Okumus & McKercher, 2007) is a theme also addressed in the food tourism literature, along with: the role of local food (Chambers, Lobb, Butler, Harvey & Traill, 2007; Germov, Williams & Freji, 2010; Weatherell, Tregear & Allinson, 2003); alternative food networks (Hinrichs, 2000; Holloway et al., 2006; Joliffe, 2008; Marsden, Banks & Bristow, 2000; O'Leary & Stafford, 2013; Renting, Marsden & Banks, 2003); supply chains (Deale, Norman & Jodice, 2008; Everett & Slocum, 2013; Smith & Xiao, 2008); food and cultural heritage (Avieli, 2013; Everett & Aitchison, 2008; Timothy & Ron, 2013); and food and regional identity (Bessière, 1998; Fox, 2007; Freidberg, 2003; van Keken & Go, 2011). Although these studies contribute knowledge and understanding, this is limited by adopting a SIT approach. Consequently, the potential role of these as drivers and/or barriers in tourism development is not as well understood.

1.2.4 Drivers

Previous studies have identified success factors, referred to as drivers in this research, which contribute to tourism development. Drivers have been defined as factors that underpin and cause change to occur (Prideaux, 2009). This research defines drivers as those

factors central to, and which determine, tourism development. Due to the place-based systems approach of this research, and the focus on transforming agricultural resources in tourism experiences, the agri-tourism and food tourism literature was reviewed.

Factors identified as contributors to successful agri-tourism development include: entrepreneurship and innovation (Barbieri & Mshenga, 2008; Haugen & Vik, 2008; Park, Doh & Kim, 2014; Phelan & Sharpley, 2011); networks (Bertella, 2011; Che et al., 2005; Ecker et al., 2010; Hall, 2005; Knowd, 2006) and collaboration (Schmitt, 2010); agency support (Davies & Gilbert, 1992; Ecker et al., 2010; Ilbery et al., 1998); and farm attributes and farmer's skills (Alonso, 2010; Jones, 2008; Kidd, 2011; Sidali, Schulze & Spiller, 2007). Similar research identified food events (Mason & O'Mahony, 2007; Mason & Paggiaro, 2009) and food and wine regions (Boyne & Hall, 2003; Henderson, 200; Sparks et al., 2007) as success factors for food tourism development. However, most studies have tended to adopt a SIT approach, and identified success factors based on enterprises (farms) or sectors (B&B accommodation) within a SIT niche. Few studies have provided a more holistic perspective by using a place-based systems approach to identify drivers of tourism development at a regional level. Consequently, there may be other factors that play a role in driving tourism development which have yet to be identified.

1.2.5   Barriers

In addition to discussing factors that contribute to success, previous studies have identified a range of factors that have the potential to become obstacles to tourism development. Barriers have been identified as obstacles, such as internal constraints or external barriers, which limit participation in agri-tourism (McGehee, 2007). This research defines barriers as those factors that hinder development and need to be overcome by drivers for development to occur. Previous studies have recognised that a lack of drivers (see Section 1.2.4) can create barriers to tourism development (Alonso, 2010; Busby & Rendle, 2000; Che et al., 2005; Colton & Bissix, 2005; Ecker et al., 2010; Green & Dougherty, 2008; Nilsson, 2002; Thompson & Prideaux, 2010). In the same way that farmers' skills drive development, numerous studies have identified that a lack of interpersonal skills can potentially hinder development, affecting an individual's ability to create networks (Che et al., 2005), develop

6

innovative products (Busby & Rendle, 2000) and participate in collaborative marketing opportunities (Colton & Bissix, 2005; Ecker et al., 2010; Nilsson, 2002). Similarly, while networks can be a driver (Che et al., 2005), some studies have demonstrated how a lack of networks can also become a barrier to developing agri-tourism products and experiences from agricultural commodities (Thompson & Prideaux, 2010). Similar barriers were identified in food tourism studies, which included a lack of marketing (Everett & Slocum, 2013; Fox, 2007), and knowledge, networks and cooperation (Everett & Slocum, 2013; O'Leary & Stafford, 2013; Stewart et al., 2008).

Other research (Ecker et al., 2010; Everett & Slocum, 2013; Green & Dougherty, 2008; Hall, Sharples & Smith, 2003; Hepburn, 2009; Knowd, 2001; Stewart et al., 2008; Weaver & Fennell, 1997) has identified a range of barriers to tourism development which are generally perceived to be in the external environment. Examples of barriers of this nature include: regulatory issues (Ecker et al., 2010; Hepburn, 2009); financial capacity (Ecker et al., 2014; Hepburn 2009; Knowd, 2001); government inefficiencies (Everett & Slocum, 2013; Hepburn, 2009; Weaver & Fennel, 1997); changes in demand (Ecker et al., 2010; Green & Dougherty, 2008); and the environment (Hall, Sharples & Smith, 2003; Stewart et al., 2008), particularly natural disasters or crises (Ecker et al., 2010). However, most research has identified barriers from a business level perspective, and may not convey a holistic understanding at a regional level. Furthermore, there is a need to enhance current understanding of barriers, and how the potential interactions between these hinder the transformation process. This knowledge could then be used by agricultural regions to inform tourism development strategies.

1.2.6 Modelling Tourism Development

Models are tools that provide a visual representation of research phenomena. However, a tendency to adopt a reductionist (McDonald, 2006) or myopic (McKercher et al., 2008) approach, particularly to SIT research, has contributed to a lack of models that portray a holistic understanding. From the perspective of tourism development in agricultural regions, most studies have focused on modelling specific aspects of agri-tourism (Evans & Ilbery, 1989; Morley, Sparkes & Thomas, 2000) or food tourism (du Rand & Heath, 2006;

Hall, & Sharples, 2003; Kim, Eves & Scarles, 2003; Tikkanen, 2007) rather than using a systems approach (Kidd, 2011; McGehee, 2007; Porcaro, 2010) that provides a holistic perspective. As a result, few models reflect the complement of complex factors that underpin tourism development, even in SIT niches. Hence, there is a need for both theoretical and management models that can be used to explain and guide the development of tourism in agricultural regions.

1.2.7 Research Gaps

This brief review highlighted a number of research gaps that are discussed in greater detail in Chapter Two, and include:

- a lack of a clear definition of agri-tourism that has contributed to a lack of understanding of the phenomenon from a place-based systems approach
- identifying the range of drivers and barriers to tourism development: there may be additional drivers and barriers that have not yet been identified
- a lack of understanding of the complex nature of and interactions between drivers and barriers from a holistic perspective
- the role of drivers and barriers in enabling agricultural regions to transform agricultural resources into tourism experiences
- a lack of a theoretical model that adopts a holistic perspective to explain how agricultural regions can develop tourism experiences from agricultural resources
- a lack of a management model that adopts a holistic perspective and can be used by agricultural regions as a planning tool to guide tourism development.

1.3   Research Aim and Objectives

The aim of this research is to identify the role that agricultural resources can play in the development of tourism in agricultural regions. To achieve this aim, an understanding of a range of issues is required, including: the drivers critical for tourism development; the barriers that hinder tourism development; and the process which transforms agricultural resources (a commodity) into tourism experiences.

Based on the gaps identified in the literature review (see Chapter 2), this research has developed the following research objectives:

1) to identify the role that drivers may play in shaping the development of tourism in agricultural regions

2) to identify the role that barriers may play in shaping the development of tourism in agricultural regions

3) to develop a theoretical model that captures those factors that enable agricultural regions to transform their agricultural resources into tourism experiences

4) to develop a management model that illustrates how agricultural regions may develop tourism based on agricultural resources.

There are many factors that influence the development of tourism. However, this research is limited to examining the role of drivers and barriers in the process of transforming agricultural resources, specifically agricultural produce, into tourism experiences.

1.4   Justification for this Research

For tourism development in agricultural regions to contribute to both tourism and agriculture, it must be capable of providing financial gains and supporting continued sustainable regional development (Porcaro, 2010; Schmitt, 2010; Torres & Momsen, 2011). Therefore, more attention needs to be focused on the growth of the sector (Mitchell & Hall, 2003). This requires an enhanced conceptual understanding of the development of tourism in agricultural regions, and the process by which agricultural regions can develop tourism experiences based on their agricultural resources.

From a tourism perspective, there is a need to rethink how research problems are framed. At a theoretical level, there has been a tendency amongst tourism researchers to identify and solve very specific problems as opposed to understanding the nature of research problems, and the contextual issues associated with research problems. This tendency has been reflected in criticisms of the myopic or reductionist views from which much tourism research has been conducted (McDonald, 2006; McKercher et al., 2008). For example, many of the existing studies in niche tourism have adopted an activity-based SIT approach.

While this provides some understanding it tends to be from a myopic (McKercher et al., 2008) or reductionist (McDonald, 2006) perspective.

As a result, this research is designed to provide academics and industry stakeholders with a more holistic understanding of tourism development in agricultural regions in three ways. Firstly, it moves away from the term agri-tourism and introduces the more holistic concept of *Tourism in Agricultural Regions* (TAR). Secondly, this research adopts a place-based systems approach to provide a more holistic understanding. Finally, this research highlights the linkages between the niches of agri- and food tourism by explaining how agricultural resources (comparative advantages) can be transformed into tourism experiences (competitive advantages).

Taking a place-based, rather than an activity-based approach, enables a more in-depth understanding about the nature of the research problem, which has previously been defined as agri-tourism. Adopting a place-based systems approach to understand the nature of the research problem provides more meaningful insights, for both academics and industry practitioners. Furthermore, a major outcome of this research is the development of theoretical and management models that can explain and manage the process by which tourism in agricultural regions develops from agricultural resources. Each model will contribute to conceptual understanding (theoretical model) and practical application (management model), providing insights to the nature of tourism in agricultural regions in a way that has not yet been addressed in the literature.

1.5 Overview of the Methodology

The following sections discuss the methodological considerations made in the design of this research.

1.5.1 Paradigmatic Approach

This research adopts inductive reasoning to gain a more in-depth understanding of the research problem. Inductive reasoning draws on detailed observations of the real world to develop more general principles or theories (Babbie, 2001; Jennings, 2010; Neuman, 2004;

Veal, 1997). Using inductive reasoning falls within an interpretivist (constructivist) paradigm, where a relative and subjective perspective is adopted to understand the world (Guba & Lincoln, 2005; Lincoln, Lynham & Guba, 2011). This worldview is informed by ontological and epistemological assumptions that underpin and shape research methodology. Furthermore, an interpretivist paradigm also supports the use of case study methodology and qualitative data that underpin this research.

1.5.2 Methodology

Case study methodology is used to identify the role that agricultural resources can play in the development of tourism in agricultural regions. This methodology was selected as it uses inductive reasoning to compare, in this research, qualitative data collected from multiple sources of evidence (Yin, 2009). Some researchers (Creswell, 2013; Yin, 2009) consider case study a methodology as well as a method, which is the approach adopted in this research. As a result, the case study methodology informs all aspects of the research design, including the method, data collection techniques and analysis.

1.5.3 Methods

Cases studies can be used to investigate individuals, entities, events and processes (Creswell, 2013; Yin, 2009), as is the case in this research. This research also adopts a multiple case study design to provide a more in-depth understanding of how tourism develops in two agricultural regions: Margaret River and the Barossa. Multiple case study design provides an ability to overcome the criticisms often associated with a single case study, and the findings are more generalisable based on the use of replication logic (Yin, 2009). This is an important consideration, as it allows a model to be built that applies to the development of tourism in agricultural regions other than the two regions that are the focus of this research. The data collection and analysis is conducted on a case-by-case basis before completing cross-case synthesis.

1.5.4 Data Collection

As recommended by Yin (2009), the case studies discussed in this research use multiple sources of evidence, including documentary or secondary sources, archival records and

semi-structured interviews. A total of 54 interviews were conducted across the two regions, with representatives from the food, wine and tourism industries, as well as government agencies. These three data sources were deemed the most suitable as the advantages of one outweigh the disadvantages or limitations of another (Yin, 2009). Furthermore, semi-structured interviews allow for key topics to be discussed among all interviewees and for probing into new information based on the conversational nature and an interviewee's background knowledge/expertise (Creswell, 2013; Yin, 2009). This is important in identifying what is happening in a real world context, particularly for drivers and barriers that have not yet been identified in the literature.

The use of multiple sources also enables converging lines of enquiry to be established (Yin, 2009), where evidence can be compared and underlying truths about development processes revealed. Comparing the subjective views and perceptions of individuals involved in the development of tourism with documentary evidence enables a more holistic and objective view of the factors pivotal in the development process. That is, identifying the underlying truths and relationships to understand *how* and *why* tourism develops in agricultural regions.

1.5.5   Data Analysis

Data is analysed on a case-by-case basis before a cross-case synthesis compares findings between the case studies. Thematic analysis was used across all sources to identify the drivers and barriers to tourism development. A subjective content analysis was conducted on all documentary sources to identify key themes, corroborate findings and inform semi-structured interviews (Smith, 2010). A historical analysis was applied to archival records to understand how and why an event occurred by verifying statements about the past (Marshall & Rossman, 2006), and re-interpret recollections of past events discussed in semi-structured interviews (Marshall & Rossman, 2006; Yin, 2009). NVivo software was used to identify key themes from the interview transcripts. Themes identified in NVivo are triangulated with documentary sources to corroborate findings and identify those drivers of and barriers to tourism development in each region.

Having analysed the cases individually, this research adopts explanation building techniques and cross-case synthesis to develop a theoretical model and management model. It is particularly suited to this research as it "aims to build a general explanation that fits each individual case, even though the cases will vary in their details" (Yin, 2009, p. 142). Cross-case analysis was used in multiple case studies to aggregate data across individual case studies (Yin, 2009). The underlying drivers and barriers that result from the case-case synthesis (Research Objectives One and Two respectively) are then used to build two models. The first is a theoretical model that captures those factors that enable agricultural regions to transform their agricultural resources into tourism experiences (Research Objective Three). The second is a management model that may assist agricultural regions to develop tourism based on agricultural resources (Research Objective Four).

1.6 Limitations

Although the research is designed to ensure the quality of multiple case study approach, there are a number of limitations. These are addressed in the following sub-sections.

1.6.1 Research Methodology

- Case studies were identified as the most appropriate research method as this research requires an inductive approach used in model building. However, case studies have limitations associated with the ontological and epistemological assumptions of the interpretivist paradigm (Jennings, 2010).

- This research focused on a supply-side and does not include a demand-side perspective. However, adopting a place-based systems approach recognises the dynamic relationship between supply and demand.

- While TAR recognises that tourism is a system comprised of many components, this research is limited to investigating the role of one specific type of agricultural resource, thus focuses on the role of agricultural produce.

- In addition to drivers and barriers, there are a range of factors that affect the spatial and temporal aspects of tourism development that are beyond the scope of this research.

Hence, this research focuses specifically on identifying drivers and barriers, and understanding their role in the transformation of agricultural resources into tourism experiences.

- This research is limited to examining tourism development within regions that are defined by a boundary. Regions can be defined by many types of boundaries that do not always align (see Section 1.7). Due to the nature of this research, the regions were defined by designated tourism boundaries, limiting the size and scope of the region under investigation.

- Time and budgetary constraints have limited the multiple case study design to two regions.

1.6.2 Research Methods

- Semi-structured interviews are an intrusive and inclusive research method requiring voluntary co-operation from participants, and the views of all industry stakeholders may not be represented.

- Interviewee findings are limited to participants' opinions and interpretations, which are reflective of their memories of and involvement in events, and will differ on the basis of their recollections of history and their positions within a region. For example, tourism and agricultural representatives may recall aspects of events which differ from recollections of government representatives.

- Transcribing interview data after the fact is also time intensive for the researcher. To balance these shortcomings, the views expressed by interviewees' are supplemented with content and historical analysis.

- The research traces the development of tourism using its agricultural resources from an historical to contemporary perspective. Access to historical records that document the development of tourism outside a certain historical timeframe, or are only accessible within the case study region, may be limited.

1.6.3 Analysis of Findings

- The models developed using a case study approach with qualitative data may not be generalisable to other regions as the findings are specific to each case. Although a multiple case study approach has been used to minimise this, budgetary and time constraints have limited this research to two case study regions.

- Documentary evidence, such as tourism statistics and historical documents, is limited to those that could be accessed by the researcher online and through libraries in the regions. Some Council and government reports make statistics available at the wider regional level rather than the Shire or Local Government Area (LGA) levels. In addition, some tourism statistics are only reported at the LGA level rather than at the tourism region level. Therefore, statistical information used in the analysis may not cover the same boundaries designated for the case study regions.

1.7   Definitions

This section provides a comprehensive list of terms that are used throughout the thesis, and are provided as a reference point to the reader to clarify their meaning in the context of this research.

Agri-tourism

Although there is no agreed definition of agri-tourism, it has been viewed from the perspective of SIT (see Section 1.2.2). This research defines agri-tourism in its broader context, where agricultural resources are used to develop tourism within an agricultural setting, and includes: bed-and-breakfast (B&B) and farm stay accommodation; visits to agricultural attractions, activities and festivals; farm tours; manufacturing and retail of agricultural products (Gil Arroyo et al., 2013). As a consequence, farm tourism is considered a subset of agri-tourism.

Agricultural regions

Based on the definition of regions (Beer, Maude & Pritchard, 2003; Erlich, 2005a; Tosun & Jenkins, 1996), this research defines agricultural regions as geographic areas that make a

significant contribution to the region's economic base by supporting agricultural production, and are located outside of metropolitan or urban areas.

Agricultural resources

For the purposes of this research, agricultural resources are defined as any type of resource that a region has available in the production and manufacture of agricultural outputs. Agricultural resources include crops, livestock and fibre, the agricultural landscape from which these outputs are produced, as well as infrastructure such as sheds, processing plants and other equipment required in the manufacture of agricultural outputs. Agricultural resources are considered part of an agricultural region's comparative advantages, and have the potential to be transformed into tourism experiences, providing additional competitive advantage. For instance, agricultural produce can be transformed into regional cuisine, processing plants can be incorporated into farm tours, and the agricultural landscape provides a backdrop within which these activities take place. Due to the range of agricultural resources available, and considering the limitations of this research, the focus is on the transformation of agricultural produce into food and, where applicable, wine tourism experiences.

Barriers

Barriers have been identified in previous studies as obstacles and inhibitors. For example, McGehee (2007, p. 118) stated that "a stakeholder's full participation in the agritourism system may be limited by *obstacles,* such as internal constraints or external barriers". The type of obstacle varies depending on the stakeholders' involvement in the system, but possible obstacles include lack of communication, ineffective marketing and promotion and technological knowledge and skills (McGehee, 2007). Prideaux (2009, p. 264) defined inhibitors as those "factors of any type (including trends, drivers, random events, policy) and from any source that place restrictions on growth and also on change." Based on these definitions, this research defines barriers as those factors that hinder development, are often perceived to be outside of the control of stakeholders, and need to be overcome by drivers for development to occur. Examples of barriers include aspects of the external environment

within which development occurs, such as economic, environmental, legislative, socio-cultural, as well as deficiencies within the system including people, processes and products.

Drivers

Prideaux (2009, p. 262) defined drivers as those "*factors that underpin change* and cause it to occur." Varied in nature, drivers operate at international, national, regional and personal levels, and include factors such as technology, growth of the service economy and climate change (Prideaux, 2009). As this research is focused on regional development, drivers are defined as those factors that are central to the development of tourism, and determine how tourism develops in a region. This does not mean that drivers are always positive in nature, as (perceived) negative drivers and the context within which development occurs also dictate the type of development (as demonstrated in Prideaux's definition). For example, the geography of a region lends itself to supporting particular types of agricultural production due to the landscape. Furthermore, the proximity of a region to its target market, can also determine whether it develops into a day visit or overnight/weekend destination.

Food tourism

Food tourism is a SIT niche, much like agri-tourism, where participating in food-related experiences is the major motivating factor for travel (Hall & Mitchell, 2001). For the purposes of this research, references to food tourism include the complementary nature of food and wine activities and experiences.

Models

Models are visual tools used to communicate information about research phenomena or new concepts, and have been used to explain systems. This research discusses two main types of models – theoretical and management. Theoretical (or conceptual) models are used to describe and/or explain the tourism system and the interactions of some or all of its components (Getz, 1986). Conversely, management (or process) models are used to demonstrate the processes to follow in order to achieve a particular outcome (Getz, 1986). Models are used in this research to explain how tourism develops and to illustrate how agricultural regions can operationalise this process.

Place-based approach

A place-based regional development approach recognises the uniqueness of individual regions and the need to maximise the potential of every region based on its competitive advantages (Barca, et al., 2012; Turnour et al., 2014). Two fundamental aspects underpin a place-based approach: the importance of geographical context, including social, cultural and institutional characteristics; and a focus on knowledge in policy intervention (Barca et al., 2012). In this research, place-based approach recognises that tourism is a system that is influenced by a range of components that comprise the system, as well as the geographical context, or place, within which tourism develops and operates. In this way, a place-based approach acknowledges the resources available to a specific geographic area, and can be adopted where tourism is considered an activity that occurs in, and can contribute to the economy of, agricultural regions.

Regions

Although many definitions exist for regions, common elements are shared by numerous definitions. Erlich (2005a) observed that regions are comprised of geographic areas and/or spaces, with common or complementary characteristics, which share some degree of activity. Regions can also be determined based on geographical, functional (nodal) or administrative boundaries. In this research, the concept of a region encompasses not only a geographic area, but the common space occupied by people who share a way of life, history, religion and socio-economic activity (Beer et al., 2003; Tosun & Jenkins, 1996). Regional boundaries for the case studies are determined based on a combination of geographical homogeny, functional activity (interlinkages) and administrative boundaries, specifically designated tourism regions, as development is shaped by the interdependence and overlapping of all three aspects.

Systems approach

A tourism system is defined as a system comprised of a number of components (geographical, human, resources) that are connected and interact with each other (Leiper, 1979). Researchers have long argued (Leiper, 1979; McKercher, 1999; Mill & Morrison, 1998) that tourism is as an open system, in which its components are influenced by and

interact with a dynamic, external environment (McDonald, 2006). A systems approach to tourism enables a more holistic understanding and, in the case of open systems, increased level of complexity to be conveyed, which overcomes the limitations in much of the existing research that has tended to adopt a myopic or reductionist perspective (McDonald, 2006; McKercher et al., 2008).

Tourism in agricultural regions (TAR)

This research introduces the concept of tourism in agricultural regions (TAR) to overcome deficiencies in current definitions, and provide a more in-depth understanding, of tourism development in agricultural regions. TAR recognises tourism as a system and therefore provides a more holistic understanding than previous SIT classifications. For the purposes of this research, TAR is defined as a range of tourism activities and experiences developed from an agricultural region's resources, including nature, heritage, agriculture and culture. Due to the range of activities and experiences that comprise TAR, this research focuses specifically on the development of tourism experiences from agricultural produce.

Transformation

Transformation was used by Thompson et al. (accepted) to explain how a region's resources may be used to develop tourism experiences that encourage engagement with aspects of a region's landscape: naturescape, farmscape and culturescape. One example of the process of transformation is the construction of farm-based experiences offering the opportunity for visitors to purchase farm outputs or interact with elements of the farmscape (Thompson et al., accepted). In this research, transformation refers to the recognition of agricultural resources as comparative advantages, and the process by which these resources are transformed into tourism experiences that offer a competitive advantage. While agricultural resources can be food, fibre, infrastructure and equipment, this research specifically examines the transformation of agricultural produce into food and wine related tourism experiences.

1.8   Structure of Thesis

The research been structured into seven chapters (see Figure 1.1), beginning with an introduction and overview in Chapter One. Chapter Two reviews the literature on regional development, agri-tourism, and food tourism, highlighting the research gaps that relate to this research. Chapter Three presents the research methodology and methods used to conduct the research. The results from each case are presented in Chapters Four and Five respectively, followed by a discussion of findings from the cross-case synthesis and model development in Chapter Six. Chapter Seven concludes with an explanation of the contribution of this research and proposes future research opportunities.
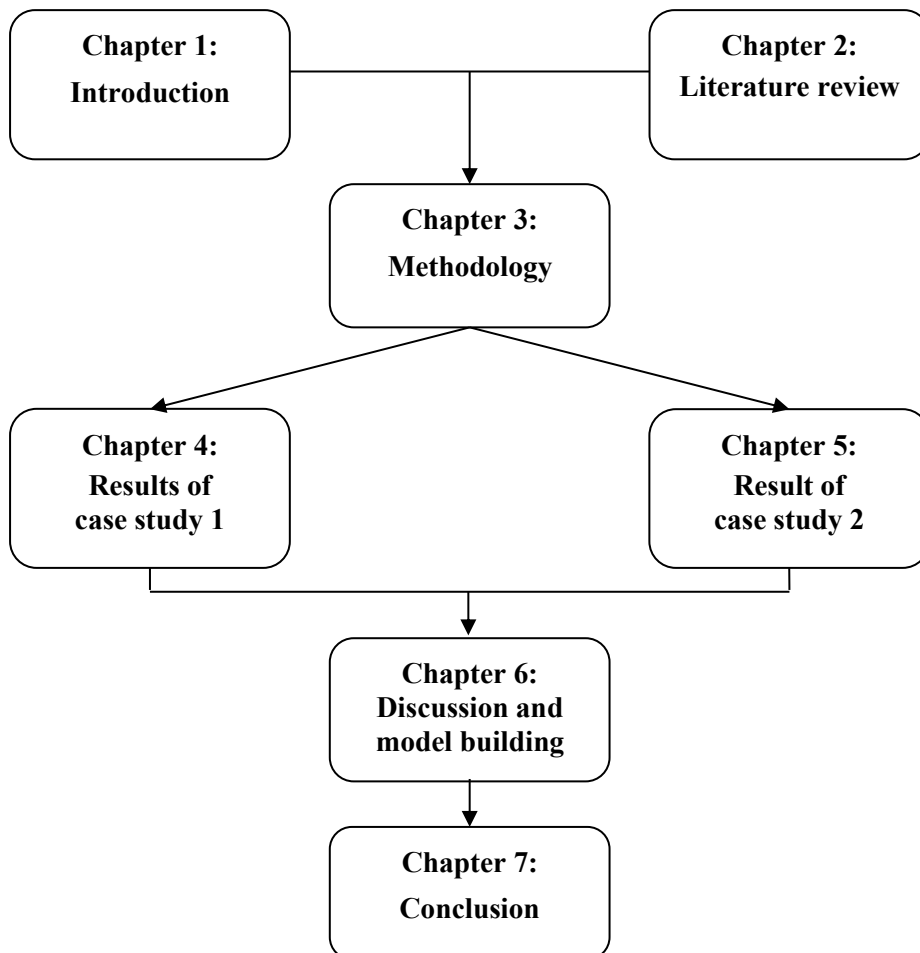
Figure 1.1: Outline of thesis chapters

1.9   Conclusion

This chapter has introduced the research concept. The chapter outlined the research background and highlighted key themes within the literature along with the methodological considerations and structure of this research. The limitations of the research were also discussed, and an explanation of key definitions outlined, before concluding with an overview of structure of the thesis.

CHAPTER 2:   LITERATURE REVIEW

2   Introduction

This review chapter begins with a discussion on the role of tourism in regional development and how different approaches have been used to inform a conceptual understanding of tourism development (see Section 2.1). This is followed by a detailed discussion in Section 2.2 of the debate surrounding the definitions and classifications of agri-tourism, which has contributed to only a partial understanding of the research phenomena. The relationship between agri-tourism and food tourism is addressed in Section 2.2.3, highlighting the need to consider these closely related SIT niches from a systems approach.

The main themes from the agri-tourism and food tourism literature inform the remainder of this chapter. Although this research is focused on the role that agricultural resources can play in the development of tourism in agricultural regions, much of the literature has adopted an SIT approach, with research in the niches of agri-tourism and food tourism. Literature on food tourism is included due to the adoption of a systems approach, and the need to understand the relationship between agri-tourism and food tourism development from a holistic perspective (see Section 2.4.1.3). While there has been considerable research undertaken into wine tourism (Carlsen, 2004; Mitchell & Hall, 2006), it is considered another SIT niche, and therefore beyond the scope of this research. However, studies that focus on the complementarity of food and wine are considered.

The review identifies key themes within the agri-tourism (see Section 2.4.1) and food tourism literature (see Section 2.5.1) respectively, with an emphasis on: those factors that drive tourism development; those factors that hinder development; and the ways in which tourism development has been modelled. The review concludes with a summary of the research gaps in Section 2.6.

2.1   Regional Development and Tourism

The use of tourism as an economic development strategy is particularly evident in peripheral and rural areas (Müller & Jansson, 2007). Many studies have demonstrated that tourism is pursued as an economic development tool because of its potential economic benefits, including positive contributions to foreign exchange, income and employment generation (Giaoutzi & Nijkamp, 2006; Lane, 1994; Sharpley & Telfer, 2002). The recognition of the economic benefits of tourism has resulted in many countries, at various stages of development, being involved in some form of tourism. In a regional context, tourism may have some potential to readdress imbalances between core and periphery areas. Successful promotion of tourism consumption in an attraction-rich periphery redistributes wealth from richer metropolitan centres (generating region) to benefit the periphery (host region) (Mihalič, 2002; Telfer, 2002). For rural areas with declining traditional industries, such as agriculture, tourism is seen by some as a means of restructuring the economy through rural diversification, providing a stimulus for growth that may not otherwise occur.

Although tourism has the potential to drive regional economic development, it is not always successful. Tourism's potential contribution to a region is dependent on a number of factors. Malecki (1997) outlined a number of factors that can undermine the effectiveness of tourism as a regional development tool. These include: seasonality and low paying jobs in the industry; the amount of economic benefit to a region is dependent on the degree of leakage from imports; the competitive advantage of regions; infrastructure requirements; and the sustainability of tourism with the increasing popularity of ecotourism. While striving to deliver economic benefit as part of regional development (Egan & Nield, 2003; Telfer, 2002), a range of unintended and at times negative, environmental and socio-cultural impacts can occur, which have been well documented (Giaoutzi & Nijkamp, 2006; Sharpley & Telfer, 2002). In addition to highlighting the interdependence of economic, social, cultural and environmental well-being in terms of measuring prosperity, there is increasing recognition that the success of tourism is intertwined with the performance of other sectors, including energy, technology telecommunications, agriculture and transport (Crouch & Ritchie, 1999).

24

In Australia, the contribution of tourism to economic and regional development is acknowledged by government and the private sector (Hall, 2007). Tourism has increasingly been used as a means of diversifying rural, agricultural areas undergoing economic restructuring (Killion, 2001). However, the decision to develop tourism in regional areas must be planned and managed carefully, and the real benefits to the community weighed against the inherent difficulties. According to Killion (2001), the successful development of rural tourism tends to be in rural areas that:

- are in close proximity to urban centres and international arrival points, and more easily accessible

- have a destination mix of sufficient drawing power to attract domestic, and if possible international, visitors

- have the capacity to provide goods and services tourists demand locally, thereby minimising economic leakage

- recognise that while tourism benefits the community, there may be adverse environmental, social and cultural impacts that need to be planned for and monitored.

As agri-tourism is considered a subset of rural tourism (Kizos & Isoifides, 2007; McGehee & Kim 2004; Phillip, Hunter and Blackstock, 2010; Sznajder et al.; 2009), these considerations are also relevant to its introduction into agricultural regions, particularly in an Australian context. The implication of these issues on the growth of agri-tourism and its role in regional development strategies is discussed in more detail in Section 2.4.1.1.

2.1.1   Approaches to Regional Development

The following discussion focuses on three different approaches – place-based systems theory, and comparative and competitive advantage. Collectively, these three approaches demonstrate how tourism development can be adopted in different ways. Although these approaches are more commonly used exclusively, there are advantages to using them together. Collectively, these approaches have the potential to increase a destination's competitiveness by adopting a systems approach that enhances a destination's knowledge of, and capacity to transform, comparative advantages into competitive advantages. Research adopting a combined systems and place-based approach has the potential to

enhance current understanding of tourism in a holistic manner, accounting for a number of contributing factors, including comparative advantages described in the tourism and economic development, specific to the region in which the tourism system operates.

2.1.1.1 Transforming comparative and competitive advantages

Some research (Crouch & Ritchie, 1999; Ritchie & Crouch, 2003) has discussed the contribution that comparative and competitive advantages have to destination competitiveness. Their research defined comparative advantages as "a destination's factor endowments, both naturally occurring as well as created" (1999, p. 142). A destination's comparative advantage changes over time with changes in its factor endowments, including the following resource categories: human; physical; historical; cultural; knowledge; capital; and infrastructure (tourism superstructures) (Crouch & Ritchie, 1999, Ritchie & Crouch, 2003). Competitive advantages are described as "a destination's ability to use these resources effectively over the long-term" (Crouch & Ritchie, 1999, p. 143). The distinction between comparative and competitive advantages is that the former relates to a destination's available resources (the 'what'), whereas the latter refers to a destinations ability to harness or transform these resources (the 'how' and 'why') (Crouch & Ritchie, 1999; Ritchie & Crouch, 2003). Thus, while a region can have an abundance of comparative advantages, if it lacks the ability to transform these, it will remain less competitive than a region that has used (transformed) the few comparative advantages (resources) it has available more effectively. According to Crouch and Ritchie (1999), mobilisation of competitive advantage consists of five elements: audit and inventory; maintenance; growth and development; efficiency and effectiveness. For resources to be deployed effectively, an audit or inventory must be conducted, which includes understanding the capacity, capability and limitations with regards to their use (Ritchie & Crouch, 2003). Maintenance refers to maintaining the resources against deterioration and ensuring its long-term sustainability (Ritchie & Crouch, 2003). Competitive advantage is also created through actions that facilitate the growth and development of manmade resources particularly, as well as the effective and efficient resource deployment (Ritchie & Crouch, 2003).

In addition to mobilising factor endowments is recognising who has a role in this process. The deployment of tourism resources can involve various levels of government, industry associations, individual enterprises and special interest groups (such as environmental) in various aspects such as planning, promotion, regulation and lobbying on behalf of members, the industry or other sectors (Crouch & Ritchie, 1999; Ritchie & Crouch, 2003). The diversity of stakeholders, and their interests, can affect a region's ability to effectively utilise its resources, and having a shared view of tourism is important (Crouch & Ritchie; 1999; Ritchie & Crouch, 2003).

Although comparative and competitive advantage has been proposed as a tool for developing competitive destinations (Crouch & Ritchie, 1999; Ritchie & Crouch, 2003), it has not been as widely applied in agri-tourism. Tourism development is not always successful, demonstrating the need to consider how competitive advantage is realised in destinations, including agricultural regions. It is only when these factors are transformed that regions can harness their full tourism potential. Furthermore, the potential to use comparative and competitive advantages in conjunction with other regional development approaches warrants further investigation. As this approach is inclusive of a range of destination resources, processes and institutions, it aligns with a systems approach to tourism.

2.1.1.2 Systems approach to tourism

The adoption of a systems approach to explain tourism phenomena is not new, with a number of perspectives emerging from the literature (Leiper, 1979; Mill & Morrison, 1985, 1998; McKercher, 1999; Pearce, 1989). While the component parts of these systems may vary, there are common features. Some researchers (Leiper, 1979; McKercher, 1999; Mill & Morrison, 1998) view tourism as an open system, which "operates in a dynamic environment as opposed to a closed system where no interaction with the external environment takes place" (McDonald, 2006, p. 77). Therefore, acknowledging the external environment allows open systems to explain a level of complexity. Researchers (Leiper, 1979; McKercher, 1999; Mill & Morrison, 1985, 1998) have argued for tourism to be

viewed as a system, and some studies have adopted this approach (Carlsen, 1999; Kidd, 2011; Mayaka & Akama, 2007; McKercher, 1999).

One advantage of a systems approach to tourism is an enhanced holistic understanding. There is a tendency in tourism research to adopt a fragmented and reductionist view, which often contributes to a partial understanding of tourism (McDonald, 2006; McKercher, 1999). A systems approach removes the emphasis from individual components of the system, focusing on the interrelatedness and interactions of these elements collectively (Carlsen, 1999; Reid; 2003). Examples of system components include economic, geographic and social elements. Understanding the connections between system components enables a more holistic understanding of the complexities of tourism, including the social and environmental context in which tourism operates (Carlsen, 1999; McDonald, 2006). Included in this holistic understanding of the context are the comparative and competitive advantages that comprise the resources available in the destination (region) in which the tourism system operates.

For instance, an open system explains a level of complexity through acknowledging the dynamic nature of, and interactions with, the external environment. However, the understanding of tourism is still largely from a reductionist perspective, such as Leiper's (1979) model. Although it is open, it does not allow for the complexities of other factors, including time and structure. A two-dimensional model such as Leiper's (1979) is insufficient on its own. The complexity of tourism as a system is best represented using a series of models, suggested by Prideaux, McKercher & McNamara (2013), that enable a holistic understanding of tourism as a system as well as the complexities derived from the multiple parts.

However, research into the niche of agri-tourism has continued to adopt a reductionist rather than holistic approach, focusing on specific parts such as farm-stay accommodation, rather than the sector as a whole. Hence, this research uses a systems approach in which tourism is viewed as an open system comprised of multiple parts. This open system

operates within a region (place) where interactions occur with the external environment (physical, human and spatial contexts).

2.1.1.3 Place-based approach

A place-based regional development approach recognises the unique, geographical context of individual regions and the need to maximise the potential of every region based on leveraging its competitive advantages (Barca, et al., 2012; Turnour et al., 2014). Barca et al. (2012, p. 139) suggest the place-based approach be used in development strategies, "where economies are experiencing major transitions in equilibria". Two fundamental aspects underpin a place-based approach: the importance of geographical context, including social, cultural and institutional characteristics; and a focus on knowledge in policy intervention (Barca et al., 2012).

As a result, the interactions between institutions and geography are assumed to be critical for development, and it is these interactions that inform development policy (Barca et al., 2012). Research (Cantin et al., 2010; Tomaney, 2010) has found that adopting a place-based approach to development encourages collaboration between a range of different actors, including industry, community, businesses and government, to tackle complex social, economic and environmental problems within a defined geographic location (Turnour et al., 2014). This collaboration is necessary for two reasons. Firstly, a place-based approach emphasises that development is driven from within the region, based on the entrepreneurial innovation of business, industry, government and community sectors, with support from higher level policies (Turnour et al., 2014). Secondly, much of the knowledge needed to fully exploit the potential of a region is not readily available, and must be produced through a deliberate, collaborative process that involves local and external stakeholders (Barca et al., 2012). Through the process of building knowledge, social capital is also built from the inclusion of local values and sense of community. In conjunction to building local embedded knowledge, this approach builds on local values and sense of community, and it is this sense of community that creates the social capital that determines the institutional environment in which development takes place, the capacity to generate consensus and trust, to resolve conflict and mobilise resources, the provision of public

goods and, last but not least, the local willingness of different players to pay for development (Barca et al., 2012).

Leveraging a region's competitive advantages aligns with the principles of comparative and competitive advantage, where a region's resources are identified and transformed to create destination competitiveness (Crouch & Ritchie, 1999). Research into the development of agriculture has demonstrated that place-based approaches can be used to explore numerous factors affecting competitiveness, so that the potential of a region can be realised and maximised (Turnour et al., 2014). The geographical context of place-based approaches also aligns with systems theory, in which the interactions with the external environment are considered from a holistic perspective. Combining a place-based approach with comparative and competitive advantage and systems theory facilitates an analysis of tourism development, in terms of what, how and why, as well as its contribution to, agricultural regions.

2.2   Understanding the Research Phenomenon with Definitions

2.2.1   Defining Agri-tourism

An important first step in researching a particular research problem is the ability to clearly identify and define it. While agri-tourism has gained some attention in the literature (see Section 2.4.1), how it should be defined is a matter of debate. Agri-tourism, in conjunction with rural, farm and food tourism, are all SIT niches. While rural, farm and agri-tourism (also referred to as agro-tourism) have been used interchangeably (Barbieri & Mshenga; 2008; Phillip, et al., 2010; Sharpley & Sharpley, 1997), each can be considered a specific form of niche tourism with defining characteristics. For the purposes of this research, agro-tourism is considered to have the same meaning as agri-tourism. While agri-tourism and farm tourism are generally recognised as subsets of the broader concept of rural tourism (Kizos & Isoifides, 2007; McGehee & Kim, 2004; Nilsson, 2002; Phillip, et al., 2010; Sznajder et al., 2009), the relationship between these two SIT niches is the cause of much debate in the literature (Gil Arroyo et al., 2013; Phillip et al., 2010). For the purposes of this research, farm tourism is regarded as a type of agri-tourism.

Although recognised as SIT, there is confusion within the literature as to how to define and classify agri-tourism activities and experiences (Flanigan et al., 2014; Gil Arroyo et al., 2013; Phillip et al., 2010; Wicks & Merrett; 2003). Agri-tourism generally refers to tourism products and experiences that are developed from a region's agricultural resources. Although the concept is not new (Busby & Rendle, 2000; Gil Arroyo et al., 2013; Wicks & Merrett, 2003), there is an inability to clearly define and classify what is meant by agri-tourism in the literature. A review by Phillip et al. (2010) showed that some research defines agri-tourism as an activity developed on working farms/farming properties (Barbieri & Mshenga, 2008; Marques, 2006; McGehee, 2007; McGehee, et al., 2007; Sznajder et al., 2009 along with Carpio et al., 2008; Ilbery, Bowler, Clark, Crockett & Shaw, 1998), which has also been referred to as farm tourism or farm-based tourism (Busby & Rendle, 2000; Phillip et al., 2010).

Phillip et al. (2010) and Gil Arroyo et al. (2013) have highlighted how other researchers (Che et al., 2005; Kizos & Isoifides, 2007; Sonnino, 2004; Tew & Barbieri, 2012) consider agri-tourism an activity that may occur off-farm. The types of agricultural settings include nurseries and ranches, or even off-farm facilities such as farmers' markets (Wicks & Merrett, 2003). However, to be regarded as agri-tourism, as opposed to rural tourism, requires the connection to agriculture to be maintained, typically through activities and contact with the farmer. Sonnino (2004, p. 286) defined agri-tourism as "activities of hospitality performed by agricultural entrepreneurs and their family members that must remain connected and complementary to farming activities". Similarly, Kizos and Isoifides (2007, p. 63) described agri-tourism as "tourist activities of small-scale, family or co-operative in origin, being developed in rural areas by people employed in agriculture". Jansen-Verbeke & Nijmegen (1990, cited in Sharpley & Sharpley, 1997) relate agri-tourism more generally to agriculture and those tourism products directly connected with the agrarian environment, products or stays. Based on this broader definition, agri-tourism incorporates festivals, museums, craft shows and other cultural events (Sharpley & Sharpley, 1997).

More recently, Sznajder et al. (2009) describe how the term agri-tourism has evolved with growing interest from other business entities in a supply-side context. From a tourist's perspective, agri-tourism refers to "an activity whose aim is to familiarise oneself with farming activity and recreation in an agricultural environment" (Sznajder et al., 2009, p. 3). However, the supplier of the activity has grown from the farming sector alone, to include the accommodation (agri-accommodation), recreation (agri-recreation), sport (agri-sport), entertainment (agri-entertainment), and the food and beverage (agri-food and beverage) sectors (Sznajder et al., 2009). Adopting a more inclusive approach, Gil Arroyo et al. (2013) recommended a definition of agri-tourism include elements of entertainment, education, farm and agricultural setting, as well as staged or authentic activities conducted on working agricultural facilities.

The lack of a clear definition has resulted in confusion as to the types of products and/or experiences that classify as agri-tourism. Phillip et al. (2010, p. 754) identified three areas of research debate when categorising agri-tourism products which are: "whether or not the product is based on a working farm; the nature of contact between the tourist and agricultural activity; and the degree of authenticity in the tourism experience". Their (Phillip et al., 2010) proposed typology allows agri-tourism products to be described and differentiated in a systematic way based on five characteristics. While the typology has provided an enhanced understanding on which to define and classify different types of agri-tourism, it re-enforces a segmented, rather than holistic, approach to research. In addition, the research failed to include stakeholders involved in the agri-tourism industry. Furthermore, it concentrated on a working farm approach and failed to take into account non-working farm opportunities that have been defined as agri-tourism. As a result, it has limited capacity to be used to explain how agri-tourism fits into the broader context of an agricultural region, and inform the development of these types of activities in a practical sense.

A revised typology has addressed some of these deficiencies. With input from industry stakeholders, Flanigan et al. (2014) have revised the typology's structure to more accurately represent agri-tourism from a theoretical and applied perspective. The typology

now more accurately reflects the diverse range of agri-tourism based experiences available. These include accommodation in a working or ex-farm house, agricultural shows, and participating in farm tours and tasks. However, with the dynamic nature of the industry and the need to respond to changing demand, this typology requires ongoing revision. While agri-tourism may be more clearly defined from an academic perspective, this may not be shared by those involved in the production and consumption of the experience.

Furthermore, while the typology provides a useful framework to underpin future research, it fails to adopt a systems approach that provides a holistic perspective. Agri-tourism consists of a range of activities that are developed using a region's available agricultural resources, which are part of a broader tourism system that operates within a defined geographic region. Consequently, alternative definitions that support a more holistic approach to the research phenomenon need consideration. Thompson and Prideaux (2013, 2014) recent research has used a modified place-based approach to development in an effort to overcome the definitional shortcomings in agri-tourism. These researchers (Thompson & Prideaux, 2013, 2014; Thompson et al., accepted) recognised that agricultural regions can develop a number of niche tourism sectors operating within a broader tourism system, which are based on the transformation of a region's natural, agricultural and built resources (comparative and competitive advantages).

2.2.2 Defining Food Tourism

The terms food and wine tourism are used interchangeably in a similar way to that of agri- and farm tourism. Food tourism can refer to food or food and wine collectively, while wine tourism specifically focuses on wine. For the purposes of this research, food tourism refers to food and the complementarity between food and wine. Definitions for food tourism are based on demand, and focus on tourists' motivations and experiences (Boniface, 2003; Hall & Mitchell, 2001; Hall & Sharples, 2003; Hjalger & Richards, 2002), while supply-side definitions address niche marketing and destination development aspects (Getz, 2000).

As a form of SIT, Hall and Sharples (2003) argue the need for a definition that distinguishes tourists whose activities, behaviours and destination choice are motivated by

an interest in food from those who consume food as a part of their travel. This distinction also assists the understanding of the role of food tourism in the tourist experience. Based on a special interest in food, Hall and Mitchell (2001, p. 308) define food tourism as:

> visitation to primary and secondary food producers, food festivals, restaurants and specific locations for which food tasting and/or experiencing the attributes of a specialist food production region are the primary motivating factors for travel.

Therefore, for an activity or experience to be defined as food and wine tourism, the tourist's desire to experience a particular food and/or wine, or the produce of a specific region must be a major motivating factor for travel (Hall & Sharples: 2003; Hall & Mitchell, 2001). Taking a SIT approach view, Hall and Sharples (2003) demonstrate how food tourism can be further classified as gastronomic, gourmet or culinary tourism, depending on the level of special interest in food (See Figure 2.1).
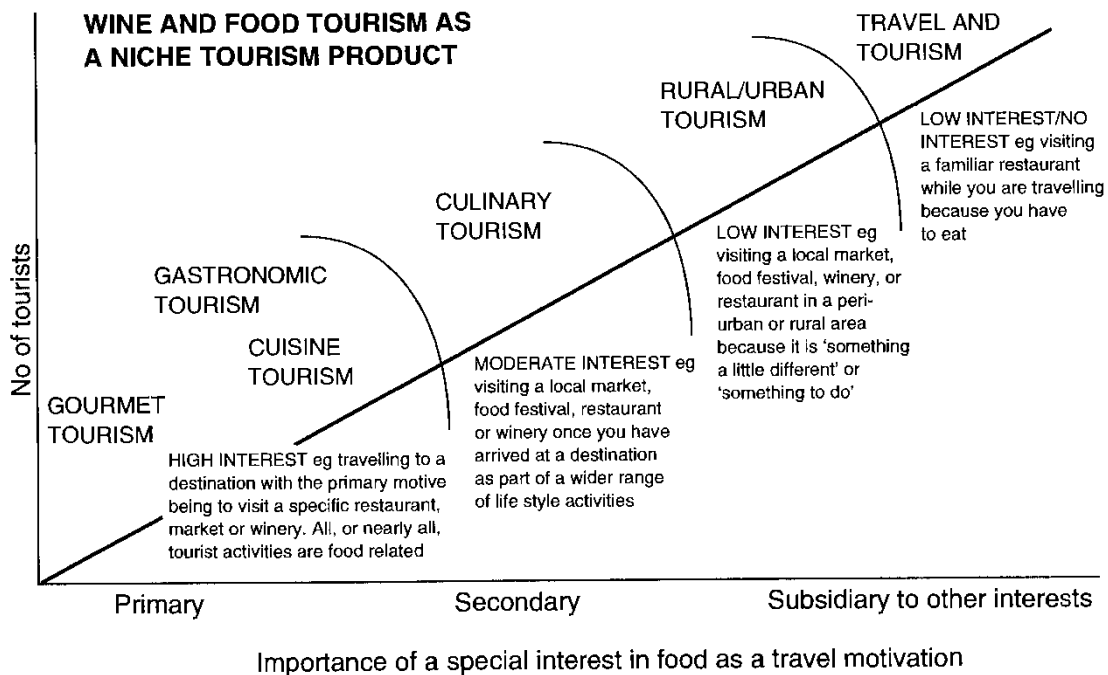
Figure 2.1: Food and wine tourism as a special interest tourism product
(Source: Hall & Sharples, 2003, p. 11)

34

This discussion has highlighted that definitions within the food tourism are largely customer demand related, whereas agri-tourism is largely defined by product or geography (Robinson & Novelli, 2005). The inconsistencies between agri- and food tourism definitions fail to highlight the relationships between the two, and are another reason to adopt new terminology. Although, Hall and Sharples' (2003) model shows how food tourism can be classified along a spectrum, it is based on a demand-side perspective. As a result, a supply-side perspective is needed to consider how food tourism fits into a tourist's travel behaviour or a region's bundle of tourism attributes.

2.2.3   Relationship between Agri- and Food Tourism

Insights into the relationship between food and agri-tourism are also evident in Hall and Sharples' (2003) model. Figure 2.1 shows that food tourism can be considered a subset of rural or urban tourism. Further classifications can be made to incorporate agri-tourism and farm tourism. For example, agri-tourism experiences include regional cuisine sourced from local, agricultural produce, through festivals or directly from the producer. Food experiences that take place on-farm may be further classified as farm tourism, within the broader context of agri-tourism.

Smith and Xiao (2008) have shown the range of food tourism activities, highlighting the inter-relationship between food and agri-tourism (see Table 2.1). Their research demonstrates that food tourism is comprised of facilities, events and activities that can also be classified as agri-tourism, including food processing facilities, festivals and agricultural regions. Although these models (Hall & Sharples, 2003; Smith & Xiao, 2008) depict the linkages between food tourism and agri-tourism, the SIT perspective used to define agri- and food tourism largely fail to convey this relationship from a holistic perspective. In addition, definitions of agri-tourism and food tourism have been developed from opposing perspectives, incorporating supply and demand-side perspectives respectively.

Table 2.1: Types of food tourism

Facilities	Activities	Events	Organisations
Buildings/Structures • Food processing facilities • Wineries • Breweries • Farmers' markets • Food stores • Food-related museums • Restaurants Land uses • Farms • Orchards • Vineyards • Urban restaurant districts Routes • Wine routes • Food routes • Gourmet trails	Consumption • Dining at restaurants • Picnics utilising locally-grown produce • Purchasing retail food and beverages • Pick-your-own operations Touring • Wine regions • Agricultural regions • City food districts Education/Observation • Cooking schools • Wine tasting/education • Visiting wineries • Observing chef competitions • Reading food, beverage magazines and books	Consumer Shows • Food and wine shows • Cooing equipment, kitchen shows • Product launches Festivals Food festivals Wine festivals Harvest festivals	• Restaurant classification or certification systems (eg Michelin, Taste of Nova Scotia) • Food/wine classification systems (eg VQA) • Associations eg Cuisine Canada, Slow Food)

(Source: Smith & Xiao, 2008, p. 290)

Understood and defined as distinct SIT niches, agri- and food tourism are inextricably connected through agricultural production and culture. Agri-tourism activities reflect traditional farming practices, land-use patterns and an agrarian way of life (Timothy, 2011), where food is one type of output of agricultural production. Food reflects a region's culture, and is a tangible expression of social and cultural capital (Everett & Aitchison, 2008). Well-known food or cuisines are often based on social elements and religious practices, as well as the environmental conditions and soils (Timothy, 2011) associated with agricultural production. Therefore, food is a function of the agricultural production in a region, and it also provides a sense of identity that reflects a region's culture. Adopting a place-based systems approach to tourism, and alternate terminology, is needed to better understand the relationships between agri- and food tourism, and the implications for developing tourism in agricultural regions.

2.2.4　Issues arising from Existing Definitions

The preceding discussion has demonstrated a number of deficiencies in current definitions, and therefore understanding, of agri- and food tourism. Agri-tourism is a form of tourism defined from reductionist and myopic perspectives, which some authors (McKercher et al., 2008) have acknowledged has problems. A reductionist approach tends to separate nature (in this case, the agriculture) from humans as it is regarded as an impersonal object; it also separates facts from values associated with nature (Carley & Christie, 2000). Consequently, this research has adopted a place-based systems approach which supports a holistic view of agri-tourism.

As an agreed-upon definition of agri-tourism does not exist, there is only a partial understanding of this phenomenon in the literature. In addition, there are inconsistencies in how agri-tourism and food tourism have been defined. Agri-tourism definitions are supply-side focused, unlike food tourism definitions that are based on demand, and lack the motivational aspects Hall and Mitchell (2001) deem critical in defining SIT. This disparity, combined with a reductionist approach, contributes to an inability to convey the connection and relationships between food tourism and agri-tourism, where the food tourism experience is based on the local agriculture. This disparity in understanding these concepts from a common viewpoint highlights a gap in the research, and the need for new terminology that overcomes this limitation.

Definitions based largely on SIT classifications can also be problematic. McKercher et al. (2008) commented on the tendency to classify types of tourism activity within niches, which are then used as a foundation to identify corresponding target market interests (McKercher et al., 2008). However, these classifications can result in a myopic perspective, examining SIT activities in isolation of the bundle of tourism attributes within a destination (McKercher et al., 2008). As a consequence, the potential tourism demand for SIT can be overestimated (McKercher et al., 2008).

From a supply-side perspective, the classifications of agri-tourism may become restrictive, contributing to an inability to accurately represent the evolutionary nature of the tourism

activity to which it refers. This includes an inability in current definitions and classifications to describe the linkages between agriculture and food as tourism experiences. It is not suggested that agri-tourism is without merit, as it works well when used to explain tourism diversification and activity at an enterprise, or farm, level. However, problems arise when trying to explain tourism at a regional level. Hence the need for a systems approach that allows a holistic perspective of tourism within a destination as a system compromised of many components such nature, heritage, tourism infrastructure and agriculture. As few studies have adopted a holistic perspective that recognises agri-tourism as one type of tourism activity that occurs in agricultural regions (Thomspon & Prideax, 2013, 2014; Thompson et al., accepted), the results have limited application to the development of tourism in agricultural regions. This myopic perspective has also contributed to only a partial understanding of agri-tourism.

The ongoing debate surrounding the term agri-tourism, an inability to describe the link agriculture and food conceptually, and the myopic view often associated with SIT research (McKercher et al., 2008), highlight the need to consider this evolving phenomenon from a more holistic perspective. This need has resulted in introducing new terminology to overcome existing limitations and extend current understanding. From a conceptual perspective, these limitations also demonstrate the need to rethink how to define and approach research into this phenomenon in the future.

2.2.5   Introducing the Concept of Tourism in Agricultural Regions (TAR)

The preceding discussion has reviewed a range of agri-tourism and food tourism definitions, highlighting the deficiencies and inconsistencies in the terminology. From an academic perspective, the use of an SIT approach to define and classify tourism as agri-tourism or food tourism has inhibited the understanding of the role that tourism can play in agricultural regions. To resolve this problem, this research adopts the concept of tourism in agricultural regions (TAR): an inclusive and holistic perspective that removes the emphasis from the niche tourism activity and consumer experience (Thompson & Prideaux, 2013, 2014; Thompson et al., accepted) by incorporating a place-based systems approach. This approach facilitates an examination of tourism activity that occurs in, and its economic

contribution to, agricultural regions. Thompson and Prideaux (2013, 2014) have also suggested TAR as a mechanism for recognising that agricultural regions can develop a range of niche tourism experiences based on their natural, agricultural and built resources. Figure 2.2 shows the holistic concept of TAR as a system that is comprised on multiple components.

The use of TAR promotes a clearer and more comprehensive understanding of the importance of the complementarity of a range of on- and off-farm activities within an agricultural region. Gil Arroyo et al. (2013) have stated that ongoing disagreement over definitions and activities inhibits planning and impedes the promotion of tourism as a complementary activity in the agricultural economy. The holistic concept of TAR can overcome these difficulties, by enhancing more effective planning and the adaptation of services to promote and integrate the agriculture and tourism sectors within an agricultural region. This approach also overcomes criticism of the conceptual meaning of agri-tourism, including definition (Barbieri & Mshenga, 2008; McGehee, et al., 2007; Sharpley & Sharpley, 1997) and classification (Phillip, et al., 2010; Sznajder et al., 2009) issues discussed in Section 2.2.4.

As TAR is a system comprised of diverse tourism activities, experiences and supporting infrastructure, it is beyond the scope of this research to examine each component. Instead, this research focuses on the role agricultural resources can play the development of tourism in agricultural regions. More specifically, how agricultural produce can be transformed into food-related tourism experiences. The shaded areas in Figure 2.2 show the focus of this research within the holistic concept of TAR.

Holistic Concept of Tourism in Agricultural Regions (TAR)					
Agriculture-based resources (raw and processed)	Nature-based resources	Heritage - based resources	Accommodation	Attractions	Supporting infrastructure (Eg: shops, roads, etc)
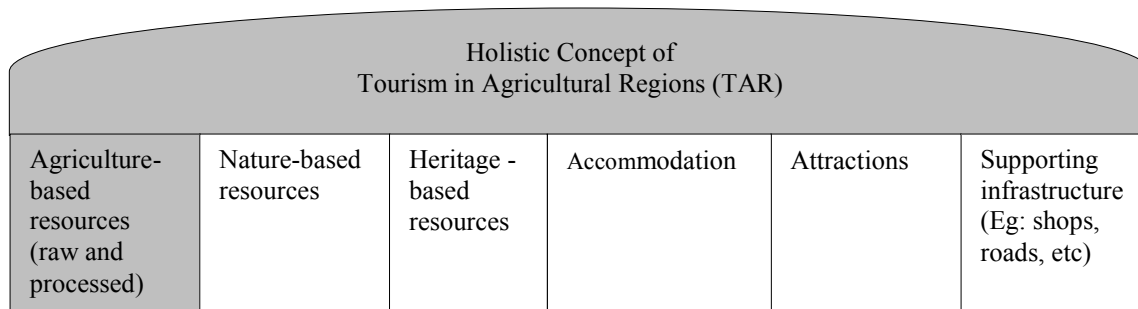
Figure 2.2: Holistic concept of TAR as a system with multiple components

Note: Shaded areas highlight the focus of this research, and acknowledge the connections with other parts of the tourism system.

2.3   Demand for Agri-tourism and Food Tourism

Although this research focuses on the supply-side, the role of demand side is recognised as a stimulating factor or driver. It is understandable that the factors responsible for growing demand in the areas of agri-tourism (Carpio et al., 2008; Francesconi & Stein, 2011; Pearce, 1990; Srikatanyoo & Campiranon, 2010) and food tourism (Hall, Sharples, Mitchell, Macionis & Cambourne, 2003; Getz, et al., 2014; Hjalger & Richards, 2002; Henderson, 2009) have received some attention in the literature. Wine tourism (Charters & Ali-Knight, 2002; Getz, 2000; Hall, Sharples, Cambourne & Macionis, 2000; Mitchell & Hall, 2006), in particular has received considerable attention, with a growing body of research into the complementarity of food and wine tourism (Boniface, 2003; Hall & Sharples, 2003; Kim, Eves & Scarles, 2009).

As this research specifically adopts a supply-side perspective, it is beyond the scope to include a detailed review of demand-side research. However, given the adoption of a place-based systems approach, it is important to understand and acknowledge the role that changes in demand have on supply, including: stimulating growth; responding to changes in demand with desirable products and/or experiences; and creating new tourism development opportunities. These issues have been addressed in Section 2.4.1.1 when discussing the role of agri-tourism in regional development.

2.4 Supply-side Issues in Agri-tourism Literature

The following review seeks to identify and critique the major issues addressed in the existing literature, with a particular emphasis on the success factors, potential barriers and models of tourism development in agricultural regions. As most studies are informed by a SIT approach, key themes in the agri-tourism literature are considered, followed by a review of the closely-related SIT niche of food tourism (see Section 2.5).

2.4.1 Major Themes in Agri-tourism

2.4.1.1 Growth and regional development

The growth of agri-tourism has been driven by both demand- and supply-side factors (Carpio et al., 2008; Knowd, 2001; Veeck, Che & Veeck, 2006). On the supply side, economic pressures have forced farmers to pursue both agricultural and non-agricultural means to maintain farming income (Carpio et al., 2008; Nickerson et al., 2001). Francesconi and Stein (2011, p.1) cite "competition with agricultural corporations, high business expenses and low commodity prices as reasons challenging the feasibility of small and medium-sized farms" in Florida. These factors have contributed to the number of small and medium-sized farms particularly converting to urban development projects, including agri-tourism (Francesconi & Stein, 2011). Agri-tourism also contributes to tourism diversification, and can add to the bundle of attributes within a region by adding value to historical, ecological and nature-based tourism (Langworthy, Howard & Mawson, 2006). Alonso (2010) agrees that the development of tourism such as rural, food and wine, and agri-tourism have enhanced the appeal of rural areas, and created opportunities to strengthen links across the region with tourism. With agricultural regions looking to diversify their economic base, and the potential of tourism becoming more widely recognised, agri-tourism is increasingly being used as a tool in regional development strategies.

Agri-tourism is used in regional development strategies because of the potential socio-economic and development benefits. The transition of agri-tourism from an additional form of farming income to a recognised industry sector, or from tourism on farms to farm tourism, and its use in regional development strategies has been examined in the literature

(Busby & Rendle, 2000; Schmitt, 2010). Italy's development of agri-tourism is considered ideal as it promotes the conservation of a rural environment through its socio-economic development (Sonnino, 2004). In doing so, it provides tourists a unique, rural experience in a farm setting, which in turn provides supplementary income to farmers that enables them to stay on farm. Due to the ability of agri-tourism to benefit both the agricultural and tourism industries, Porcaro (2010) suggests that Australia adopt Italy's agri-tourism model. Farmers would benefit from the additional farming revenue generated by agri-tourism, while the tourism industry benefits from the development of tourism resources in rural areas to meet growing demand (Porcaro, 2010). Similar contextual influences have been identified as drivers of regional agri-tourism and food tourism in Australia (Ecker et al., 2010). This research (Ecker et al., 2010) stated numerous factors that had varying degrees of influence on the uptake of agri-tourism across several regions in Australia. These included: declining terms of trade; labour shortages; changing land use and values; drought; climate change; and industry restructure.

There are both positive and negative impacts from agri-tourism development, with agri-tourism having varying degrees of success once implemented (Tew & Barbieri, 2011). While the overall economic impact of agri-tourism can be small, the economic benefits are most visible at a regional level. As Schmitt (2010) states, in spite of the small amount farms contribute to the per capita gross national or regional product, the significance of this should not be dismissed at the regional level. Furthermore, while the development of agri-tourism is kept at a manageable level, fewer negative impacts will arise (Schmitt, 2010). To date, research into agri-tourism and regional development has demonstrated how external factors and the potential benefits have encouraged growth of the industry. However, less information is available that explains how this occurs, and demonstrates this process with a model that agricultural regions can operationalise.

2.4.1.2 Motivations for diversification

American research (McGehee & Kim, 2004; Nickerson et al., 2001) has found similar motivations among farmers for agri-tourism entrepreneurship based on 11 common motivations. Studies by Nickerson et al. (2001) and McGehee and Kim (2004) identified

economic reasons as the primary motive, including a desire for additional income and offsetting fluctuating agricultural income in order to maintain a rural lifestyle. Secondary motives were mixed, and were identified as social reasons (McGehee & Kim, 2004) or external to the business (Nickerson et al., 2001). While social reasons comprised of sharing the rural experience with guests and socialising and meeting new people, external influences included factors such as the loss of government, agricultural programs, educating the consumer, seeing other farm business successes and tax incentives (Nickerson et al., 2001; McGehee & Kim, 2004). Despite differences in the characteristics of the farming families between the two studies, conducted in Montana and Virginia respectively, economic reasons formed the primary motivation. As a result, Nickerson et al. (2001) concluded that there are three dimensions of entrepreneurship: multi-dimensional (social reasons); economists (economic reasons); and influentials (external reasons). From their research, Nickerson et al. (2001) also predict that multi-dimensional entrepreneurs, whose motivations are driven by social factors, tend to be the most successful.

In contrast, Australian studies have shown that agri-tourism businesses were predominantly driven by lifestyle aspects, followed by monetary reasons (Getz & Carlsen, 2000; Ollenburg & Buckley, 2007). A Western Australian study by Getz and Carlsen (2000) identified living in the rural environment, and family and lifestyle considerations as significant for the majority of the sample. Although monetary goals were secondary, the farming families recognised the importance of running a profitable, quality agri-tourism venture. The smaller proportion of businesses focused on monetary goals tended to have greater amounts invested in the venture (Getz & Carlsen, 2000). While it is unclear as to the respondents' previous relationships to the area, starting an agri-tourism venture enabled them to achieve their lifestyles in the same way as farming families wish to stay on the properties.

Similarly, Ollenburg and Buckley's (2007) Australia-wide study ranked social motivations slightly higher than economic motivations, although respondents acknowledged the importance of both. Economic motivations were stronger in those farms where the return from tourism is intended to subsidise farming income, while social reasons predominated

ventures classified as lifestyle farms. The importance of Ollenburg and Buckley's (2007) study lies in the implications for government planning and policy formation. Motivated for a variety of reasons, agri-tourism entrepreneurs may respond very differently to government policy and incentives, related to agriculture, tourism and land management and conservation (Ollenburg & Buckley, 2007).

More recent research by McGehee et al. (2007) has examined the role of gender in motivational decisions. Although both men and women were motivated by a desire for additional income, to fully utilise resources and educate consumers, women consistently ranked these and other characteristics more highly. The findings reflect other studies, in which women are more highly motivated to develop agri-tourism as a source of entrepreneurship over their male counterparts (McGehee et al., 2007). These findings are important when considering how to target, educate and train the actors driving agri-tourism ventures. Improving the quality of tourist experiences continues to develop the agri-tourism sector by generating tourist demand and building the region's reputation.

Understanding the motivations behind individual agri-tourism ventures is important. However, the role of motivation as a driver of tourism has not been widely addressed in the literature until recently. An Australian study (Ecker et al., 2010) investigated the drivers of regional agri-tourism and food tourism development in several regions, and determined personal and business motivations as a driver. Their findings support previous research (see above) into motivations, in which they specifically identified the following five drivers: personal income, lifestyle drivers, wanting to educate people about rural farm issues, retirement options and transition from agricultural production (Ecker et al., 2010). In addition to recognising the motivations behind individual agri tourism businesses, there is need for future research to better understand if and how motivation may drive the development of TAR. That is, how these motivations can be used to enhance collaborative efforts to drive development of the sector at a regional level.

2.4.1.3 Linking tourism back to agriculture

Linkages between tourism and agriculture are vital to maximise the benefits of agri-tourism for the industry, community and region. The economic benefits of tourism to a region have focused on increasing visitor numbers, length of stay and overall spend (Telfer & Wall, 1996). However, there are opportunities to enhance regional economic benefits by creating backward linkages with agriculture, and using local food in tourism (Telfer & Wall, 1996, 2000; Torres, 2003). Research has identified a number of constraints to building linkages between agriculture and tourism. Bėlisle (1983) described these factors as physical, behavioural, economic, technological, and marketing related, while Torres (2003) encountered production, supply, demand and marketing related factors. Examples cited by Torres (2003) included poor growing conditions, lack of locally produced food demanded by tourists, inconsistent and/or poor quality of the produce and the preference for pre-packaged goods.

Developing backward linkages creates opportunities to significantly decrease the economic leakages from a region associated with imported, rather than locally sourced, food for tourists (Bėlisle, 1983). To date, studies have focused on identifying and overcoming the constraints on linkages in hotels (Bėlisle, 1983; Telfer & Wall, 2000; Torres, 2003) and restaurants (Telfer & Wall, 1996), with other research into successful strategic alliances (Telfer, 2000). Torres (2003) highlighted a need to develop opportunities for linking tourism and agriculture from a holistic perspective. The focus of future research should include food tourism settings in addition to hotels and restaurants, and formulating strategies and policy to overcome barriers to identified constraints.

2.4.1.4 Marketing and branding

Some studies have addressed the role of marketing (Clarke, 1999; Ecker et al., 2010) and destination branding (Haven-Tang & Sedgley, 2014) at the enterprise and regional level. Sparkes & Thomas (2001) regard the use of the Internet in marketing small agri-food businesses as critical, especially in a globally competitive environment. An Australian study (Ecker et al., 2010) identified marketing and market research as a key driver of agri-tourism and food tourism. In addition to being described as an important skill, marketing

included brochures, websites, packaging a range of innovative promotional activities (Ecker et al., 2010).

Other research has recognised the importance of a destination brand, particularly in relation to the competitiveness of rural regions (Spilková & Fialová, 2013; Moilanen & Rainisto, 2009). The need for a co-ordinated approach is supported in Haven-Tang and Sedgley's (2014) study, which investigated the role of collaboration and partnership across several agencies in building a region's competitive advantage through the effective utilisation of their asset base. Although this study is based on rural tourism, it shows how a holistic approach demonstrates the need for agricultural regions to collaborate and form partnerships. In doing so, regions can identify which of their resources can be transformed from comparative to competitive advantages. In terms of TAR, resources are not limited to agricultural, but include nature, history and heritage and other resources unique to the region that can be incorporated into the destination brand and therefore, its point of difference. Although marketing and branding are important in maintaining destination competitiveness, their role as drivers in developing tourism is not as widely acknowledged.

2.4.2 Success Factors in Agri-tourism

Despite the increasing interest in agri-tourism, and its incorporation in regional development strategies, few studies have examined the factors responsible for the development of tourism in agricultural regions from a holistic perspective. Most research on critical or contributing factors for success is based on individual business types (Lack, 1997) rather than on a whole of sector or regional approach (Comen & Foster, n.d.; Ecker et al., 2010; Hall, 2005). This can in part be explained by the SIT approach within the literature. A review of existing research has identified several success factors, defined as drivers in this research, which are addressed in the following discussion.

2.4.2.1 Entrepreneurship and innovation

While considerable attention has been given to the motivations for diversification, fewer studies have focused on entrepreneurship within agri-tourism. The following section highlights duality in many agri-tourism studies that report on entrepreneurship as well as

innovation. Haugen & Vik's (2008) study of Norwegian farm entrepreneurs found that they are likely to be more highly educated, generally and agriculturally, and that farm-based tourism is a household strategy, rather than an individual's. Farming entrepreneurs do not differ from other farmers generally as both have strong farming identities. However, they do tend to see themselves as small business managers, and plan to sustain or increase their farm-based tourism activities (Haugen & Vik, 2008). These findings are supported by Barbieri and Mshenga's (2008) study, which highlighted the differences between agri-tourism entrepreneurs and other farm entrepreneurs. Key differences were identified based on the importance of diversification goals, the structure of the farm and household, and the structure of the business in terms of managerial and marketing capabilities (Barbieri, 2008). These studies (Barbieri & Mshenga, 2008; Haugen & Vik, 2008) demonstrate the role of entrepreneurship on business performance. More importantly, the Barbieri and Mshenga (2008, p. 179) indicated that "entrepreneurial indicators (such as extensive participation in agricultural and tourism associations) can assist in mobilising external resources from third parties such as technology, customers and financial resources and shared marketing".

Adopting an entrepreneurial perspective is important when identifying key development factors in agri-tourism. It demonstrates the ability of farmers to embrace change, adapt and innovate, shifting their mindset from producers to service providers, often combining traditional farming activities with new tourism-based experiences (Haugen & Vik, 2008). As demonstrated in Barbieri and Mshenga's (2008) study, this includes developing new products in response to market demand (visitor) and increasing competition. Park et al. (2014) agree that diversification into tourism requires a continuous engagement of farmers in entrepreneurial behaviour. The authors also purport that viable farm-based tourism is mainly based on "how long and well the farms maintain the entrepreneurial spirit leading to continuous innovations in their products." (Park et al., 2014, p. 208). A recent industry report (Comen & Foster, n.d.) similarly identified eight critical factors for farm-based tourism business success, which included: financial/enterprise analysis; marketing/understanding customer needs and expectations; ability to match core assets with customer requirements; passion for learning. More importantly, the research (Comen &

Foster, n.d.) demonstrated that enterprises have the capacity to learn and respond to change in response to consumer demand rather than being product driven.

However, recent research by Phelan & Sharpley (2011) highlights a lack farm tourism entrepreneurship studies, and found that farmers lack the entrepreneurial skills required to successfully diversify into agri-tourism. In this research, the results showed that customer service; marketing and finance skills were all important for successful diversification, but evaluations revealed low competency levels for the latter two skills among participants based in the UK (Phelan & Sharpley, 2011). Although entrepreneurial skills may be considered important for success, it is evident that farmers do not always possess, or consider that they possess, the necessary skills (Phelan & Sharpley, 2011), and would benefit from additional education and training. Furthermore, the flow-on benefits from upskilling agri-tourism businesses into the wider region are unclear, and further research is required to determine whether this is an important factor in developing TAR.

2.4.2.2 Networks and collaboration

One factor identified in successful agri-tourism regions is the development of networks (Hall, 2005), often demonstrated through collaboration and co-operation. The successful development of agri-tourism in Michigan is a result of entrepreneurial farmers working collaboratively, rather than individually and competitively (Che et al., 2005). Michigan's agri-tourism industry has been strengthened by fostering producer networks through brochures and web linkages, sharing information to refine the agri-tourism product, and referring other agri-tourism businesses that serve different markets or offer different products (Che et al., 2005). These approaches stem from the commonly held view of belonging, where operators in the agri-tourism sector are not each other's competition. In other words, the 'survival of their individual businesses and that of the agri-tourism industry depends on their working together' (Che et al., 2005, p.233). Although this type of collaboration among actors within the agri-tourism industry can be difficult to achieve, Che et al.'s (2005) research demonstrates its importance to the continued development and success of the sector through network and cluster development. Bringing individual actors within the agri-tourism industry together through collaboration delivers a more consistent,

quality agri-tourism experience for the tourist, in turn creating more demand for the industry.

Bertella (2011) commented on the complex interactions needed when combining tourism and agriculture both of which require the use of new and existing networks (Knowd, 2006). Once established within a sector, it is important to grow these networks across the agriculture and tourism sectors. This is demonstrated in an Australian study (Ecker et al., 2010) that identified tourism networks and clustering and linkages as drivers of regional agri-tourism (Ecker et al., 2010). While specific networks for agri-tourism (and food tourism) were less common, linkages across these sectors were present (Ecker et al., 2010). The clusters also enhanced opportunities for tourism businesses to collaborate, package experiences together, as well as support and promote each other and the region (Ecker et al., 2010). These studies have shown that building regional networks can create opportunities for engagement of a range of businesses, enhancing other success factors, including knowledge sharing and up-skilling (innovation), and marketing and brand development,.

Other research has identified the importance of cross-sectoral networks for regional development. Schmitt's (2010) longitudinal study of Franconian Switzerland highlighted that agri-tourism can contribute the regional development of existing holiday regions. In the case of Franconian Switzerland, the success of agri-tourism is based on a well-functioning, relationship between the agricultural, tourism and forestry sectors. This symbiotic relationship recognises that tourism benefits from the attractiveness of the landscape and range of activities, while working farms ensure the cultivation of the landscape (Schmitt, 2010).

2.4.2.3 Agency support

Building on the importance of networks, is the involvement and support of various agencies and institutions. Ilbery et al.'s (1998) English study identified the growth and importance of inter-agency networking, particularly among a small number of the more powerful agencies. Ilbery et al.'s (1998) case study proposed that this networking could lead to more

diverse economic activities within the region and the development of umbrella organisations, which would allow national resources and local knowledge to be combined. As a result, local synergies are promoted and entrepreneurs recognised, which has the potential to enhance local competitiveness (Ilbery et al., 1998). Furthermore, Davies and Gilbert's (1992) research of farm tourism in Wales identified the important role of the tourist board in "co-ordinating, steering, setting standards and providing a leadership focus" (p. 63). The stimulating and supportive role of the board extended to one of facilitation, whereby small independent businesses have an opportunity to reach new markets (Davies & Gilbert, 1992). The research demonstrates the importance of agencies in facilitating the development of agri-tourism within a region as well as outside the region. Integration and support at regional and local levels was also identified as a driver by Ecker et al. (2010), requiring co-ordination, commitment and leadership from individuals, agencies/institutions as well as government. These studies (Davies & Gilbert, 1992; Ecker et al., 2010; Ilbery et al., 1998; Schmitt, 2010) demonstrate the need for research to incorporate regional as well as individual business perspectives, to inform tourism development at a regional level.

2.4.2.4 Farm attributes and farmer's skills

In addition to the importance of interactions between operators in the industry, are the interactions visitors have with the farm and farming entrepreneurs. Recent research by Sidali et al. (2007) identified personal skills as the main reason for the success of German farm accommodation, as well as the quality of the hospitality and the attractiveness of the farm. Economies of scale also played an important role in farm tourism success, as those more successful were likely to have a higher bed capacity. As a result, the farm accommodation venture developed into a core of the family farming business from a means of additional on-farm income (Sidali et al., 2007). Similarly, Alonso's (2010) study of olive growers identified the operator enthusiasm, an interest in educating consumers and providing an enriching experience as critical factors with potential to build consumer relationships (Alonso, 2010). Comen and Foster's (n.d.) report highlighted a number of factors that must be in place for success, which included strong social skills; acting and stage skills; creativity; and the ability to manage the visitor experience.

Other research has identified the farm attributes as critical to the success of agri-tourism. In addition to personal skills, Sidali et al. (2007) identified the quality of the hospitality and the attractiveness of the farm as critical to success. Economies of scale also played an important role in farm tourism success, as those more successful were likely to have a higher bed capacity. As a result, the farm accommodation venture developed into a core of the family farming business from a means of additional on-farm income (Sidali et al., 2007). Another study found the location, surroundings, type of accommodation and farm, as well as the nearby attractions as critical factors (Kidd, 2011). This is supported by Comen and Foster's (n.d.) report that highlighted the farm's location, and its proximity to other attractions, as a critical success factor, in conjunction with a range of farmer's attributes. These studies suggest that the geographic location (Jones, 2008) is also an important consideration, in terms of having a bundle of tourism attractions and the proximity to a source market, such as visitors from an urban centre. The location of agri-tourism development highlights the importance of considering agri-tourism in the wider context of the region, and the complementarity and attractiveness of bundling different types of tourism together from a tourist's perspective (see Section 2.4.1.1).

Research (Alonso, 2010; Comen & Foster, n.d.; Jones, 2008; Kidd, 2011; Sidali et al., 2007) has outlined the importance of farm attributes and farmers' skills on the success of farm tourism businesses. These factors can attract customers (tourist) and encourage repeat visitation and/or purchase. However, the collective implications of farm attributes and farmers' skills on developing tourism in agricultural regions need to be addressed. As studies have focused on farms and farmers, it is unclear how these attributes may affect and/or interact with other drivers of development at a regional level.

2.4.3   Barriers to Agri-tourism

A review of the literature found a diverse range of barriers to the development of agri-tourism that are discussed in the following two sections. The first section discusses barriers created from a lack of drivers (see Section 2.4.3.1), while the second section (2.4.3.1) discusses a range of external barriers to development.

2.4.3.1 Lack of drivers

While addressing the importance of networks, Che et al. (2005) identified marketing-related barriers as the reasons behind agri-tourism in Michigan not reaching its full potential. Geographically isolated farmers and independent decision-making focused on improving production has assisted innovations based on farming practices, chemicals and equipment, rather than fostering interdependent ways of doing business as a service provider (Holmlund & Fulton, 1999 in Che et al., 2005). Another study (Ecker et al., 2010) found marketing that is inadequately targeted and requires resources beyond the capacity of small businesses was also perceived as a barrier. Research has found also found that traditional distribution networks a barrier, as these are geared towards standardised, bulk commodities versus high quality, value-added, niche agri-tourism products and experiences (Hjalager, 1996; Thompson & Prideaux, 2010).

Independent farmers of bulk commodities also often lack the interpersonal skills and innovative product developments required to differentiate agri-tourism products and agri-tourism regions (Busby & Rendle, 2000). A lack of interpersonal skills can also lead to dissatisfactory agri-tourism experiences and interactions, and poor quality products for the visitor, as well as less developed networks and collaborative engagement in marketing for actors in the industry (Hall, 2005; Thompson & Prideaux, 2010).

Similarly, Nilsson's (2002) research identified marketing as a problem, particularly for small tourism businesses, largely due to a lack of experience of the tourism and service industry. Marketing was also identified as a challenge (barrier) in the development of agri-tourism in Nova Scotia, which has also highlighted the importance of mutual assistance and support in product development, quality control and marketing, and the need for knowledge and skills to assist in the diversification from agriculture to tourism (Colton & Bissix, 2005). These findings (Busby & Rendle, 2000; Hall, 2005; Thompson & Prideaux, 2010) are supported by Australian research (Ecker et al., 2010), which highlighted a lack of farmer or agriculture industry involvement in agri-tourism initiatives, lack of institutional understanding of, or commitment to, agri-tourism, and an actual or perceived lack of skills, which is compounded by the resourcing issues of small business. Similar findings have

been reported in other Australian studies in relation to accessing local tourism marketing and distribution networks (Beeton, 2002).

2.4.3.2 External barriers

In addition to a lack of drivers, some of the barriers to developing agri-tourism have been acknowledged (McGehee, 2007) and identified (see Table 2.2). McGehee (2007) broadly described the obstacles to agri-tourism development as internal constraints or external barriers. The results from various studies have been incorporated into Table 2.2, illustrating the variety of locations and barriers that have been identified in the literature to date. All of the studies identified barriers based on feedback from actors engaged in an agri-tourism business. Therefore, the barriers in Table 2.2 are representative of the barriers, either experienced or perceived, from an operator's perspective only.

While diverse in nature, the barriers have been grouped into the following broad categories: regulatory; financial; insurance; infrastructure; government; tourism industry; business in region; signage issues; crises; and demand. Organising the findings this way highlights the external nature of barriers, where crises, changes in the financial climate, or regulations all tend to challenge the development of agri-tourism. Another study identified the main challenges (barriers) faced by cattle ranchers looking to diversify into agri-tourism. These challenges included insurance and liability, lack of time, regulations and lack of financial assistance and resources (Pegas, Ollenburg & Tynon, 2013). It would appear that similar barriers are stopping both the diversification into the sector, as well as the expansion of agri-tourism more broadly. However, this warrants further investigation.

The barriers listed in Table 2.2 were identified from separate studies, with varying locations, definitions, and purposes. However, all of the research is focused at a business level, and research is needed to determine the implications of these barriers at a regional level. Furthermore, the literature does not provide a conceptual understanding of how barriers affect development, or the potential interactions between barriers, so that regions can develop strategies that will overcome these constraints.

Table 2.2: Barriers to agri-tourism development

Barrier	Researchers, Date Published	Location of research
Regulatory		
- Food and safety, OH&S	Ecker et al., 2010	Australia
- Federal/provincial policies	Weaver & Fennell, 1997	Saskatchewan
- Lack of policy	Hepburn, 2009	Bahamas
- Too many conditions	Knowd, 2001	Australia
Financial		
- No profit	Knowd, 2001	Australia
- Negative financial climate (GFC)	Ecker et al., 2010; Weaver & Fennell, 1997	Australia; Saskatchewan
- Labour shortage	Ecker et al., 2010; Hepburn, 2009	Australia; Bahamas
- Training & managing employees	Jensen et al., 2014	Tennessee
- Industry fluctuations	Ecker et al., 2010	Australia
- Taxation	Ecker et al., 2010; Weaver & Fennell, 1997	Australia; Saskatchewan
- Lack of funding	Hepburn, 2009	Bahamas
Insurance	Weaver & Fennell, 1997	Saskatchewan
- Public liability	Ecker et al., 2010; Jensen, Bruch, Menard & English, 2014	Australia; Tennessee
Infrastructure (lack of)	Hepburn, 2009	Bahamas
- Roads	Ecker et al., 2010; Weaver & Fennell, 1997	Australia; Saskatchewan
- Airport	Ecker et al., 2010	Australia
Government		
- Inefficiencies	Weaver & Fennell, 1997	Saskatchewan
- Lack of interest	Hepburn, 2009	Bahamas
Tourism industry	Ecker et al., 2010; Jensen et al., 2014	Australia; Tennessee
- Lack of support from state/mainstream industry		
Business in region	Ecker et al., 2010	Australia
- Lack of awareness		
- (lack of) Communication between actors	Hepburn, 2009	Bahamas
Signage issues	Ecker et al., 2010; Jensen et al., 2014	Australia; Tennessee
Crises		
- Swine flu	Ecker et al., 2010	Australia
- Bushfires	Ecker et al., 2010	Australia
Demand		
- limited spend	Ecker et al., 2010	Australia

2.4.4   Models of Agri-tourism Development

Models are tools that provide a visual representation of research phenomena (McKercher, 1999), and are particularly useful in enhancing our understanding of new theoretical concepts. Although a useful tool, little research (Getz, 1986; McKercher, 1999) has focused on better understanding and applying models effectively. Models are used in systems theory (see Section 2.1.1.2) and have been described as the "building blocks to theories" (Getz, 1986, p. 23). McKercher (1999) argues for the need for dynamical models that portray the complexities of tourism systems, while acknowledging the "power dynamics that influence the development of tourism" (p. 427).

Getz (1986) proposed two main types of models – theoretical (or conceptual) and process (or planning) – which can be further sub-divided. Theoretical models seek to describe or explain some aspect of the tourism system and can be descriptive, explanatory or predictive in nature (Getz, 1986). While descriptive models define the components within the tourism system, explanatory models show how these components work or interact within this system or sub-system (Getz, 1986). Predictive models require specific information about causal relationships to provide forecasts (Getz, 1986). Alternatively, process models demonstrate planning or management processes which can be based on dogma or the best way to plan (subjective), follow a traditional problem solving sequence, or take a more complex approach based on systems theory (Getz, 1986). Although models can be used to inform conceptual understanding and management processes (Getz, 1986; McKercher, 1999) few have been developed in relation to agri-tourism development.

The process of developing and implementing agri-tourism has received sporadic attention in the literature. Early work by Evans and Ilbery (1989, shown in Figure 2.3) outlined a conceptual framework for farm tourism accommodation based on internal and external factors in the farming environment, and their interaction. More recently, Morley et al. (2000) provided an explanatory account of the agri-food sector in Wales, describing the strategic partnerships between the public and private sectors, and the national-regional implementation of an agri-food action plan (see Figure 2.4). Although these studies provide some insights into specialist niches of agri-tourism, there is limited ability to model the

development of the wider agri-tourism sector. Kidd (2011, p. 3) commented on the lack of conceptual models, highlighting the tendency of research "to focus on specific problems rather than taking a broader perspective, and this has resulted in a lack of theory and models that place rural tourism within a conceptual framework".

Farm-based tourism

Farm-based accommodation

Bed, breakfast and/or evening meal

Self-catering

Camping and caravans

Farm-based recreation

Farm museums

Visitor centres

Riding/trekking

Shooting and fishing

Land and water sports

Farm catering

1   **External:**   Land
                        Labour
                        Capital

2. Internal:

Land

Labour

Capital

Entrepreneurial
ability

3. Interactive:

Penetration

Response

Modification

Figure 2.3: Model of farm-based tourism and interaction of internal and external factors (Source: Evans & Ilbery, 1989, p. 8 and p.10)
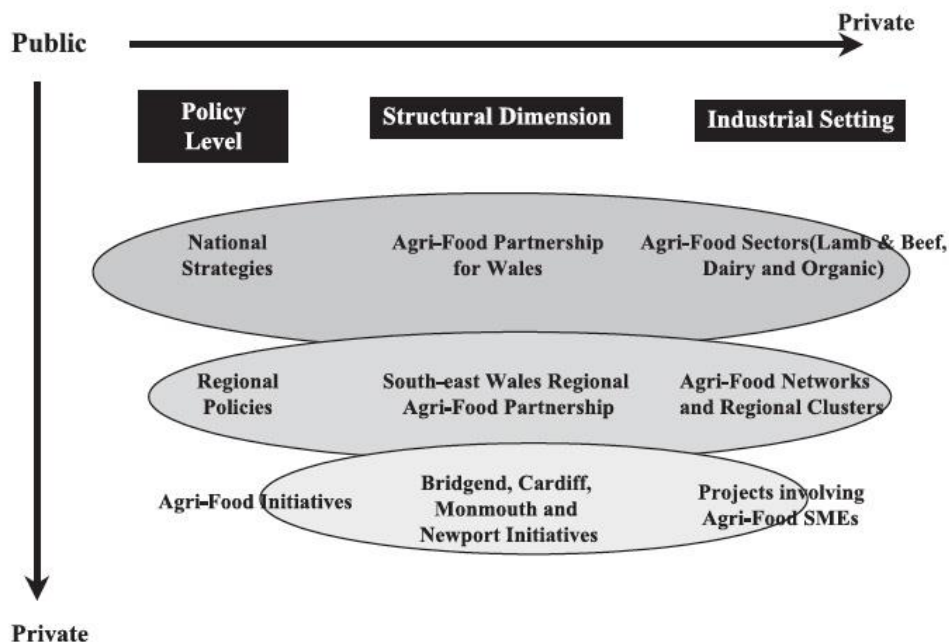
Figure 2.4: Public-private agri-food strategic partnership for South-East Wales
(Source: Morley et al., 2000, p. 281)

Subsequent research takes a more holistic approach to development. McGehee's (2007) Weberian-based model of agri-tourism development focuses on communications, relationships and the networking side of agri-tourism development (see Figure 2.5). However, it is largely descriptive, and has not recognised the complement of complex factors that underpin and influence the operation and development of an agri-tourism sector. Porcaro (2010) recommended that Australia develop its agri-tourism industry based on Italy's 3Ps model – product, promotion and policy. The key to Italy's success lies in: a broad and innovative product range; sophisticated brand marketing; and positive government financial support backed by detailed policy. While useful in its recommendations, its practical application or operationalisability is limited for regions considering agri-tourism.
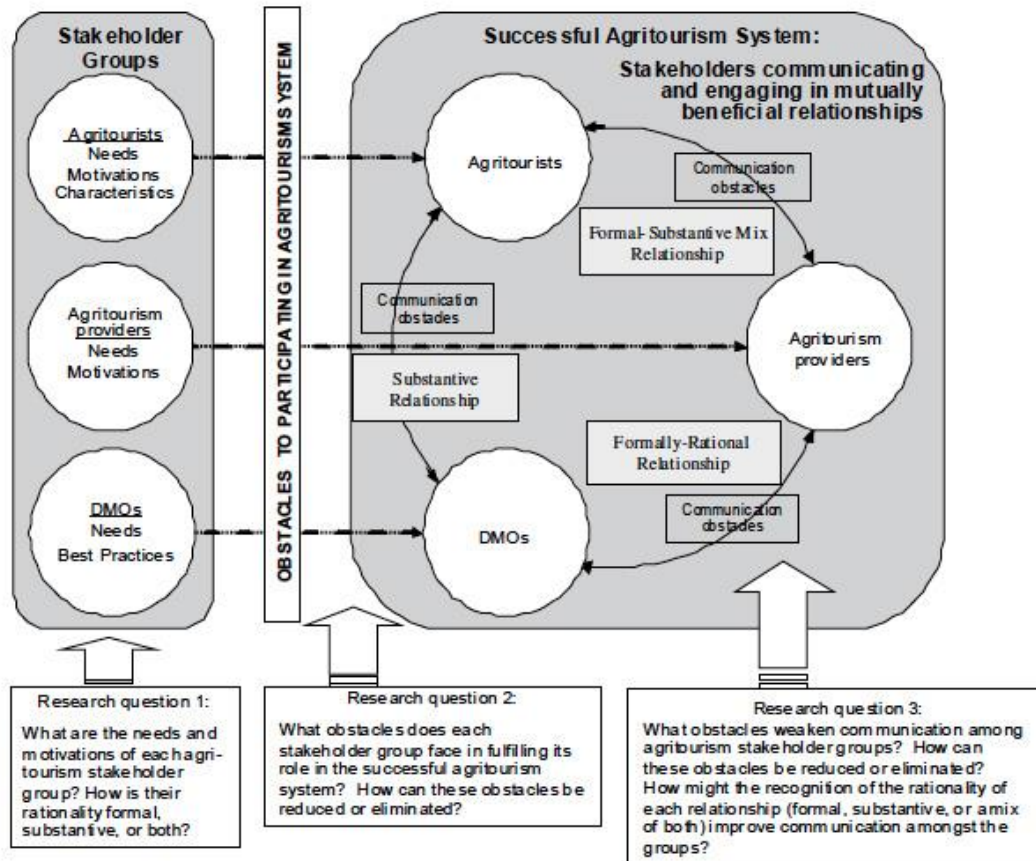
Figure 2.5: An agri-tourism systems model (Source: McGehee, 2007, p. 119)

Similarly, Kidd's (2011) systems based model of farm tourism provides some insights into the complexity of influences, and their interactions (see Figure 2.6). While it adopts a holistic approach and conveys a complexity of farm tourism as a system, it has limited ability to be operationalised and does not demonstrate how transformation of agricultural resources occurs. Hence, the need for research that addresses this gap, by developing models that both explain the transformation process and can be used to guide the development of tourism.

Research has focused on modelling specific aspects of agri-tourism (Evans & Ilbery, 1989; Morley et al., 2000), while others have taken a systems approach to provide a more holistic perspective (Kidd, 2011; McGehee, 2007; Porcaro, 2010). According to Kidd (2011), this tendency to adopt a reductionist approach has contributed to a lack of conceptual models

and theory. The few agri-tourism models available remain largely theoretical, and can be used to describe or explain interactions and relationships, but have limited ability to be operationalised. A step-by-step guide of recommendations for implementing agri-tourism has been designed. But it focuses on the farm rather than at the regional level (Francesconi & Stein, 2011) and cannot be operationalised. Furthermore, there is a paucity of models that have considered the complement of complex factors that underpin tourism development. Hence, there is a need for a theoretical model that can enhance an agricultural region's ability to understand the concept of tourism development in agricultural regions, in conjunction with a management model that can operationalise the transformation process.
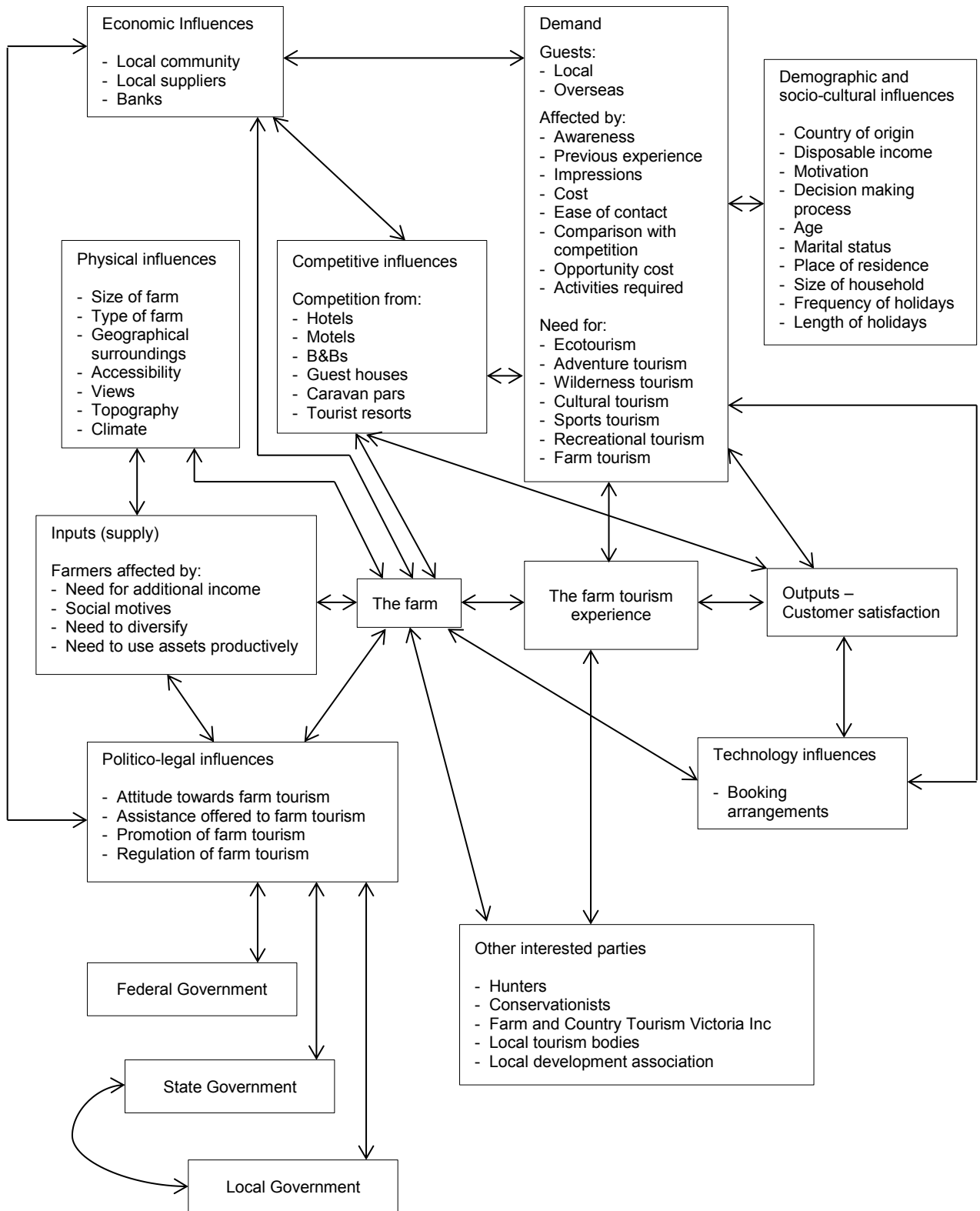
Figure 2.6: A systems model of farm tourism (Source: Kidd, 2011, p. 16)

2.5 Supply-side Issues in Food Tourism Literature

This section reviews the main themes in the food tourism literature, with an emphasis on: the factors that drive tourism development; the barriers to tourism development; and modelling tourism development. The food tourism literature is addressed due to the SIT approach often adopted in tourism studies, and the need to understand the relationship between food and agri-tourism (see Section 2.2.3) from a holistic perspective. Research conducted within the food tourism literature includes food specifically, as well as the complementary experience of food and wine. This research refers to food tourism in the same manner, drawing on the existing literature of food, and food and wine tourism. As wine tourism is considered a form of SIT (see Section 2.2.2), research into wine tourism only has not been included in this review.

2.5.1 Major Themes in Food Tourism

2.5.1.1 Local food

A growing interest in local food, and the Slow Food Movement, can influence the successful development of food tourism experiences. Recognising the impact of fast food on people's lives and agricultural production, the Slow Food Movement aims to protect places of gastronomic pleasure as well as food and agricultural heritage (Slow Food Movement, 2004, cited in McIlvaine-Newsad et al., 2008). The Australian media has portrayed Slow Food 'as a gastronomic movement first and foremost – one that promotes the convivial pleasures of sharing and supporting quality food, often defined as locally produced by farmers and artisans' (Germov et al., 2010, p. 103-4).

Recent studies into consumer attitudes have investigated their perception of and support for local produce (Chambers et al., 2007; Weatherell et al., 2003). However, despite a preference for local food and a perception of improved taste and quality, local food was not always purchased. Barriers to the purchase of local food include the perceived higher price and the associated inconvenience of sourcing local produce (Chambers et al., 2007). Weatherell et al. (2003) reported similar findings and noted that although an awareness of wider food-related issues exists, many will only act upon these concerns if it meets their normal, food-intrinsic and practice needs. While these studies have investigated local

populations, rather than tourists visiting an agri-food region, the findings have important implications for two reasons. Firstly, the development of TAR, particularly in the early stages, will require the support of locals as well as tourists as consumers and advocates for the products. Secondly, individuals in resident populations travel with their perceptions, and an interest in local food may influence the types of destinations visited and experiences sought.

2.5.1.2 Supply chains

To deliver quality food tourism products and experiences requires effective distribution systems. The role of supply chain management has received some attention in the food tourism literature. Smith and Xiao (2008) examined the relationship between supply chain theory and culinary tourism. Their research described the supply chains for three culinary tourism products – farmers' markets, festivals and restaurants – and the key issues faced by each sector. Accessing quality local ingredients was an issue identified by Smith and Xiao (2008) in the restaurant sector, while managers of farmers' markets and festivals did not see themselves as part of a supply chain. Their focus was on maintaining a mix of vendors to attract customers to farmers' markets and the immediate operation, marketing and funding of the festival. This finding reflects work by Thompson & Prideaux (2010) where the need for effective local distribution channels and a reliable, consistent and quality supply of local produce for restaurateurs were identified as inhibitors to the development of food tourism in Australia.

Another study on locally-caught shrimp in South Carolina highlighted other supply chain issues, and has wider implications for the local supply and distribution of local seafood (Deale et al., 2008). Their findings suggest improving relationships between fishermen and tourists would assist in promoting the shrimp, as well as identifying and highlighting those qualities that tourists favour in the shrimp to encourage purchases (Deale et al., 2008). While some studies have considered the role of supply chains, few have considered its role as a driver of barrier of development. Everett and Slocum's (2013) research in the UK identified the need for effective supply chains. For agri-tourism, or agri-food products and experiences, to develop in regional areas, quality local food must be able to be supplied

locally, through a number of channels, and in an efficient and timely manner. However, there is a need for more research into whether effective supply chains drive the development of food tourism at a regional level.

2.5.1.3 Alternative food networks

The concept of alternative food networks is closely related to that of supply chains/distribution systems. Alternative food networks (also referred to as systems or chains) engage the producer more directly in relationships with consumers, by producing, processing and marketing produce and/or value-added products on a localised basis (Hinrichs, 2000; Marsden et al., 2000). Traditional distribution channels for produce tend to ship mass quantities from peripheral, rural regions of production to central markets for sale to wholesalers. Through retail agents, some of these commodities are shipped back into the region in which they were produced for sale to consumers (Thompson & Prideaux, 2010). The current distribution system does not allow producers to directly engage with consumers; instead they have an indirect connection via wholesalers. Nor does current mass distribution align with the idea of supplying and distributing local food locally. Hence the need for alternative food networks to assist in tourism development in agricultural regions.

Food and wine trails have been referred to as one type of alternative food network (Marsden et al., 2000). Alternative food networks (AFNs) are viewed as more sustainable, and characterised by a capacity to exchange important information between a producer and consumer (Mason & O'Mahony, 2007). This exchange can include shared values, where the product

> is embedded with value-laden information when it reaches the consumer, for example, printed on packaging or communicated at the point of retail. This enables the consumer to make connections with the place or space of production and, potentially, with the values of the people involved and production methods employed (Renting et al., 2003, p. 400).

For small food tourism businesses, AFNs provide an opportunity to connect with, share information and ideas, and build relationships with tourists, and may be used as an avenue for repeat purchase or visit.

The use of farmers' markets as an AFN has also been examined, where linkages between food, agriculture and tourism have been identified. Joliffe (2008) discussed the linkages between farmers' markets and tourism in New Brunswick, Canada, reporting on the potential of farmers' markets in the development of food tourism. Farmers' markets provide a direct link between farmer and tourists. Joliffe (2008) discussed how this link may evolve into tourist events or destinations or be combined with complementary food and agriculture resources, such as restaurants, festivals or farms. In addition to demonstrating the linkages between the agriculture, food and tourism sectors, this research highlights the importance of creating networks across these sectors (as discussed in Section 2.4.2.2), and the need for research to understand how these networks influence the development of tourism at a regional (as opposed to the event or network level.

O'Leary and Stafford's (2013) study addressed the barriers and facilitators to sustaining food tourism networks in Ireland. Their research supported Hall's (2005) that identified the importance of a community champion to drive initiatives and collaboration built through regular meetings (O'Leary & Stafford, 2013). However, their research also acknowledged other influences, including: collaboration with government and the potential to influence policy formation as a result; a strategic vision; effective and well- functioning committees; fostering a learning environment; and the dynamism of structure and time. More importantly, their study moves beyond identifying what factors are needed, to understanding how and who influences successful network development. This is an important contribution, and highlights the need for a similar approach to be adopted in the development of food tourism. For example, research that is designed to take a more holistic and systematic approach to identify what (the drivers and barriers), and understand how, why and who influences development.

Although alternative food networks have received some attention in the literature, it is from a sustainable agricultural and rural development perspective (Holloway et al., 2006; Renting et al., 2003), incorporating a tourism element. Examples of alternative food networks include co-operative branding schemes, on-site retailing (Weatherell et al., 2003), farmers' markets (Joliffe, 2008; Weatherell et al., 2003), as well as food and wine trails (Mason & O'Mahony, 2007). This research highlights the close relationship between

64

supply chains and AFNs, and how ideas and values can be shared through the effective distribution of local food. Furthermore, the factors facilitating the development of food tourism networks were also addressed. However, there is a lack of research that has examined these issues from a holistic perspective, and consequently, how regions develop effective AFNs to enhance the development of tourism is not as well understood.

2.5.1.4 Marketing and branding

According to Henderson (2009, p. 321), food tourism is a "possible competitive advantage and it can be a core element in the branding of a country or destination by marketers." Hence, a focus of food tourism research on the role of food in marketing destinations, at a local and global level. du Rand et al. (2003) identified the role of food as a supportive and sometimes key attraction in South Africa. In instances where food was not promoted as a key or supportive attraction, it was due to certain financial and marketing restraints, or a lack of knowledge about the local and regional food (du Rand et al., 2003). These findings reflect the results of Okumus et al. (2007), who investigated the role of food in marketing Hong Kong and Turkey. An analysis of the destinations' in-print and e-marketing activities indicated that Hong Kong was promoted as a culinary destination to a greater degree than Turkey. More significantly, distinct differences were noted in the destination image, market positioning and product diversity on offer, with the quality and sophistication of the marketing materials influencing tourists' destination choice by fostering a positive destination image (Okumus et al., 2007). While Okumus et al.'s (2007) study was based on an urban destination, the findings are applicable to the marketing of rural regions as well.

In France, Frochot (2003) investigated the use of food images by tourism advertisers in promotional material, and how these images can be used in regional positioning strategies. Interestingly, the results did not show a strong parallel between the food images used in brochures and the corresponding regional positioning strategies (Frochot, 2003). More recent research (Lin, Pearson & Cai, 2011, p. 44) identified a need for destination stakeholders to establish a vision before designing and delivering messages to their intended tourists'. Lin et al. (2011) also discussed the symbolic characteristics of food that go beyond marketing a destination to differentiating a destination, and contributing to a

destination's brand. However, it is important that food regions have the capacity to deliver on the destination's image. How food is used in marketing a destination has direct implications for destination marketing organizations, whether the market is emerging or established. Of particular importance in the development of TAR, is considering how to portray a link between the food experiences and the agricultural resource. These studies (Frochot, 2003; Lin et al., 2011) illustrate the need to focus on developing marketing strategies that incorporate food tourism as an attraction, communicate the appropriate products and experiences, position the destination favourably and generate positive images. The research indicates that marketing has a powerful influence over the development of food tourism. However, how marketing can be used as a driver in the development of tourism is not as well understood.

2.5.1.5 Food and cultural heritage

From a heritage perspective, foods can be considered part of the cultural values and characteristics of places (Timothy & Ron, 2013). Cultural heritage includes both physical artefacts (tangible) and intangible attributes of a group or society that are inherited from past generations and includes regional cuisine, traditional foods and foodways (Timothy & Ron, 2013). Culinary heritage refers specifically to food culture and can be described as "a culturally constructed self-generating process, in which culinary artefacts are consumed by various clients, who attribute them with new meanings in different contexts" (Avieli, 2013, p. 131). In other words, the essence of a region's values and culture is expressed through its cuisine, although this may evolve over time with innovations in preparation, storage and cooking, and changing tastes, it still has significant meaning to those who participate.

Research by Everett & Aitchison (2008) has argued that 'local' food tourism plays an important role in sustaining cultural heritage and strengthening regional identity. In their study of restaurateurs, positive correlations were found between a number of factors, including:

> increased levels of food tourism interest and the retention and development of regional identity, the enhancement of environmental awareness and sustainability, an increase in social and cultural benefits celebrating the

production of local food and the conservation of traditional heritage, skills and ways of life (Everett & Aitchison, 2008, p. 150).

Although the findings are positive, it is unclear whether similar views are held by others, such as food producers, tourists, other tourism operators and the wider community. Without a shared vision among a number of individuals and agencies in a region, the development of tourism can be made more difficult.

2.5.1.6 Food and regional identity

Food and drink contribute to regional identity by representing the characters of a region (van Keken & Go, 2011; Lin et al., 2011). As a distinguishing feature of culture, food is one of the most important markers of regional and ethnic identity (Timothy & Ron, 2013). A region's agricultural produce, both fresh and value-added, provides direct, tangible connections with the land, creating a unique sense of place through geography and culture. Local agricultural produce that is grown, sourced and consumed within a region creates strong geographic ties with the land and the landscape for both residents and tourists. Other research (Avieli, 2013) regards ethnic, regional and local dishes as powerful markers of territories and places. When no clear regional boundary exists, iconic regional foods can be used to identify regional distinctiveness (Freidberg, 2003). Beyond marketing and branding (see Section 2.5.1.4), the tourism industry uses food as a tourist attraction to enhance a region's distinctiveness (Hall, Mitchell & Sharples, 2003; Henderson, 2009). Furthermore, Sims (2009, p. 321) declares that local food appeals to visitors' desire for authentic experiences, and "has the potential to enhance the visitor experience by connecting consumers to the region and its culture and heritage". Researchers (Bessière, 1998; Fox, 2007) have commented on the use of regional food as iconic experiences that represent and encapsulate the essence of a region to a tourist market. Although the relationship between food, cultural heritage and identity has received some attention in the literature, its role as a driver in developing tourism has not been widely recognised.

2.5.2 Success Factors in Food Tourism

While the success of agri-tourism has been specifically addressed with a number of studies (see Section 2.4.2), few studies have examined food tourism in the same way. As research

into food tourism has adopted a more reductionist approach (see Section 2.5.1), little research has examined the factors that drive food tourism development from a holistic perspective. However, food events and food and wine regions have been the focus of recent research into success factors, and are discussed in the following sections.

2.5.2.1 Food Events

Some studies have recognised the role of food events (Mason & Paggiaro, 2009) and food trails (Mason & O'Mahony, 2007) in enhancing opportunities to develop food tourism. Festival attendees were motivated to attend by the experiences on offer as well as the event itself (Mason & Paggiaro, 2009). The pull of the festival's products and setting (landscape/territory) (Mason & Paggiaro, 2009) were also identified as important to the success of an event. This research finding is similar to the success of farm-tourism ventures (see Section 2.4.2.4), where attributes of the farm and the surrounding landscape (attractions) were important. As this study (Mason & Paggiaro, 2009) specifically focused on events, less attention has been given to the regional factors, such as facilities, services and complementary industries, that can impact on the success or otherwise of such events. Research into successful food trails has recognised the importance of the story, which needs to be developed from a demand-side perspective (appealing and relating to the visitor) (Mason & O'Mahony, 2007). While these studies provide some insights into the factors required for successful events, the reductionist approach has limited the ability to be applied to the development of food tourism from a holistic perspective.

2.5.2.2 Food and wine regions

Research examining the success of food and wine regions provides some insights into the drivers of food tourism. Food and wine regions in Australia have also been a more recent focus of research, identifying the attributes that constitute a successful food and wine destination (Sparks et al., 2007). Local produce, cellar door activities combined with other facilities and the energy and passion of the people involved were identified as key elements in attracting visitors to food and wine regions. Their report concludes with recommended steps that regions can implement to maximize their potential for development (Sparks et al., 2007). These recommendations are focused on attracting and satisfying tourists, and

include investing in promotional funds, improving the customer service experience, and considering how the food and wine experiences on offer relate to an improved lifestyle (Sparks et al., 2007). Although these data can be used as indicators to identify the attributes needed to develop tourism, more information is required about how and who should be involved.

Other research has not made recommendations, recognising that the heterogeneous nature of destinations renders a single set of recommendations impractical. Instead, Boyne and Hall (2003), highlight issues for strategic planning and opportunities to enhance the value of local and regional food-related tourism. They (Boyne & Hall, 2003) suggested food tourism planning should include the following; setting aims and engaging stakeholders; support for training and development; funding and the exit strategy; and monitoring and evaluation. As stated by Boyne and Hall (2003, p. 286):

> We provide details of potential ingredients for development and suggest some methods which may be employed to create a finished product. The exact nature of both the development process and the final product will, however, be dependent on what's available locally and what the 'cooks' are aiming to create.

Similarly, Henderson (2009) illustrates that success is very much dependent on place, and the other tourism resources and markets targeted. These views (Boyne & Hall, 2003; Henderson, 2009) may be shared by others, and in conjunction with a reductionist approach to much of the food tourism research, can in part explain why the drivers of food tourism have not been addressed from a holistic perspective. However, this highlights a research gap, and the need for information that has a dual purpose of identifying common drivers of food tourism development by incorporating the inherent uniqueness of destinations, regardless of their setting.

Research into successful food events (Mason & O'Mahony, 2007; Mason & Paggiaro, 2009) and food and wine regions (Boyne & Hall, 2003; Sparks et al., 2007) have contributed to our understanding of what constitutes a successful food and wine destination.

But there is a gap in current knowledge about the drivers of tourism development. The importance of identifying those drivers is obvious, with the implications for the successful and profitable development of agricultural regions/destinations in the long term. Although some drivers required to develop a destination, or elements of it, have been identified, a reductionist approach has limited the ability to apply these findings in a regional context. Furthermore, the identification of success factors (potential drivers) have not yet been considered holistically, and pulled together into a management model that regions can use to guide their agri-tourism development.

2.5.3   Barriers to Food Tourism

A review of the literature on barriers to food tourism shows similarities with the barriers to agri-tourism development (see Section 2.4.3). A number of studies have expressed the role and importance of certain factors to the development of food tourism, and its specific components, and implied the challenges faced if these are ineffective or absent. Therefore, it can be assumed that while the presence of these factors drives development, the absence of these factors can also become a barrier to development. For example, Alonso (2010) highlights how agri-food businesses can enable the food-tourism relationships, but this requires close collaboration among all parties, including producers, tourism bodies and local authorities. Similarly, Green & Dougherty (2008) found an inability to get product to market (supply chain) efficiently and promptly as an obstacle faced by producers.

The few studies that have investigated the barriers to food tourism development, from a holistic perspective, are shown in Table 2.3. The themes addressed in the Table 2.3 overlap with those identified for agri-tourism, including: infrastructure; government; marketing; in-region networking; signage and marketing. However, there are differences between some of the barriers. There is a need for more food tourism studies to address the barriers to develop, so that strategies can be implemented to overcome these perceived obstacles. From the barriers highlighted here, it seems that much can be learned from the broader literature on the barriers to regional tourism development.

Table 2.3: Barriers to food tourism development

Barrier	Researchers, Date Published	Location of research
Infrastructure - Support	Hall, Sharples & Smith, 2003; Stewart et al., 2008	Australia, Canada & New Zealand; Niagara
Government - Regionalisation of government agencies/policy (constraints of policy & inability to engage with policy makers)	Everett & Slocum, 2013	United Kingdom
Marketing - Inability to collaborate and develop unified food offering - Gastronomic identity - Awareness externally as a culinary destination	Everett & Slocum, 2013 Fox, 2007 Hall, Sharples & Smith, 2003; Stewart et al., 2008	United Kingdom Croatia Australia, Canada & New Zealand; Niagara
Business in region - Fear of change - Supply chain development (lack of/ ineffective) - Lack of knowledge exchange - Lack of networking (within & across industries) - Co-operation/co-ordination/networking between those in industry - Lack of food tourism networks - Service quality	Everett & Slocum, 2013 Everett & Slocum, 2013; Green & Dougherty, 2008 Everett & Slocum, 2013 Everett & Slocum, 2013 Hall, Sharples & Smith, 2003;; Stewart et al., 2008 O'Leary and Stafford, 2013 Hall, Sharples & Smith, 2003; Stewart et al., 2008	United Kingdom United Kingdom; Wisconsin United Kingdom United Kingdom Australia, Canada & New Zealand; Niagara Ireland Australia, Canada & New Zealand; Niagara
Signage	Hall, Sharples & Smith, 2003; Stewart et al., 2008	Australia, Canada & New Zealand; Niagara
External environment - climate - competitive environment (border issues)	Hall, Sharples & Smith, 2003; Stewart et al., 2008 Stewart et al., 2008	Australia, Canada & New Zealand; Niagara Niagara
Information - Industry research	Hall, Sharples & Smith, 2003; Stewart et al., 2008	Australia, Canada & New Zealand; Niagara
Demand - (Un)willingness to pay - Ability to match supply-demand - Seasonal market fluctuations	Green & Dougherty, 2008 Green & Dougherty, 2008 Stewart, et al., 2008	Wisconsin Wisconsin Niagara

2.5.4 Models of Food Tourism Development

While some models of food tourism have been developed (du Rand & Heath, 2006; Hall & Sharples, 2003; Tikkanen, 2007), few have examined the development of food tourism from a holistic perspective. Some models have addressed specific components of food tourism, such as marketing (du Rand & Heath, 2006) while others have illustrated demand (Hall & Sharples, 2003; Tikkanen; 2007; Getz et al., 2014) and consumption (Kim et al., 2009; Mak, Lumbers & Eves, 2012). Figure 2.1 depicts how Hall and Sharples' (2003) classifications of food tourism inform the development of increasingly sophisticated food tourism products and experiences in a region. While demand is recognised as one driver of food tourism development, what type of food tourism can be developed and how regions should plan and manage this process requires due consideration of additional factors, including other drivers, barriers and the regional context. Furthermore, the theoretical and descriptive nature of these models limits its operationalisability at a regional level.

Although a management model has been developed for food tourism, it focuses specifically on destination marketing. Figure 2.7 shows how du Rand and Heath's (2006) study conceptualised and tested a destination-marketing framework using a case study of South Africa. This process includes conducting a review of tourism attractions and assessing the food tourism potential of a region, to ensure the feasibility of promoting food tourism as a destination attraction (du Rand & Heath, 2006). During this process gaps in the marketing mix, or food tourism products and experiences, can be identified. While du Rand and Heath's (2006) framework can be operationalised and used as a tool for developing and implementing food and/or wine tourism into destination marketing, it cannot be applied to the development of food tourism within a region due to a reductionist approach.

72
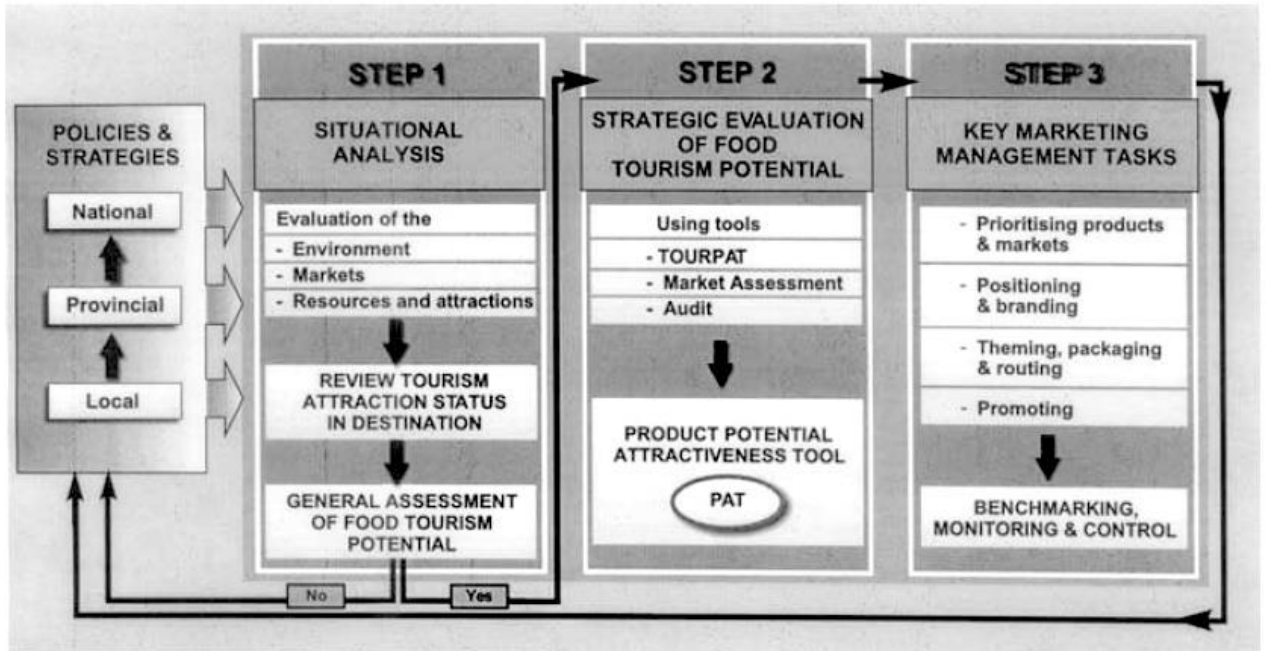
Figure 2.7: Framework and procedure for developing and implementing food tourism
(Source: du Rand & Heath, 2006, p. 222)

A more comprehensive model (Getz et al., 2014) of food tourism development identifies a series of factors and relates these to comparative and competitive advantage (see Section 2.5). Although it is a descriptive, theoretical model (see Table 2.4), the authors describe it's operationalisability as a diagnostic tool for "considering the importance of each item and how well the destination is doing in exploiting or develop the attributes" (Getz et al., 2014, p. 104). Incorporating comparative and competitive advantage engages users of the model and enables strategic development to occur after considering a series of factors. Importantly, the researchers highlight that the absence of a comparative advantage in a destination implies a disadvantage (Getz et al., 2014). This supports previous discussions; where the presence of some factors has the potential to drive development, while the absence of these can become a barrier to development.

Table 2.4: Comparative and competitive advantages in food tourism

	Comparative advantages *What destinations inherit*	Competitive advantages *How destinations compete*
Location & accessibility	• Proximity to large cities good access to, and within the destination	• Investment in transport infrastructure • Cultivation of resident demand for food experiences • Develop food trails and tours • Cluster services and attractions
Climate & natural resources	• A climate attractive to tourists and favourable for certain activities/events • Fresh and local produce available seasonally or all year • Oceans and fresh water for fishing and seafood • Unique food products	• Investment in fishing, farming, and food/beverage processing • Sustainable food production practices
Accommodation	• A range of quality accommodations for international tourists • Hotels, spas and resorts stressing food, beverages, food events	• Develop urban and rural food tourism clusters and packages
Export-ready food experiences	• Existing quality restaurants, farms, fishing fleets, tours, events	• Develop a portfolio of food events, both hallmark and iconic • Foster entrepreneurship and innovation in food and tourism • Invest in mass, social and online communications to foodies • Quality assurance schemes
Culture	• Friendly and hospitable for visitors • Attractive traditional cuisine and beverages	• Food culture cultivated through the work of chefs, cooking schools, media management • Develop food precincts in towns and cities • Set and enforce high quality standards
Economy	• Cost advantages low inflation • Strong agriculture and fishery sectors	• Develop the food brand • Supply-chain management adding value through food tourism cluster development • Create a positive investment climate for food, hospitality and tourism • Invest in market intelligence on foodies and benchmarking of other food destinations
Social conditions	• A substantial population able to cultivate food and beverage	• Promote healthy eating; encourage fresh and local

74

	interests (ie lifestyle)	markets
Health conditions	• Healthy food and healthy eating • High food safety standards and enforcement	• Position the destination for healthy eating
Professionalism	• Proven leadership • A strong destination marketing organisation • Education/training available for event management and event tourism • Professional associations and standards	• Constant efforts to improve strategy, planning, marketing and investment • Industry-education linkages strengthened • Mentorship and apprenticeship programs • A programme of research and evaluation to support food tourism
Food events	• Existing food events that are popular with residents and tourists alike • A healthy portfolio of permanent local and regional food events • A successful track record in hosting events	• Build on local strengths to create hallmark food events • Build iconic events for foodie segments • Sophisticated portfolio creation and management • Learning organisations employing market intelligence

(Source: Getz et al., 2014, p. 104-105)

While using comparative and competitive advantage is useful, the model fails to address the process by which regions can transform. Furthermore, it has limited operationalisability and does not explain the relationships or interactions between the listed factors, and whether these interactions also have the potential to influence the development of food tourism.

2.6   Gaps in the Literature

There is a growing body of work on agri-tourism and food tourism that addresses a range of demand and supply-side issues. As of December 2014, this review has identified a number of research gaps, including:

- a lack of a clear definition of agri-tourism that has contributed to a lack of understanding of the phenomenon from a place-based systems approach
- identifying the range of drivers and barriers to tourism development: there may be additional drivers and barriers that have not yet been identified

- a lack of understanding of the complex nature of and interactions between drivers and barriers from a holistic perspective
- the role of drivers and barriers in enabling agricultural regions to transform agricultural resources into tourism experiences
- a lack of a theoretical model that adopts a holistic perspective to explain how agricultural regions can develop tourism experiences from agricultural resources
- a lack of a management model that adopts a holistic perspective and can be used by agricultural regions as a planning tool to guide tourism development.

2.7 Conclusion

This chapter reviewed the literature on regional development, agri-tourism and food tourism to identify the research gaps. The role of tourism in regional development was discussed, focusing on the use of three development approaches: comparative and competitive advantage; tourism and systems theory; and place-based approach. Inconsistencies in defining and classifying agri-tourism were then highlighted, and the links between agri-tourism and food tourism were discussed. The main themes in the agri and food tourism literature were reviewed, identifying gaps in understanding the drivers and barriers to tourism development. This has contributed to a limited understanding of how drivers and barriers shape development, and a paucity of models that can demonstrate this process and be operationalised.

CHAPTER 3:   METHODOLOGY

3   Introduction

The chapter provides an overview of the research process used to investigate tourism in agricultural regions. It begins by restating the research aim and the relationship of the researcher to the research. This is followed by a discussion of the research methodology, and the ontological, epistemological and paradigmatic approach used in this research. The research strategy section specifically addresses how the paradigmatic approach informed the research design and research methods. The chapter concludes with an overview of the limitations that apply to this research.

3.1 Research Aim and Objectives

The aim of this research is to identify the role that agricultural resources can play in the development of tourism in agricultural regions. Based on the gaps identified in the literature review (see Section 2.6), this research has developed the following research objectives:

1) to identify the role that drivers may play in shaping the development of tourism in agricultural regions

2) to identify the role that barriers may play in shaping the development of tourism in agricultural regions

3) to develop a theoretical model that captures those factors that enable agricultural regions to transform their agricultural resources into tourism experiences

4) to develop a management model that illustrates how agricultural regions may develop tourism based on agricultural resources.

3.2 Overview of Research Methodology

Ontology and epistemology are philosophical principles and assumptions that underpin and inform research methodology. While ontology refers to the nature of reality, epistemology refers to the nature of knowledge (Blaikie, 2004a, 2004b). The closely related assumptions of ontology and epistemology are best expressed through research paradigms (Eriksson & Kovalainen, 2008). Paradigms have been described as a worldview which underpins all

research. The paradigmatic approach influences all aspects of the research, from the formation of a concept and interpretation of the phenomena, to the research aim and objectives, and the methods and analyses used. The following section discusses what is meant by the terms ontology and epistemology, and how these concepts inform lines of inquiry and paradigms as they relate to this research.

3.2.1 Ontology and Epistemology

Ontology is concerned with the study of theories of being or reality (Blaikie, 2004a). In the social sciences, all theories and methodological positions make assumptions, either implicitly or explicitly, about what exists, the conditions of existence, and the interrelationships (Blaikie, 2004a). The nature of social reality, or what exists, can be classified into two categories: materialism in which what exists is a set of material phenomena; or idealism which is a set of perceptions/ideas that humans share about their world (Blaikie, 2004a). These two categories can be described along a real versus relative spectrum (Mir & Watson, 2000). Ontological assumptions are often closely related to epistemological assumptions, as one's ontological assumptions, or perspectives of social reality or phenomena, have implications on how to gather new knowledge.

Epistemology refers to the nature and scope of knowledge, and provides a philosophical grounding for establishing what kinds of knowledge are possible and how it can be deemed adequate and legitimate (Blaikie, 2004b). In the social sciences, the term is used in deciding which scientific procedures produce reliable social scientific knowledge (Blaikie, 2004b). Similar to ontological assumptions, epistemological assumptions can be viewed along a spectrum of objectivity and subjectivity where the two main theories are rationalism and empiricism. For example, rationalism is an objective viewpoint in which new knowledge is derived from pure reason or formal logic, whereas empiricism requires the use of human senses to produce reliable knowledge (Blaikie, 2004b).

Acknowledging the existence and influence of ontological and epistemological assumptions is important for several reasons. These inherent assumptions enable the researcher to understand what the research problem is, how the research problem is currently perceived,

and formulate a suitable research approach that addresses current gaps in knowledge and understanding. Ontological and epistemological assumptions underpin the research approach through paradigms that reflect the philosophical beliefs about the world and guide how research is conducted, the scientific problems present, and how problem solving is conducted through research (Veal, 2005). Ignoring these assumptions could result in not understanding the research problem, asking the wrong research questions, and using inappropriate research methodology (process of research) and methods (techniques).

This research is based on the ontological assumption that social reality is perceived as a series of realities, or ideas (idealism), that are understood by both the researcher and respondents. Consequently, the epistemological assumptions of subjectivity and empiricism are used, as individuals are required to interpret their perspectives of reality and the constructs within it. The relative and subjective nature of the ontological and epistemological assumptions also support an inductive reasoning, as multiple realities exist based on the construction of events/experiences of multiple respondents.

3.2.2 Process of Research – Deductive and Inductive Reasoning

Ontological and epistemological assumptions influence the way research problems are logically reasoned or theorised. Deductive and inductive reasoning are the two main lines of inquiry available to researchers. Research that uses deductive reasoning begins with a general principle or theory, which is tested through observation and/or experiments (Babbie, 2001). The researcher moves from an abstract concept toward testing this with concrete empirical evidence, or hard data (Neuman, 2004). Deductive reasoning is most suited to research that is testing a theory (Veal, 1997). However, inductive reasoning aims to identify general principles that explain the occurrence of a phenomenon (Babbie, 2001; Jennings, 2010; Veal; 1997). Research using an inductive approach begins with detailed observations of the world and moves toward more abstract concepts (Neuman, 2004). At the beginning, researchers often only have a topic or vague concept that becomes more refined and develops theory from the ground up (Neuman, 2004), where the explanation is induced from the data (Veal, 2005).

Based on this understanding, inductive reasoning is adopted in this research. An explanation was induced from real world data (observations and events) to better understand the development of tourism in agricultural regions. An inductive research approach has been used in other agri-tourism studies (Ainley, Phelan & Kline, 2011; Ciervo, 2013; Sonnino, 2004), supporting its use in this research. Furthermore, as few models have been developed using a place-based systems approach (see Sections 2.4.4 and 2.5.4), this data was used in building theoretical and management models that form the key research objectives.

3.2.2.1 Research data – Quantitative versus Qualitative

The inductive versus deductive approach to research can also be considered from the perspective of quantitative versus qualitative research. Jennings (2010) associates quantitative methodologies with a post/positivistic, deductive paradigm, where the research involves statistical analyses, and relies on numerical evidence collected from large, representative samples to draw conclusion or test a hypothesis (Veal, 1997). Due to the association of quantitative research with deductive reasoning, positivist and post-positivist paradigms, it was deemed unsuitable for the purposes of this research.

A qualitative research approach was best suited to this research, as it aligns with a holistic-inductive paradigm (Jennings, 2010). From a theoretical perspective, qualitative research shares the same ontological and epistemological assumptions, of relativity (multiple realities) and subjectivity, as inductive reasoning (discussed above). Qualitative research involves gathering detailed information from a small number of respondents, when a full understanding of a phenomenon is required (Veal, 1997). Not being concerned with numbers, qualitative research uses observations, interviews and participant observation as data collection methods (Veal, 1997), demonstrating a reliance on human participation and understanding from a real world perspective (Jennings, 2010). There is a growing acceptance that the two approaches perform complementary functions, in which qualitative research is used as the basis to inform quantitative research (Veal, 1997). This research uses qualitative data to identify a range of drivers and barriers critical to development, some of which may not be identified in the literature (see Chapter 2.6). Using qualitative research in

this way is regarded as a necessary first step before quantitative research can measure these factors.

3.2.3 Main Research Paradigms

Paradigms are collective worldviews that define disciplines and research approaches. For researchers, paradigms are "the basic belief system or worldview that guides the investigator, not only in choices of method but in ontologically and epistemologically fundamental ways" (Guba & Lincoln, 1994, p. 105). Paradigms provide a world view based on the underlying ontological and epistemological assumptions, and the type of logical reasoning (deductive or inductive) to be used. Hence, paradigms are fundamental in informing, framing and underpinning the research process.

While the concept of paradigms has remained relatively unchanged, the nature of paradigmatic approaches is evolutionary. To date, research has been dominated by four main paradigms – positivism, post-positivism, interpretivism/constructivism and critical theory – some of which are more suited to use in social science research (Guba & Lincoln, 2005; Lincoln et al., 2011) (see Table 3.1). To determine the most suitable research methodology, this research compared each of the four paradigms, and their ontological, epistemological and methodological assumptions (see Table 3.1). The choice of paradigm used in this research was informed by referring to the work of a number of authors (Creswell, 2013; Guba & Lincoln, 1994, 2005; Lincoln et al.; 2011; Yin, 2009) with long-standing theoretical experience. The suitability of each of the four paradigms will be discussed in the following sections (see Sections 3.2.3.1 – 3.2.3.4), before explaining why the interpretivist paradigm was used in this research.

3.2.3.1 Positivist Paradigm

The positivist approach is more commonly adopted in the natural (hard) sciences (Guba & Lincoln, 2005; Lincoln et al., 2011). Table 3.1 shows that primary goal of positivism is to explain the causal relationships that lead to the prediction and control of natural phenomena (Guba & Lincoln, 2005; Lincoln et al., 2011). This explanation is achieved by adopting the ontological assumption of naïve realism, the epistemological assumption of objectivity, and

using deductive reasoning. Due to the objective and realist nature of positivism, this paradigm is clearly not suitable for this research, which requires a subjective and idealist (relativist) research approach. In addition, this research is building a model rather than testing a model, and requires an inductive line of inquiry that is not suited to the deductive nature of positivism.

3.2.3.2 Post-Positivist Paradigm

Post-positivism evolved as a response to the criticisms of positivism, although it essentially conforms to the same set of basic beliefs as positivists (see Table 3.1). Although this paradigm introduces some qualitative data methods, it continues to adopt deductive reasoning and a value neutral axiology. While the paradigm aims to address some of the limitations and criticisms of positivism, it remains unsuitable for this research, where inductive reasoning is required.

3.2.3.3 Critical Theory Paradigm

Critical theory is a departure from the positivist and post-positivist paradigms at it is based on a value-determined nature of inquiry (Guba & Lincoln, 1994, 2005). Critical theory represents an alternative set of paradigms, which include feminism, neo-Marxism, materialism, and participatory inquiry (Guba & Lincoln, 1994, 2005). More recently however, participatory is emerging as a fifth paradigm in Lincoln et al.'s most recent work (2011). For the purposes of this research, the participatory paradigm is still considered in the formative stages, and has thus been discussed in the context of one of the paradigms approaches within critical theory.

Table 3.1 shows that the intent of this paradigm is to transform and empower people from new knowledge. This call to change is evident in the ontological, epistemological and methodological assumptions that are focused on social structure, economic and political environment, and issues of freedom and oppression, power and control (Creswell, 2013). Although critical theory uses inductive reasoning, qualitative data and acknowledges the role of values in its axiology (as shown in Table 3.1), it is unsuitable for this research as its intent is based on transformation and empowering rather than understanding phenomena.

82

3.2.3.4 Interpretivist Paradigm

The interpretivist paradigm, also referred to as constructivism by Guba & Lincoln (1994, 2005), departs from the other three paradigms based on its ontological assumption that moves away from realism to relativism (Guba & Lincoln, 1994, 2005) (see Table 3.1). The aim of the research is to provide a more informed and sophisticated construction than currently exists (Guba & Lincoln, 1994 2005), which aligns with this paradigm. Furthermore, Table 3.1 shows that the ontological and epistemological assumptions of relativism and subjectivity, the use of inductive reasoning and qualitative data methods incorporated with a value laden approach contributed to this paradigm's being suited to this research.

Table 3.1: Comparison of research paradigms

PARADIGM	Positivism	Post-Positivism	Critical Theory/ Realism	Interpretivism/ Constructivism
DESCRIPTION	Realists, "hard sciences"	Modified form of positivism	Create change to benefit those oppressed by power	Gain understanding by interpreting subject perceptions
INTENT	To predict, control and explain		To transform, empower, emancipate	To understand/ reconstruct
ONTOLOGY (Nature of reality)	Naïve realism, "real" reality but apprehendable	- Critical realism – 'real' reality but only imperfectly & probabilistically apprehendable - A single reality exists beyond ourselves - Researcher may not be able to understand or get to it because of a lack of absolutes	- Historical realism – virtual reality shaped by social political cultural economic ethnic and gender values that is crystalised over time - Reality based on power and identity struggles - Privilege or oppression based on race/ethnicity, class, gender, etc	- Relativism – local and specific constructed and co-constructed realities - Relative & constructed - Multiple realities are constructed through lived experiences and interactions with others
EPISTEMOLOGY (Nature of knowledge)	Objectivist, findings true	- Modified objectivist - Critical tradition - Findings probably true - Only approximated but is constructed through research and statistics	- Transactional - Subjective - Value mediated findings - Reality known through study of social structures, freedom and oppression, power and control. - Reality can be	- Transactional - Subjectivist - Created findings - Reality is co-constructed between researcher and researched and shaped by individual experiences

				changed through research
LOGICAL REASONING	Deductive	Deductive	Inductive	Inductive
METHODS (DATA)	Dominated Quantitative	Quantitative & Qualitative	Quantitative & Qualitative	Qualitative & Quantitative
AXIOLOGY (Values)	- Value neutral	- Value neutral - Researcher's biases need to be controlled and not expressed in a study	- Value driven - Value mediated - Diversity of values emphasised within the standpoint of various communities	- Value laden - Individual values are honoured, and negotiated among individuals
METHODOLOGY (Process of research)	- Experimental - Manipulative - Verification of hypotheses - Chiefly quantitative methods	- Modified experimental - Manipulative - Critical multiplism - Falsification of hypotheses - May include qualitative methods - Use of scientific method and writing - Object of research is to create new knowledge - Deductive important	- Dialogical/dialectical - Start with assumptions of power and identity struggles, document them, and call for action/change	Hermeneutical/dialectical - More of a literary style of writing use - Inductive method of emergent ideas obtained thru methods such as interviews, observations, and analysis of texts
ETHICS (Role of values)	Extrinsic; tilt toward deception		Intrinisc – moral tilt toward revelation	Intrinsic – process tilt toward revelation, special problems

(Sources: Adapted from Babbie, 2001; Creswell, 2013; Guba & Lincoln, 1994, 2005; Lincoln et al., 2011)

3.2.3.5 Justification for using the Interpretivist Paradigm

The interpretivist paradigm was identified as the most suitable due to the fundamental need to obtain knowledge that creates a better understanding of the research phenomenon. Table 3.2 outlines why the interpretivist paradigm was selected on the basis of its ontological, epistemological and methodological assumptions.

Some of the drivers and barriers that govern how tourism develops in agricultural regions are largely intangible concepts. The ontological assumptions of the interpretivist paradigm support the identification and construction of multiple 'relative' realities, which this

research sought from knowledgeable individuals with experience of TAR, as well as supporting documentation (content and historical analysis). Similarly, the subjective epistemological assumptions of interpretivism acknowledge that the researcher is interlinked with, and therefore may be influenced by, those knowledgeable individuals who have experienced the research phenomenon. The involvement and interactions between researcher and respondents is also value laden, and the interpretivist paradigm allows for these values to be acknowledged in the research (see Table 3.2). Finally, an interpretivist approach lends itself to the inductive nature of the research required in theory building, where the role of and interactions between drivers and barriers of tourism development in agricultural regions can be modelled. The type of data, collection methods and analysis supported within an interpretivist paradigm are also well suited to achieve the research aim and objectives (see Section 3.1). This suitability extends to the qualitative, non-experimental methods involved in the collection of interview data from human participants. As a result, interpretivism is more flexible than positivism (Veal, 2005), allowing the researcher to better understand a phenomenon by investigating what is happening through the construction of experiences from multiple respondents.

Table 3.2: Use of the interpretivist paradigm in this research

Research Approach	Description	Reasoning
Paradigm	Interpretivist (Constructivist)	Believe there is a world, like positivists, but it cannot be fully known or understood. Phenomenon is understood and interpreted through individual, often different, perceptions and beliefs that create an imperfect worldview.
Ontological (Nature of reality)	Relative (versus Real)	Reality/the world and the phenomenon under investigation is constructed from the multiple realities of the individuals that experience it.
Epistemological (Nature of knowledge)	Subjective (versus Objective)	Knowledge/understanding is subjective, as each individual understands reality from their own interpretations, which may be influenced by interactions with others, including the researcher.

Line of Inquiry (Logical reasoning)	Inductive - Theory building	TAR is not well-defined. Not clear if all the drivers and barriers have been identified in the literature.
Research Methodology (Process of research)	Inductive (versus Deductive)	Inductive reasoning can be used to uncover unknown truth through observations and investigations what is happening, which can then be built into model.
Axiology	Value laden	Acknowledgement that the research will be influenced by the perceptions and experiences of respondents as well as the ideas of the researcher.

3.3 Research Strategy

The research strategy is based on case study methodology that in turn, informed the research design, including methods, data collection techniques and analysis. Each aspect of research strategy will be addressed in the following sections.

3.3.1 Case study methodology

The case study methodology adopted in this research enabled the identification of the role agricultural resources can play in the development of tourism in agricultural regions. Case study research has been described as a method, a methodology, a strategy of inquiry, and a comprehensive research strategy (Creswell, 2013; Guba & Lincoln, 2005; Lincoln et al., 2011; Stake, 2005; Yin, 2009). Creswell (2013, p. 97), who regards case studies as a methodology, stated that case studies are "a type of design in qualitative research that may be an object of study, as well as a product of the inquiry". Yin (2009) similarly argues that case studies are a research strategy that encompasses design, data collection techniques and data analysis techniques. For the purposes of this research, case studies are considered both a methodology (line of research inquiry that shapes research design/strategy) and a research method (technique use to collect data and conduct research).

Table 3.3 demonstrates how the research methodology has informed the research method, data collection techniques and analysis adopted for this research. Multiple case studies comprised the research method, in which qualitative data was collected through content

analysis, historical analysis and semi-structured interviews at two locations. Interview data for each case study was transcribed and entered in NVivo software, and analysed using thematic coding. Interview findings were triangulated with content and historical analysis to identify converging lines of enquiry. Triangulation of the findings from these three data collection methods enabled the researcher to overcome the limitations and weaknesses of each method, and increase the internal validity, credibility and authenticity of this research. This strategy also contributed to a more in-depth understanding of tourism development in agricultural regions within a place-based systems approach. Each aspect of the research design is discussed in more detail in the following sections.

Table 3.3: Research strategy

Research Strategy	Description	Reasoning
Data type	Qualitative	More suited to inductive research Findings are exploratory and explanatory in nature – identifying unknown factors (drivers and/or barriers) and processes (transformation).
Methodology	Case study methodology	An inductive method that compares ideas from multiple resources and is suited to model building.
Method	Multiple case studies	Provide better understanding and enhances generalisability of results when using replication logic.
Data Collection	Historical records Documentary evidence Semi-structured interviews	Use of multiple sources in which the strengths of one source outweigh the weaknesses of another. Also need to understand how development occurred over time.
Data analysis	Thematic coding of sources, including NVivo Triangulation of data Explanation building technique Cross-case synthesis	Identify converging lines of enquiry (factual accounts) from multiple data sources. Thematic coding – understand identify and understand drivers, barriers & interactions.

3.3.1.1 Quality of case study design

Case studies have been the subject of criticism due to a perceived lack of rigour, an inability to form generalisations, and the length of time involved in conducting a case study that produces a large, unwieldy report (Yin, 2009). These criticisms can be negated by addressing the case study design to ensure it meets criteria that is trustworthy, credible, confirmable and dependable (Yin, 2009). These tests ensure the case study results have validity and reliability, and that the methods used demonstrate a connection between the data and theoretical constructs (Neuman, 2004).

Validity refers to truthfulness or the ability of an idea or concept to represent actual reality (Neuman, 2004). In case study research, validity can be tested according to construct, internal and external validity (Yin, 2009). Construct validity refers to the identification of correct operational measures for the concepts being studied (Yin, 2009). Internal validity applies to explanatory case studies and seeks to establish a causal relationship, where one condition leads to another condition (Yin, 2009). Defining the domain to which case study findings can be generalised is referred to as external validity (Yin, 2009). Reliability refers dependability or consistency (Neuman, 2004), where the research process may be repeated with the same results (Yin, 2009). Table 3.4 demonstrates that reliability, construct validity, internal and external validity have been considered in the design of this research, and the techniques used, to ensure the quality of the case study design and findings. Each of these techniques is addressed in detail in the relevant sections of this research.

Table 3.4: Case study designs to test for quality

TESTS	Case Study Phase	Case Study Technique	Technique used in this Research
Construct validity	Data collection	Use multiple sources of evidence	see Section 3.3.3
	Data collection	Establish chain of evidence	see Section 3.3.3
Internal validity	Data analysis	Do explanation building – specialist form of pattern matching	see Section 3.3.4 – Cross-case analysis
External validity	Research design	Use replication logic in multiple case studies	see Section 3.3.2
Reliability	Data collection	Use case study protocol	discussed throughout Ch 3
	Data collection	Develop case study database	see Section 3.3.3

(Source: Adapted from Yin, 2009)

88

3.3.2 Case Study Method

Case study research provides a rich and valuable understanding of phenomena in the social sciences. Creswell (2013, p. 97) describes case study research as an approach that allows researchers to report "on a real-life, contemporary defined system (case) or systems (cases) over time, through detailed, in-depth data collection involving multiple sources of information". Yin (2009, p. 18) defines a case study "as an empirical inquiry that investigates a contemporary phenomenon in depth and within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident". When case studies are used to focus on a particular part of a phenomenon, it is imperative that it is considered within the wider context (Thorpe & Holt, 2008). For example, this research specifically investigates the role that agricultural resources can play in the development of tourism in agricultural regions, which is recognised as one component of the holistic system of TAR (context).

Case studies are used to investigate individuals, entities and events as well as decisions, programs, organisational changes or implementation processes (Creswell, 2013; Yin, 2009). Each example demonstrates the application of case studies where the researcher has little control over the research phenomenon/events (Yin, 2009), and the purpose of the research is primarily descriptive, but may be exploratory and explanatory (Yin, 2009). This research aligns with a case study approach, as the research seeks to provide a better understanding of tourism development in agricultural regions. According to Yin (1994), this case study is explanatory, as it moves beyond describing to answering the how and why questions. Explanatory case studies are also used for the purpose of theory building, which is the case in this research.

Case studies are also an appropriate research method to answer research questions that ask how and why (Yin, 2009). This research addresses these questions, asking how tourism in agricultural regions can develop from agricultural resources, and why does development occur in certain/particular way. As mentioned, case studies are preferred when the researcher has little control over the phenomena and the research has a contemporary focus within a real-life context (Yin, 2009). In this research, the researcher has no control over

how tourism has developed in the case study regions. Understanding the development process requires the researcher to (1) identify the case study's contemporary development position, and (2) determine how development occurred over time (historically). Understanding how development occurs requires knowledge of those drivers and barriers that shaped development, and the process by which transformation occurred. As a consequence, case studies are also suited to theory testing and theory generation (model building) (Thorpe & Holt, 2008; Yin, 2009).

Yin (2009) and Creswell (2013) stated that case studies provide an in-depth understanding of contemporary phenomena. But this requires knowledge of the events and/or factors that, over time (Creswell, 2013) have contributed to the contemporary outcome. In other words, to understand our present, we need to acknowledge (and understand) our past: how did we get here? For this research, identifying how local produce can be used to develop tourism experiences requires an understanding of the factors and events that transpired over the course of a region's development. To gain both contemporary and historical perspective, findings from semi-structured stakeholder interviews were triangulated with content and historical analyses (see Section 3.3.3. Again, the use of multiple sources reinforces the use of case studies. For the purposes of this research, the case study approach advocated by Yin (2009) was adopted here.

Researchers have advocated for, and used, case study designs to examine tourism development that is related to food and agriculture. Hjalger and Richards (2002, p. 228-229) state that, "a case study can identify relevant issues and the various driving forces that are important for the development of tourism or gastronomy in a particular area" and it provides a "vital basis for a link between theory and practice". Numerous researchers have used case studies to examine aspects of tourism related to agriculture (Clarke, 1999; Davies & Gilbert, 1992; Knowd, 2006) and food (Bertella, 2011; Everett, 2008; Everett & Aitchison, 2008). Given its suitability for examining development, some researchers have used a regional case study strategy that allows "findings to be generalised into a theoretical framework and applied to other situations, thus exposing avenues requiring greater investigation" (Everett & Aitchison, 2008, p. 154). While this research is investigating

tourism development at a regional level, it uses a multiple case study approach. Other research (Bertella, 2011) has adopted a similar design as it is a more robust research strategy than a single case study (Yin, 2009). The use of multiple case study approaches by other tourism researchers further supported its suitability and use in this research.

3.3.2.1 Case study design – Multiple cases

Case study research involves the use of a single case or multiple cases, in which each case is separately identified and studied in a similar manner (Veal, 2005; Yin, 2009). A single case study is suitable for identifying the critical, unique, typical, revelatory conditions or longitudinal aspects of a case (Yin, 2009). However, this is not suitable to understand the underlying drivers and barriers central to tourism development from agricultural resources in different contexts. Creswell (2013) describes a multiple or collective case study as addressing one issue or concern but using multiple case studies to understand the issue. As a result, this research adopted a multiple case study design to examine the same phenomenon using two cases across two locations – Margaret River and the Barossa.

Yin (2009) argues that multiple case studies offer analytic benefits over a single case. Although this research was based on two case studies, it enables the adoption of direct replication that Yin (2009) argues is fundamental to the multiple case study design. The use of replication logic in multiple case studies also enhances the external validity of the case study design (see Table 3.4). Furthermore, a two case design outweighs the criticisms and scepticism associated with single case designs (Yin, 2009). As Yin states (2009, p. 61), "analytic conclusions independently arising from two cases, as with two experiments, will be more powerful than those coming from a single case (or single experiment) alone". The replication logic that underlies case studies is the same as that used in multiple experiments, where each case is carefully selected so that it predicts similar results (literal replication) or contrasting results (theoretical replication) (Yin, 2009).

The cases studies were selected based on the expectation of a literal replication of the findings, but this would not be evident until the research was complete. Using multiple case studies would identify if tourism development in agricultural regions is underpinned by a

number of common drivers and barriers, despite the differences in the context. While some drivers (see Sections 2.4.2 and 2.5.2), and barriers (see Sections 2.4.3 and 2.5.3), have been identified in the literature the aim of this research was to determine whether these drivers and barriers were common across the case studies. Margaret River and the Barossa as suitable case studies based on the following common criteria:

- internationally renowned destinations – food and wine regions
- located outside of a major capital city/urban area
- destination/regional branding incorporates local produce (food and/or wine)
- history of agriculture industry, including food and wine production, and tourism sector
- presence of agriculture industry, including food and wine production, and tourism sector (contemporary)
- evidence of agricultural diversification, including the development of products and/or tourism experiences based on agricultural produce
- existing products and/or experiences based on the agricultural produce have been developed into a recognised sector.

In addition to common features, this research selected the two locations based on inherent contextual differences. Due to the place-based systems approach of this research, examining locations with contextual differences would identify whether the process of tourism development, and the underlying drivers and barriers, was influenced by the contextual elements. If so, the results would indicate theoretical replication. Therefore, the selection of Margaret River and the Barossa was based on the following distinct contextual differences:

- size and importance to regional economy of agricultural industry and tourism sector
- size and importance of wine and food sectors.
- historical development of region's agricultural and tourism industries
- location relative to generating regions
- regional context – one peri-urban other more rural
- size of agricultural industry, including wine and other produce.

3.3.2.2 Unit of analysis

Yin (2009) emphasises the importance of identifying the unit of analysis, or the 'case', as the related questions and propositions then inform the research design and data collection strategy. The unit of analysis is also useful in distinguishing data that is the subject of your case study (phenomenon) from external data that forms the context of the case study (Yin, 2009). As shown in Figure in 3.1, TAR is the context within which this research was conducted. However, the case is focused on the transformation of agricultural resources into tourism experiences, where the multiple embedded units of analysis are the multiple sectors that relate to the case, including: agriculture, viticulture, wine and food industries, government agencies and the tourism sector.
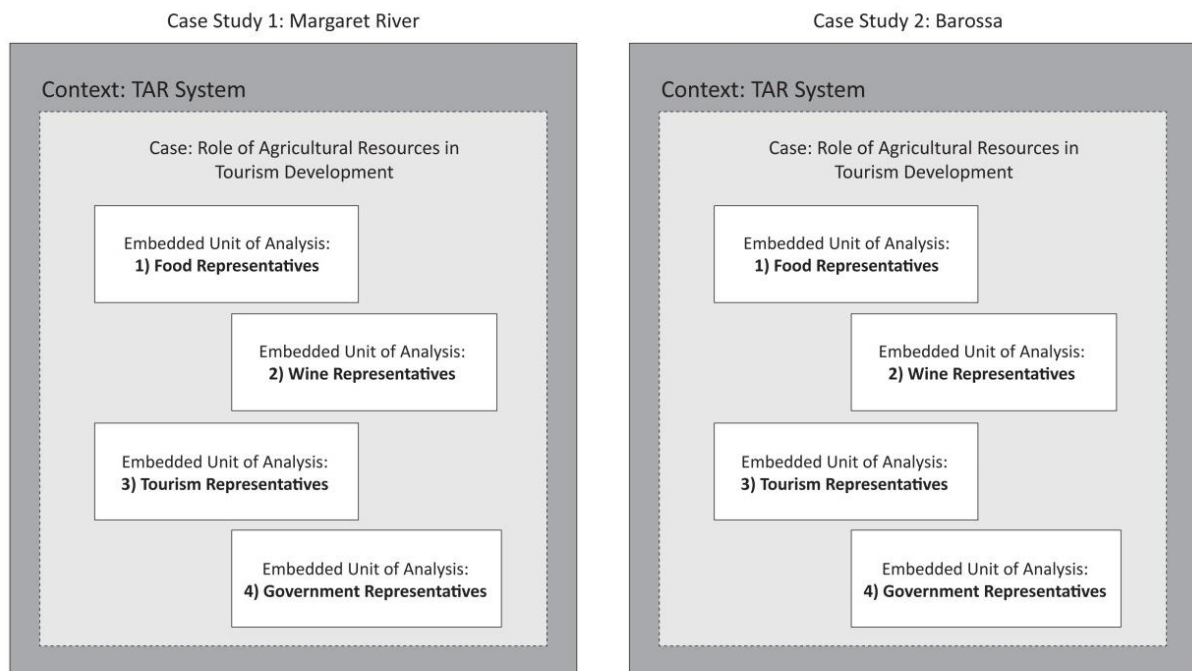
Figure 3.1: Multiple case study design (Source: Adapted from Yin, 2009)

Using multiple case studies, with embedded units of analysis, follows Yin's (2009) replication logic. This allows findings from each case to be analysed independently before comparisons and contrasts are made across the case studies. To ensure the case study findings were not cross-contaminated, research was conducted and finalised for the first

case (Margaret River) before commencing the second (the Barossa). Having analysed the case study findings separately, a comparison across the two cases informed the building of both theoretical and management models.

3.3.3 Data Collection Techniques

This research was conducted in three stages as outlined in Table 3.5. Stage One comprised of the Margaret River case study, followed by the second case study in the Barossa in Stage Two. Findings from each case study were analysed individually to identify the role of drivers and barriers in tourism development, addressing Research Objectives One and Two respectively. Stage Three focused on the cross-case synthesis, which analysed the findings from both case studies to build the theoretical and management models outlined in Research Objectives Three and Four respectively.

Table 3.5: Design of data collection and analysis

Stage	Data Collection Method	Analysis
Case study 1: Margaret River	• Documentation/secondary sources -prior to and in region • Archival records – prior to and in region • Semi-structured interviews in region	Content analysis Historical analysis NVivo - thematic coding Triangulation of all sources, also used in explanation building
Case study 2: Barossa	• Documentation/secondary sources -prior to and in region • Archival records – prior to and in region • Semi-structured interviews in region	Content analysis Historical analysis NVivo - thematic coding Triangulation of all sources, also used in explanation building
Cross-case: 1 & 2	• Themes from cases 1 & 2 • Theory building – theoretical model • Theory building – management model	Cross-case synthesis: • Comparing themes • Explanation building

In an effort to maintain the quality of the case study (see Section 3.3.1.1), the data collection was designed around three key principles recommended by Yin (2009) to increase the construct validity and reliability of case studies. The first refers to the use of multiple sources of data, which is discussed in the following sections as well as Section 3.3.4.3. Using multiple sources of evidence enables the researcher to address a range of

drivers and barriers, and establish converging lines of inquiry, with repeated emphasis and a corroboration of findings (Yin, 2009). The second principle recommends developing a case study database. Yin (2009) has described the lack of a database as a major shortcoming in case study research that needs to be addressed, as it adds to reliability (see Table 3.4). Evidence collected from the multiple data sources (content analysis, historical analysis and semi-structured interviews) has been stored so that the findings of this research may be replicated in future research. The case study database is comprised of narratives and case study notes, that are organised, categorised, complete and accessible (Yin, 2009). Finally, this research has maintained a chain of evidence, allowing for an external party "to follow the derivation of any evidence from initial research questions to ultimate case study conclusions" (Yin, 2009, p. 122). The findings reported in chapters four and five demonstrate how conclusions were drawn from the findings, the source of the information, and how this relates to the case study questions. If more specific insights are required, the evidence can be made available through the case study database. The following sub-sections address the multiple data sources used in this research including research ethics.

3.3.3.1 Documentary and secondary sources

Researchers (Marshall & Rossman, 2006; Yin, 2009) have argued that documentary evidence is likely to play a significant role in all case study research. It provides background information and context to the researcher, and is a valuable information source to corroborate research findings (Yin, 2009). The analysis of existing information sources, or secondary data, is an effective and often under-utilised research method that complements primary data collection in a cost- and time-effective way (Veal, 2005). In this research, secondary sources assisted in identification of preliminary themes and informed the interview question guide (see Section 3.3.3.3), enhancing the quality of the data obtained from semi-structured interviews.

A content analysis of web-based documentary evidence was conducted prior to field visits for two reasons (Marshall & Rossman, 2006; Yin, 2009). Firstly, this approach gathered valuable information used to guide interview discussion topics, minimising the risk of overlooking a driver or barrier that may not have been identified in the literature. Secondly,

preliminary web searches informed the researcher of key contacts in each case study region that could be interviewed. Initial phone contact was made with key participants to gauge the level of interest in and support for this research, as well as determine the suitability of the region and arrange initial interviews. Once in the case study region, arrangements were be made to access documentation not available via the web (Yin, 2009). This included sourcing records from businesses, government agencies and departments, tourism bodies, marketing collateral, and other records not available outside the case study region. Due to a paucity of academic literature on each region, documentary evidence was also sourced from the grey literature. As Jeffery (2000, p. 64) stated:

> The importance of grey literature is becoming increasingly recognised. For many organisations it encapsulates the knowledge and know-how and thus is a vital business asset. Grey literature in a research and development environment represents the cutting edge of this knowledge and so its management is of uttermost importance.

The documents consulted in each case study included government reports, local Council reports, independent consultant's reports, industry reports, statistical databases (ABS), marketing reports and collateral. This research consulted a variety of documents in an effort to overcome author bias and analyse the findings from a range of perspectives, and the sources of most pertinence are directly referenced in the results chapters.

3.3.3.2 Archival records

In addition to contemporary documentation, historical documentation and archival records were also consulted. While sharing similar strengths with other documentary evidence (see Section 3.3.3.1), Yin (2009) argues that the preciseness of archival records is a key strength. As with other documentary sources, archival records can be difficult to retrieve, due to privacy reasons and may contain some author bias, as it is an author's interpretation of an event at a given point in time (Yin, 2009). Many of the archival records and histories were not accessible prior to visiting the region and time was specifically allocated to locating this material during fieldwork.

Archival records used in this research included periodicals and reports, oral histories, meeting minute archives, historical marketing collateral (brochures), and history books. These records were consulted to verify themes (drivers and barriers) identified in the content analysis and semi-structured interviews and obtain a more accurate, factual account of how tourism developed in each case study. This was particularly important in the second case study of the Barossa, as the history of the region's development pre-dated the recollection of respondents, and relevant sources are referenced in the results chapters. Triangulating the archival records with other documentary evidence and semi-structured interviews provided a more accurate account of historical events and was important to overcome the weaknesses of semi-structured interviews.

3.3.3.3 Semi-structured interviews

Yin (2009) states interviews as one of the most important sources for case studies. Interviewees can provide valuable factual information as well share their own opinions on a research issue (Yin, 2009). The interview method adopts the view within the interpretivist paradigm, in which the participant's perspective of the research problem should unfold as s/he views it. This is referred to as the emic perspective of the participants opposed to the etic perspective of the researcher (Jennings, 2010; Marshall & Rossman, 2006).

As this research had some identifiable issues to address, but wanted to allow interviewees to reveal other issues unknown to the researcher, semi-structured interviews were used instead of in-depth interviews. Semi-structured interviews are similar to in-depth interviews by taking the form of guided conversations (Jennings, 2010; Yin, 2009). However, the researcher "has a prompt list of issues that focus the interaction. The list adds some structure to the interview, although the ordering of the discussion about the issues on the list may vary between interviews" (Jennings, 2010, p. 174). For example, probing questions were asked of an interviewee who was involved in specific marketing and regional branding activities, providing new insights that an interviewee from the agricultural industry may not have had. Semi-structured interviews also allow for corroboration of facts that have previously been established (Yin, 2009), and were useful in the triangulation of

findings with other interviewees and other sources of evidence/analyses. In this case, each participant became an embedded unit of analysis (see Section 3.3.4).

Disadvantages associated with semi-structured interviews largely relate to issues of bias (Yin, 2009). Yin (2009) warns against bias that results from poor questioning, response bias, poor recollection of events and reflexivity, which can result in the interviewee telling the interviewer what they want to hear. Jennings (2010) also observes that semi-structured interviews are based on the interpretations of the interviewee rather than the researcher, the findings may be manipulated during analysis, and replication can be difficult based on a 'snapshot' interaction between the researcher and interviewee. However, in this research, much consideration has been given to the quality of the case study design (see Section 3.3.1.1) in an effort to limit these biases, and strengthen the quality and generalisability of the findings. Furthermore, Table 3.6 shows the list of questions used to structure the interviews has been included and can be used in replication case studies, thereby guiding the questioning and resulting in similar responses. Other researchers (Creswell, 2013; Jennings, 2010) have raised logistical issues, where semi-structured interviews can take longer than unstructured interviews; and rapport is necessary to enhance the complexity and sensitivity of the discussions. However, these issues are negated in this research with time allocated for interviews in the field, and the topic of tourism development was not considered socially or ethically sensitive. Furthermore, the advantages of using semi-structured interviews outweighed the disadvantages, especially when used in conjunction with other sources of evidence.

As a result, semi-structured interviews were deemed a desirable data collection technique to achieve the research aims and objectives. The interviews identified a range of drivers and barriers to tourism development. Having established what drivers and barriers shaped development, opinions of how and why these shaped development was sought. The perceptions of those involved, directly and indirectly, were then triangulated with themes from the content and historical analysis.

Table 3.6: List of semi-structured interview questions

- Tell me about yourself – background
- Tell me about the organisation you represent (producer/association/company/etc)
- How would you describe the region?
  - Brief history of the region
  - Development of main industries (agriculture, tourism & food/wine)
  - Events
  - Role of agriculture and tourism today
- Distribution system for agricultural produce
  - Does it differ for small and large producers?
- What is the perception of tourism in the region – among wineries, producers, operators?
- How is the region marketed/promoted?
  - How has this changed over time?
  - How has this affected development?
- What would you consider as the **drivers** behind tourism development in the region?
  - How and why did these factors drive development?
  - Particularly food and wine, and agri experiences
- What would you describe as the **barriers** to tourism development in the region?
  - How and why did these factors drive development?
  - Particularly food and wine, and agri experiences

- *Then tease out drivers/barriers from literature…*
- Is there a history of innovation among producers in the region?
  - Describe some examples...
  - How has this affected development?
- Is there a history of networks and collaboration among producers in the region?
  - Describe these...
  - How were these established? When were these established?
  - Does the Council collaborate with other industry bodies – food/wine/tourism?
  - Share some examples of collaboration within/across different sectors
  - How has this affected development?
- Is there support for local food/produce? Buying locally?
  - Who supports – locals/visitors/chefs?
- Do geographic or legislative boundaries impact on tourism development? How?

- Can you recommend others that may be willing to participate in this research?

3.3.3.4 Process for conducting semi-structured interviews

The inclusion of human participants through semi-structured interviews required ethical considerations to be made regarding their welfare and permission to be involved. To conduct semi-structured interviews in this research, the appropriate human ethics clearance

was received from the James Cook University Ethics Committee (Approval No. H4289). Ethical dilemmas can arise from the direct involvement of the researcher with the participant, with confidentiality and publishing field reports (Neuman, 2004) being two issues relevant in this research. Confidentiality refers to acquiring knowledge that is given in confidence, which includes sensitive business information and participants' identities (Neuman, 2004). Knowledge of private information can create issues when deciding how much or little information to disclose to accurately report the research findings (Neuman, 2004). As part of the research process, participants were required to read an Information Sheet (see Appendix A) outlining the research objectives, voluntary nature of the research and the requirements of the researcher to maintain confidentiality. This included de-identifying participant details when reporting the research findings and the non-disclosure of confidential business information. Permission to participate in the interview was gained by participants' signing Consent Forms (see Appendix B). These forms stipulated an option for the interview to (not) be audiotaped. Having considered the researcher's ethical obligations and consequently gaining ethical clearance, the process for identifying and interviewing participants commenced.

Key participants were identified as part of the content analysis initially, and subsequent participants were referred by interviewees during the research using a snowballing technique. In this research, the list of potential interviewees was exhausted once no new interviewees were identifiable, and repeated referrals were made to those already identified. Coinciding with snowball sampling, interviews were conducted until enough information was gathered to develop a model (Creswell, 2013). The saturation point was reached when little or no new information was raised in discussions and the findings were largely confirmatory.

The perspectives of a range of stakeholders were sought from across the tourism agriculture, food and wine sectors. Interviewees included those involved in: product development (tourism and agriculture); economic development; marketing and branding; representative associations; as well as the delivery of the tourist experiences. Interviewees include agriculture industry representatives from food and wine, food- and wine-based

100

tourism operators, industry champions, local and regional tourism body representatives, economic development representatives, and local Council representatives. Table 3.7 shows the number of interviewees consulted in each case study, and the sector they represented. Interviews were conducted with 54 participants across the two cases: 27 in Margaret River and 27 in the Barossa. The interviews were between one and one-and-a-half hours in duration. The list of questions shown in Table 3.6 was used to ensure the same key areas were addressed by all interviewees, but enabled the interview to be tailored to the respondent's sector involvement. The majority of interviewees agreed to be audiotaped for transcription purposes, and this information was supplemented with hand-written notes taken during the interview. For those participants who did not agree to be audio-taped, detailed notes were taken during the interview and were used in analysis. Transcription was used to more accurately identify and code themes during the analysis stage (see Section 3.3.4).

Table 3.7: Interviewees from each case study

Representatives	Margaret River	Barossa
Tourism	8	6
Agriculture* -Food -Wine	 9 4	 10 6
Government -Economic development -Local Council	 2 4	 3 2
TOTAL	27	27

Note: Some participants had knowledge of food, wine and tourism, depending on their businesses, but have been categorised as a food industry representative.

3.3.4 Analysis of Results

As recommended by Yin (2009), this research has incorporated a general analytic strategy and techniques for analysing the data collected through the multiple-case study design. This strategy informed the data collection methods, and subsequent analysis of findings using an explanation building technique. The following sections outline the iterative nature of the analysis process, in which the findings from each case study were thematically analysed and triangulated to build an explanation theory for each case study. Next, cross-case

synthesis was used to build theoretical and management models that explained how development occurs in agricultural regions.

3.3.4.1 Thematic analysis of secondary sources

The multiple data sources were analysed subjected to thematic analysis to identify the drivers and barriers to tourism development. A content analysis adopting a subjective method was used to identify key themes in documentary sources. A subjective content analysis refers to coding or grouping of words, phrases, or themes in this research, into researcher-defined categories (Smith, 2010). Rather than counting the number of times words or phrases appear, this research was focused on identifying themes from secondary sources to corroborate, and further elicit, findings from semi-structured interviews.

Archival records were examined using content and historical analyses. Similar to a content analysis, historical methods were an important source of background information and context in qualitative research. To identify the presence of key themes in each case study's history, historical analysis was used to discover what happened in the past by interpreting records and accounts. To answer *how* and *why* an event has occurred, historical analysis demands the accuracy of statements about the past be verified (Marshall & Rossman, 2006). This accuracy enabled the establishment of relationships to be identified, and the cause-and-effect relationship between events to be determined (Marshall & Rossman, 2006; Thorpe & Holt, 2008). In addition, the use of a systematic historical analysis in the multiple-case study design enhanced the trustworthiness and credibility of the results (Marshall & Rossman, 2006), as outlined in Table 3.4. The historical analysis was used to review and re-interpret recollections of past events discussed in the interview findings and recorded in documentary sources (content analysis).

Used in conjunction with other methods, historical analysis enhanced this research's ability to explain why tourism developed. Historical analysis identified the drivers and barriers involved in development, and when and how they occurred. This helped to determine why these factors were involved, and their importance to and relative causality in the development process (Marshall & Rossman, 2006). Understanding why an event occurred,

or what caused it, enables a predictive element to be included in the management model. Few development models in the tourism literature have a predictive quality (Prideaux, 2009), thus understanding why fills a research gap and enhances the model's operationalisation in a real-life context.

3.3.4.2 NVivo analysis of interviews

Qualitative data collected from interviews were transcribed and analysed using NVivo software. NVivo was used because the software is available and supported through the university. In addition, it has been used successfully to examine the findings from other case studies on food tourism (Sparks & Malady, 2006; Sparks, Roberts, Deery, Davies & Brown, 2005). The use of NVivo assisted in coding key words and themes from the transcripts, as well as acting as a formal database for qualitative interview data (Yin, 2009). Two NVivo databases were used to code, organise and analyse the key words and themes from the Margaret River (see Appendix C) and Barossa (see Appendix D) case studies. Key words and themes identified from the transcripts were then compared with findings from the content and historical analyses of supporting documents and historical records respectively. This process incorporated multiple perspectives and enabled explanation building to occur, as it revealed what happened and when. Furthermore, it revealed how and why development occurred, which indicated the causal relationships between development variables.

NVivo software was also used to enhance the researcher's understanding of the findings, with its theory building capabilities. Although NVivo was utilised as a tool for analysis it cannot be relied on for interpretation: meaningful interpretation of the data will remain a skill of the researcher (Jennings, 2010; Yin, 2009). Triangulated data from each case study was analysed independently to identify the drivers and barriers central to the development of tourism in each case. Subsequent cross-case comparison followed, which identified common development factors, either drivers or barriers, across the cases. This cross-case analysis was used to inform the building of a theoretical model and management model.

NVivo can be used to quantify qualitative findings, but this type of analysis was not used in this research. Instead, the focus was on understanding the complexity and interactions between those drivers and barriers that influence tourism development. This understanding is a necessary precursor to quantifying drivers and barriers, as most research has not identified these factors using a place-based systems approach that accounts for a region's unique comparative advantages and external environment.

3.3.4.3 Triangulation

Once collected, the case study data was analysed for themes and the findings corroborated through triangulation. As shown in Figure 3.2, triangulation is a technique in which multiple research methods are used in a single study to gain a broader and more complete understanding of the phenomena being investigated (Decrop, 1999; Veal, 2005). The advantage of this method is that the weaknesses of one research approach are compensated for by the strengths of another (Jennings, 2010; Veal, 2005). In this research, triangulation enables the researcher to retain some objectivity by revealing the underlying truths and relationships in tourism development. This objectivity is important to building both theoretical and management models that can explain and be operationalised (respectively) by other agricultural regions looking to develop tourism from their agricultural resources.
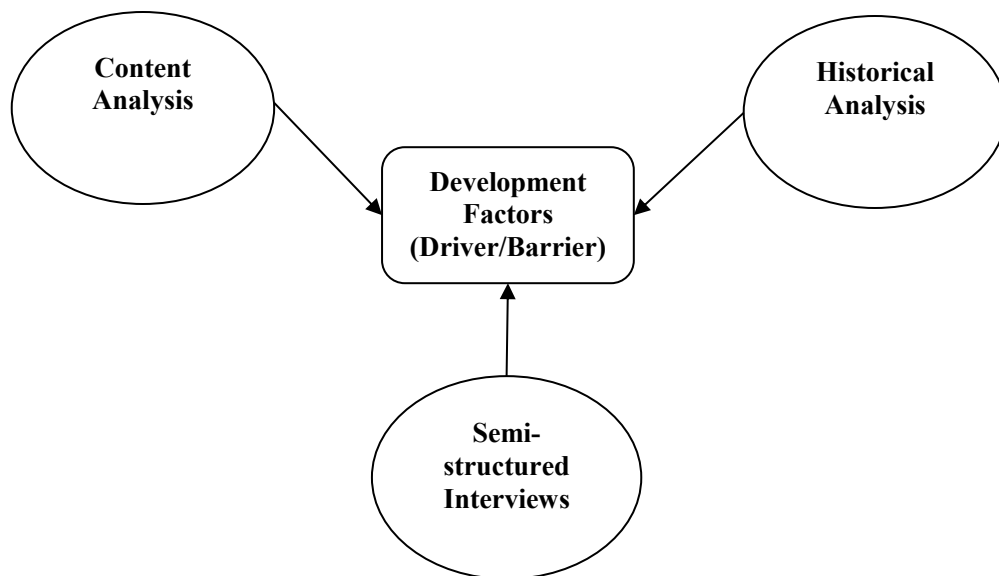
Figure 3.2: Convergence of data to identify underlying objectivity
(Source: Adapted from Yin, 2009)

104

3.3.4.4 Explanation building

Explanation building is a specific type of pattern matching relevant to explanatory case studies (Yin, 2009) that enhances the case study design by testing for internal validity (see Table 3.4). This technique builds an explanation about phenomena by explaining how and why something happened through examining a set of causal links (Yin, 2009). Explanation building follows an iterative process, which aligns with an inductive approach, and was specifically used to analyse the multiple-case study findings in this research. It was particularly suited to this research because it "aims to build a general explanation that fits each individual case, even though the cases will vary in their details" (Yin, 2009, p. 142). Therefore, although the case studies have unique characteristics, it is unclear whether there are common drivers and barriers that underpin the transformation process from agricultural resources to tourism experiences in different locations.

While the process for explanatory has not been well documented, Yin (2009, p. 143) outlines that an explanation is likely to be the result of a series of iterations, such as:

- making an initial theoretical statement or an initial proposition about policy or social behaviour
- comparing the findings of *an initial case* against such a statement or proposition
- revising the statement or proposition
- comparing other details of the case against the revision
- comparing the revision to the facts of a *second, third, or more cases*
- repeating this process as many times as is needed.

This research closely followed this process, in which themes had been identified, and an initial proposition was made. However, further examination and refinement was required to reach a definitive explanation (Yin, 2009). It was only through the comparison of findings from the first case study with a second that a full explanation was reached. Using this approach, the case study evidence was examined, theoretical propositions revised, and further examination took place from a new perspective (Yin, 2009). This method is not without its limitations, as an analytical insight is required of the researcher, and it is possible to be drawn away from the original topic of interest (Yin, 2009). Avoiding this

occurrence requires constant reference to the purpose of the case study, and the development of a quality case study design (see Table 3.4) and data collection principles (see Section 3.3.3), which have been addressed in this research. During the process of explanation building, NVivo software and triangulation were used to enhance the formation of an explanation or theory.

3.3.4.5 Cross-case analysis

Findings for each case study were analysed independently and reported in the following two chapters on Margaret River and the Barossa respectively. However, cross-case synthesis was required to develop theoretical and management models that illustrate tourism development. This type of analysis is used in multiple case study designs, and aggregates data across individual case studies in a similar process to the cross-experiment interpretations (discussed in section 3.3.4.5) (Yin, 2009). NVivo was used in this research to compare and contrast the drivers and barriers across each case, and determine those responsible in driving tourism development in agricultural regions more generally. The underlying drivers and barriers that were identified from the cross-case analysis were then used to build models that explain how tourism develops and can be operationalised. Developing models that represent the level of emphasis and interactions between drivers and barriers necessitates a degree of hierarchical organisation based on the cross-case analysis, shifting current understanding from the identification of a series of drivers and barriers to the complex relationships that occur between these factors.

The multiple case study design used in this research was specifically designed to develop a theory through model building. As discussed in Section 2.6, there is a paucity of models that adequately explain the transformation process from agricultural resources to tourism experiences. As there are no suitable models that can be tested, this research adopted a theory building approach to address this research gap. Research Objectives Three and Four were tasked with building a theoretical and management model respectively. Table 3.8 displays the overall research design, and illustrates how each research objective was addressed with a multiple case study approach. Key research questions have been identified

from the objectives, along with the research methods and analysis used to achieve the expected outcomes of this research.

Table 3.8: Overview of research strategy

Research Objectives	Question Asking	Method	Analysis	Outcome
1. To identify the role that drivers may play in shaping the development of tourism in agricultural regions.	**What** drivers are involved in the development process? **How & Why** do these drivers influence development? **How** do these drivers interact?	Literature review to identify known drivers Multiple case study design using multiple sources embedded units of analysis: ➢ Documentary evidence ➢ Archival records ➢ Semi-structure interviews Case studies: 1. Margaret River 2. Barossa	Analysis of individual cases: Thematic analysis of multiple sources: ➢ Content analysis ➢ Historical analysis ➢ Explanation building Triangulation of findings from multiple sources Explanation building	Understanding of the drivers of tourism development in agricultural regions and their interactions from a case study of: 1. Margaret River 2. Barossa
2. To identify the role that barriers may play in shaping the development of tourism in agricultural regions.	**What** barriers are involved in the development process? **How & Why** do these barriers influence development? **How** do these barriers interact?	Literature review to identify known barriers Multiple case study design using multiple sources embedded units of analysis: ➢ Documentary evidence ➢ Archival records ➢ Semi-structure interviews Case studies: 1. Margaret River 2. Barossa	Analysis of individual cases: Thematic analysis of multiple sources: ➢ Content analysis ➢ Historical analysis ➢ Explanation building Triangulation of findings from multiple sources Explanation building	Understanding of the barriers of tourism development in agricultural regions and their interactions from a case study of: 1. Margaret River 2. Barossa
3. To develop a theoretical model that captures those factors that enable agricultural regions to transform their agricultural resources into tourism experiences.	**How** are comparative advantages transformed into competitive advantages? **How** do drivers and barriers influence this process?	Multiple case study design of: 1. Margaret River 2. Barossa In theory (model) building	Cross-case analysis of findings from multiple case studies. Explanation building to identify theory (develop model)	Development of a theoretical model that explains how tourism develops.
4. To develop a management model that illustrates how agricultural regions may develop tourism based on agricultural resources.	**What** is the process that agricultural regions follow to develop tourism experiences?	Multiple case study design of: 1. Margaret River 2. Barossa In theory (model) building	Cross-case analysis of findings from multiple case studies. Explanation building to identify theory (develop a model)	Development of a management model that can be operationalised and used as a planning tool.

3.4   Limitations of Research

While all attempts have been made to ensure the quality of this multiple case studies approach, this research does have some limitations. These have been addressed in the following sub-sections.

3.4.1   Research Methodology

- Case studies were identified as the most appropriate research method as this research requires an inductive approach used in model building. However, case studies have limitations associated with the ontological and epistemological assumptions of the interpretivist paradigm (Jennings, 2010).

- This research focused on a supply-side and does not include a demand-side perspective. However, adopting a place-based systems approach recognises the dynamic relationship between supply and demand.

- While TAR recognises that tourism is a system comprised of many components, this research is limited to investigating the role of one specific type of agricultural resource, thus focuses on the role of agricultural produce.

- In addition to drivers and barriers, there are a range of other factors that affect the spatial and temporal aspects of tourism development, and are beyond the scope of this research. Hence, this research focuses specifically on the drivers and barriers identified, and the process by which these are transformed from agricultural resources to tourism experiences.

- This research is limited to examining tourism development within regions that are defined by a boundary. Regions can be defined by many types of boundaries that do not always align (see Section 1.7). Due to the nature of this research, the regions were defined by designated tourism boundaries, limiting the size and scope of the region under investigation.

- Time and budgetary constraints have limited the multiple case study design to two regions.

3.4.2 Research Methods

- Semi-structured interviews are an intrusive and inclusive research method requiring voluntary co-operation from participants, and the views of all industry stakeholders may not be represented.

- Interviewee findings are limited to participants' opinions and interpretations, which are reflective of their memories of and involvement in events, and will differ on the basis of their recollections of history and their positions within a region. For example, tourism and agricultural representatives may recall aspects of events which differ from recollections of government representatives.

- Transcribing interview data after the fact is also time intensive for the researcher. To balance these shortcomings, the views expressed by interviewees' are supplemented with content and historical analysis.

- The research traces the development of tourism using its agricultural resources from an historical to contemporary perspective. Access to historical records that document the development of tourism outside a certain historical timeframe, or are only accessible within the case study region, may be limited.

3.4.3 Analysis of Findings

- The models developed using a case study approach with qualitative data may not be generalisable to other regions as the findings are specific to each case. Although a multiple case study approach has been used to minimise this, budgetary and time constraints have limited this research to two case study regions.

- Documentary evidence, such as tourism statistics and historical documents, is limited to those that could be accessed by the researcher online and through libraries in the regions. Some Council and government reports make statistics available at the wider regional level rather than the Shire or Local Government Area (LGA) levels. In addition, some tourism statistics are only reported at the LGA level rather than at the tourism region level. Therefore, statistical information used in the analysis may not cover the same boundaries designated for the case study regions.

3.5 Conclusion

This chapter outlined the research process used to investigate tourism in agricultural regions, including the research limitations. The ontological and epistemological foundations that informed the selection of the research paradigm – interpretivism – were discussed. Due to the qualitative nature of this research, a multiple case study design was deemed the most appropriate research method, allowing for the triangulation of multiple data sources: documentary and secondary sources; archival records; and semi-structured interviews. Thematic analysis was used to identify drivers and barriers in each case study, before cross-case analysis was used to inform the development of the theoretical and management models.

CHAPTER 4:   RESULTS FOR MARGARET RIVER

4   Introduction

This chapter discusses the findings from Margaret River, the first of two case study regions. The chapter begins with a narrative describing the history and context of the Margaret River study region. This narrative is important as it provides an understanding of how tourism has developed in the context of the agricultural region of Margaret River. The chapter then presents key findings from the case study region, identifying the drivers and barriers that shaped tourism development, addressing Research Objectives One and Two. Research objectives Three and Four are addressed in Chapter Six.

4.1   Historical Context of the Margaret River study region

4.1.1   Regional Boundaries

The term Margaret River refers to a river, a town, a tourism region, a wine region, and a local government area (LGA – Shire of Augusta Margaret River). Although Margaret River is used interchangeably to describe these areas, each is associated with different geographic, administrative and legislative boundaries. For the purposes of this research, applying a geographic boundary to the case study region required an understanding of existing, overlapping boundaries within the region, and the implications that these imposed boundaries had on development.

The township of Margaret River was established on the banks of the Margaret River in 1910 (Shire of AMR, 2011, 2015), and is located within the Shire of Augusta Margaret River (shown in Figure 4.1). The City of Busselton lies to the north, and extends to the northern coastline. Figure 4.1 shows the boundary of the Margaret River Wine Region (MRWR), otherwise known as the Gladstones Line, which lies halfway across the two LGAs. The designated geographic indicator (GI) for the MRWR is the area to the west of 115 degrees, 18 minutes East (MRWIA, 2011; Wine industry representative 1). The eastern boundary of the GI runs from the coast west of Busselton to the Southern Ocean near Snake Springs (east of Augusta). However, the Margaret River tourism region extends beyond the geographic indicator of the designated wine region, and shares the same boundaries as the

Shire of Augusta Margaret River and the City of Busselton. Until mid-2015, two local tourism organisations (LTOs) operated within the Margaret River tourism region. The Augusta Margaret River Tourism Association (AMRTA) promoted the region from within the Shire of Augusta Margaret River, and the Geographe Bay Tourism Association (GBTA) from the City of Busselton. However from July 2015, the two associations merged to form the Margaret River Busselton Tourism Association (MRBTA), to promote the Margaret River tourism region (MRBTA, 2015). (As this change occurred after the data collection phase, the findings are based on the operation of two LTOs.)

Tourists to the Margaret River tourism region often spend time in both LGAs, but are largely unaware of these existing government and administrative boundaries. Although these boundaries are important for those in the industry, visitors are largely unaware of these tourism boundaries, and have varying perceptions of the Margaret River region which may or may not align with the assigned boundaries.

For the purposes of this case, the Margaret River (case study) region is defined as the area covered by the Shire Council boundaries of Augusta Margaret River and Busselton. This area aligns with the Margaret River tourism region and incorporates the MRWR as defined by the geographic indicator (or Gladstones Line). Access to relevant tourism numbers, trends and statistics is also available at the Shire and SA2 levels, and it is for these reasons that the geographic area covered by the two LGAs would be considered the case study region.
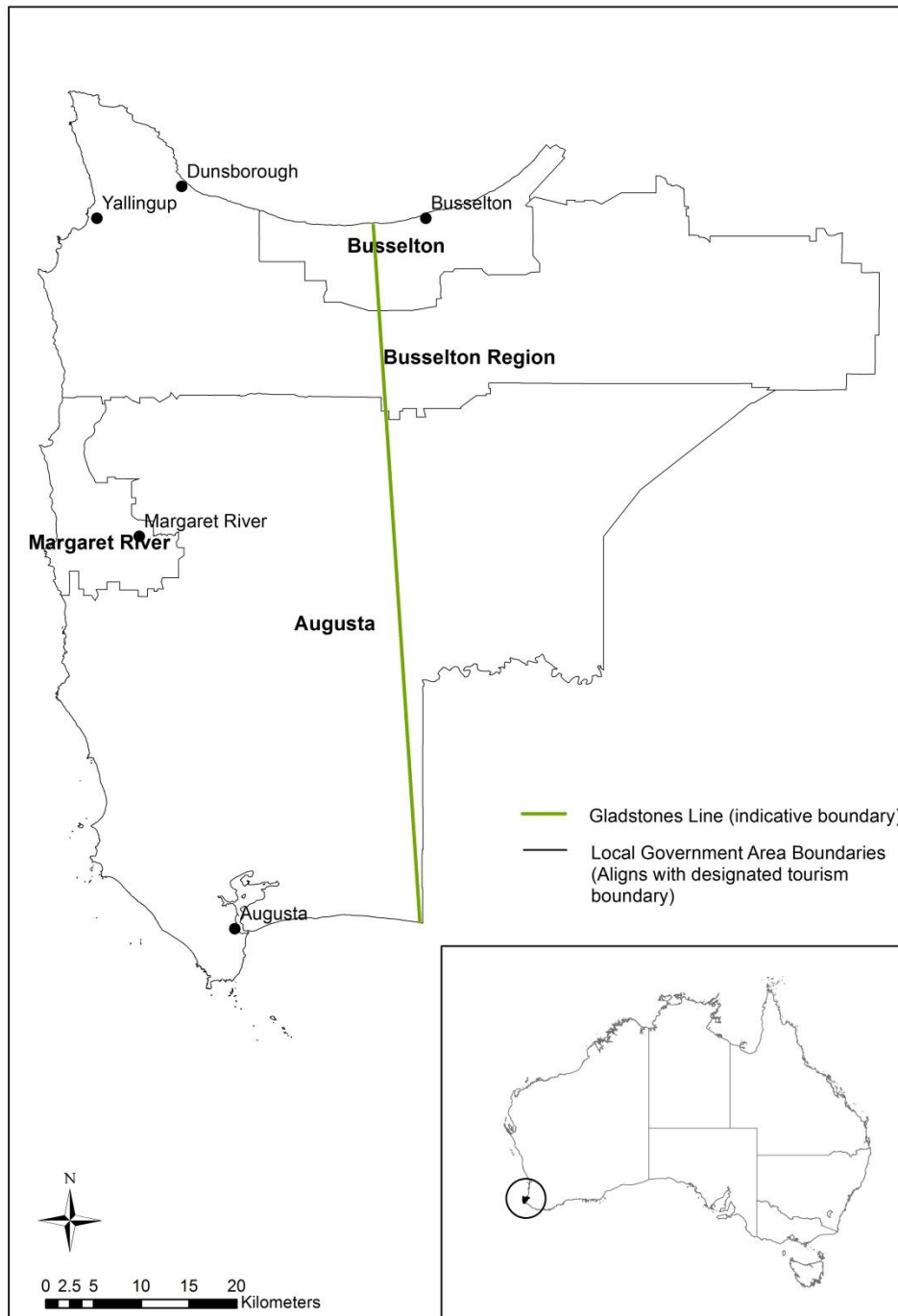
Figure 4.1: Map of Margaret River case study region, showing overlapping administrative boundaries (Source: Author)

Note: The lines drawn are only indicative, and intended to show the overlapping nature and relationships between one boundary and another.

4.1.2 Regional Geography

The Margaret River region's landscape and climate is comprised of diverse and rich natural resources that have been integral in its settlement and economic development. Situated on the South West Australian coastline, the region is surrounded on three sides by the Indian Ocean. The coastline is comprised of surf beaches and cliff faces, framed by the Leeuwin-Naturaliste Ridge that runs between Cape Naturaliste in the north and Cape Leeuwin to the south (MRWIA, 2011; Shire of AMR, 2014). The inland landscape transitions from coastal bushland, to sloping hills, valleys, and towering forests. Unique species of Jarrah, Marri and Karri are grown in the forests, which are also home to an abundance of wildlife and wild flowers (MRWIA, 2011; Shire of AMR, 2014). Beneath the surface lies an extensive limestone cave system that visitors can experience by visiting the Ngilgi, Jewel, Lake and Mammoth Caves (AMRTA, 2011, 2012; Shire of AMR, 2014).

Geological and climatic conditions have created a unique environment, with varying soil types, rainfall and climatic conditions that are suited to supporting a variety of agricultural produce, in addition to viticulture (Shire of AMR, 2014). Examples include orchard fruits, vegetable varieties and olives. This Mediterranean environment closely resembles that of the Bordeaux region in France, resulting in Margaret River having ideal conditions for growing wine grapes (Andrijich, Forrestal & Jordan, 2003; Gladstones, 1965; MRWIA, 2011). Low ranges in seasonal temperature reduce the region's exposure to extreme temperatures in summer and winter. Much of the region's soil is comprised of gritty, gravelly sandy loam found along the Leeuwin-Naturaliste Ridge (MRWIA, 2011). The majority of the region's rainfall occurs between May and September (MRWIA, 2011; Shire of AMR, 2014).

4.1.3 Regional History

Table 4.1 outlines the region's development, including a long agricultural history comprised of subsistence farming, dairying, and sheep, along with timber (Andrijich, Forrestal & Jordan, 2003; Shire of AMR, 2011, 2015). Until the potential for viticulture was recognised in 1965, Margaret River could be described as a quiet, impoverished and quaintly rural area. The region had remained relatively unchanged for almost 100 years and was not well developed (Andrijich et al., 2003). Table 4.1 shows that until the 1950s, few

modern conveniences had reached the town, which remained largely a service town with retail shopping for necessities rather than leisure. The region has been described by some as economically depressed (Cullen, 1997). Prior to 1965, the region had attracted some tourism from promoting and marketing the limestone caves (Mammoth, Jewel and Lake) at Yallingup. However, the township of Margaret River did not benefit from this early tourism, with one interviewee (Tourism industry representative 1) recollecting how tourists would pass through the town of Margaret River on their way south to the lighthouse and caves at Augusta.

The introduction of viticulture, in conjunction with the rising popularity of surfing, was the catalyst that changed the region's development. Throughout the 1960s, Margaret River's reputation as a surfing spot was becoming well known, with surfers making their way to the region to take advantage of the coastal swells. In 1965, Dr John Gladstones published a scientific paper recognising the region's suitability for viticulture, with a further recommendation to produce premium wines that are marketable, profitable and competitive (Gladstones, 1965). Based on this information, three pioneering doctors established vineyards and focused on making premium quality wine from the outset. Throughout the 1970s the wine industry emerged as the region's largest economic driver (Wine industry representative 1), with the establishment of 19 vineyards between 1970 and 1979 (Adrijich et al., 2003; Jenkins, 1997).

During the 1980s, another 23 vineyards were established and a series of medal wins early in the decade contributed to the region's reputation as one of Australia's finest wine regions (Gregory & Gothard, 2009; Jenkins, 1997). This coincided with a surge in tourism, with visitors attracted by a combination of the wine, natural environment, surf, and lifestyle (Andrijich et al., 2003; Koutsoukis, 2002; Zekeulich, 2001). The rural community provided a laid back atmosphere, with environmental awareness and conservation values that fitted well with the surfie culture (Erlich, 2005b; see Section 4.3.6). Many of the surfers who visited Margaret River settled in the region and established a strong community presence, and later established businesses, such as surf clothing and supply shops, which in turn

spurred the region's development (MRDHS, 2013; Tourism industry representative 7; Wine industry representative 1).

Investment in tourism infrastructure has grown with tourism demand, and the need for quality accommodation, restaurants and cafes, that led to a flourishing food industry (Andrijich et al., 2003). Although mixed agriculture was a contributor to the economy, it took a backseat to the success of the region's viticulture industry. However, the focus on food as a tourism resource gained prominence in the 1990s, as local chefs recognised an opportunity to gain a competitive advantage by sourcing the freshest and best local produce (Adrijich et al., 2003). A demand for fresh, local produce has created opportunities for small, niche producers to grow and sell locally, with free range eggs, local cheeses, preserves and olive oils, aged meats and marron available (Aldrian-Moyle & Hanley, 2011). It has also created an opportunity for cellar doors to expand their operations, and add a café or winery restaurant that enhances the complementarity of the food and wine offering. Although a more recent addition, the food and dining experiences available in Margaret River have grown from visitor demand, and as an extension of the wine experience at the cellar door (Andrijich, et al., 2003; Economic development representative 1; Wine industry representative 4). Today, many of the cellar doors offer a combination of wine, food and arts, with restaurant, kitchen garden, architecture, art galleries and sculptures, and boutique giftware (AMRTA, 2011, 2012; Zekeulich, 2001).

The historical narrative and details in Table 4.1 provide some insights that indicate how a series of drivers and barriers have shaped the region's main industries and tourism development. Table 4.1 was developed from a review of semi-structured interviews, academic and grey literature, which included written and oral histories, industry reports, meeting minutes and marketing collateral. From a historical perspective, Margaret River has continued to develop due to drivers including:

- innovation
- geography
- networks and collaboration
- branding
- internal culture

However, it has faced a range of barriers that include:

- boundaries
- branding
- environmental threats
- financial constraints
- competitive market environment
- technology
- changes in market demand

- workforce
- food industry
- corporatisation
- wine glut
- tourism industry
- regulations and legislation
- a lack of drivers

Table 4.1: Overview of Margaret River's history and development

Timeframe	Historical Milestone
1830s-1920s	Subsistence farming was the most significant form of food production, included dairy.
1870s	Establishment of the timber industry boosted the economy, transport infrastructure and employment, attracting significant numbers to the region for the first time.
1900s-1910s	The timber, dairy and sheep industries sustained the South-West.
	Limestone caves were successfully marketed as a tourist destination. The caves at Yallingup were one of the principal attractions in the state government's tourism literature pre-World War 1:
	1901 – Caves at Yallingup opened.
	1904 – Government owned Caves House opened.
	1910 – Tourism section formally established (Dept of Immigration, Tourist & General Information).
	1913 – Margaret River town officially declared.
1920s	1921 – Establishment of the Tourist & Public Bureau (TPB) elevated the status of tourism, however the industry was recovering from World War 1.
	1921-1926 – Group settlements were established across the region, with aim of attracting migrants into country areas to establish agriculture.
	1924 – Railway line between Busselton and Margaret River improved regional access, established transport networks for industry.
	1925 – First agricultural show held in Karridale.
1930s	1937 – Electricity first supplied to Margaret River town.

1940s	War-time restrictions resulted in the cessation of a decade long pine planting program.
	Increased demand for tobacco, with a number of exploratory crops established in parts of the Shire of Augusta Margaret River.
	New wave of settlers arrived in Margaret River region under the War Service Land Settlement scheme.
1950s	Tobacco industry was not viable, and farmers diversified into vegetable and fruit growing or dairy farming in the 1950s. Main agricultural industries were timber, beef cattle, dairy and some horticulture.
	New wave of settlers comprised of displaced Europeans after the war
	1950 – Main road from Vasse to Margaret River was sealed.
	1952 – Conversion of a butter factory to a cheese factory, although it closed in the late 1950s.
	1953 – Construction of Sunny West Cooperative Dairies commenced.
	1953 – Caravan park opened at Prevelly.
	1956 – K & D Cullen bought 100 acres, and subsequently neighbouring land, which was used to farm lupins before becoming the base for their vineyard.
	1956 – Incorporation of the Augusta Margaret River Tourist Bureau.
	1959 – Opening of Jewel Cave in 1959 (Boxing Day).
	1959 – WA Tourist Development Authority & Ministry of Tourism established.
1960s	Margaret River was a quiet, impoverished and rural area that had remained relatively unchanged for 100 years. Main agricultural industries were beef and dairy, but struggled to make a return on investment.
	During this decade there was an expansion of motels in the Busselton area, which already had 23 caravan parks.
	Electricity first supplied to Augusta.
	1965 – Dr John Gladstones published a paper that recognised the suitability of the region as a wine production area.
	1966 – Kevin Cullen convened a public meeting in Busselton for those interested in growing grapes. Dr John Gladstones was the main speaker.
	1967 – Tom Cullity bought land to plant a commercial vineyard and established Vasse Felix.
	1969 – Bill & Sandra Pannell established Moss Wood.
1970s	Increased visitation to the region from families attracted to northern, Geographe Bay area for holidays, and increased number of surfers to

	beach areas further south.
	Rapid growth in number of vineyards, with 19 established between 1970-79.
	First pro/am surfing competition held.
	1976 – Moss Wood 1974 Cabernet Sauvignon won gold at Perth Wine Show.
	1977 – Cullen Wines first winery to receive trophy for best wine at Canberra Wine Show.
	1979 – Road between Margaret River and Augusta was sealed.
	Wine industry emerged as largest economic driver for the region and the Margaret River Grape Growers and Winemakers' Association was established (late 1970s).
1980s	Margaret River regarded as one of Australia's finest wine regions: 23 new vineyards were established between 1980-89.
	Margaret River also experiences a surge in tourist popularity, holiday makers attracted by natural beauty of Margaret River.
	1980-82 – Medal successes at capital city wine shows contributed to region's growing reputations as producer of quality wine.
	1982 – Margaret River Grape Growers and Winemakers' Association was incorporated.
	1983 – Cape Mentelle created wine history as the first and only WA producer to win Royal Melbourne Wine Show Jimmy Watson Memorial Trophy.
	1984 – Cape Mentelle won Jimmy Watson Memorial Trophy second year running, cementing region's reputation.
	1984 – Cullen Wines wine maker, Di Cullen, was the first woman to win a trophy at Perth Royal Wine Show.
	1984 – Established the Western Australian Department of Tourism & Western Australian Tourism Commission (WATC).
	1985 – First Margaret River Pro Surf competition held.
	1985 – Leeuwin Estate held first concert with London Philharmonic Orchestra, demonstrating fusion between wine and tourism (wine tourism).
	1986 – Perth International Airport opened.
	Farming land continued to be taken over with vines.
1990s	1993 – Explosion of chalets on farms. (Economic development representative 1)

	1994 – First micro-brewery established in Margaret River.
	1996 – The region registered a geographic boundary (GI) for its wine.
	During this decade:
	Cape Mentelle sold controlling interest in business to Velve Clicquot Ponsardin (famous French champagne house).
	Cellar doors opened and wineries increasingly participated in tourism.
	Growing interest in and demand for food – enhanced by local chefs' desire to use local produce.
2000s	2000 – Deregulation of dairy industry.
	2000-1 – Formation of Regional Producers' Association and commencement of the Margaret River's Farmers' Market.
	2004 – Western Australian Tourism Commission renamed Tourism Western Australia, and refocused branding on 'nature'.
	2008 – Royalties for Regions program was established to promote and facilitate the economic, business and social development in regional Western Australia, proving an opportunity for Margaret River to access funding for development projects.
	During the decade:
	Corporatisation of wineries of family owned wineries.
	Growth in micro-breweries over the decade.
	Annual surfing competitions and wine festivals held in Margaret River.
2010s	2011 – Bushfire destroyed 39 homes and damaged 26 throughout the region.
	2012 – Busselton officially became a city.
	2014 – Margaret River Pro became an international surfing competition.
	2015 – The Augusta Margaret River and Geographe Bay Tourism Associations formed the Margaret River Busselton Tourism Association (MRBTA).

(Adapted from multiple sources: Andrijich et al., 2003; AMR Mail, 2013; AMRTA, 2011, 2012; Cullen, 1997; Economic development representative 1; Erlich, 2005b; Gregory & Gothard, 2009; Jenkins, 1997; Koutsoukis, 2002; Wiltshire, 2000; MRBTA, 2015; Matasar, 2006; Shire of AMR, 2011, 2015; Smith, 2004; SWDC, 2013; Tourism industry representative 1; Wine industry representative 1; Zekeulich, 2001.)

4.2 Contemporary Context of the Margaret River study region

The following sections provide a snapshot of the region, and how tourism has developed in conjunction with the wine and other agricultural industries.

4.2.1 Population in the Study Region

Data for the study region's population has been based on the Augusta Margaret River-Busselton statistical area (Level 3) which is also the tourism region boundary. According to the Australian Bureau of Statistics (ABS) 2011 Census data, the population was estimated at 43,703 (ABS, 2012a), with an average annual income of $44,805 (ABS, 2012a). Table 4.2 shows that 13.3% of the population was employed in construction, followed by retail trade (12.2%) and accommodation and food services (10.8%) (ABS, 2012a). In comparison, 6.1% of the region was employed in agriculture (ABS, 2012a). A comparison of the two LGAs within the study region shows that the City of Busselton had a higher population of 34,290 compared to Augusta Margaret River of 13,168, as well as a higher annual income ($45,627 versus $42,933 respectively) (ABS, 2013a, 2013c). Table 4.2 also shows that employment in the agriculture and manufacturing is higher in the Shire of Augusta Margaret River than in the City of Busselton.

Table 4.2: Employment by industry for the Augusta Margaret River-Busselton region

Industry of employment	Augusta Margaret River (AMR) %	Busselton (B) %	AMR-B %
Agriculture, forestry and fishing	9.3	4.7	6.1
Mining	3.7	4.3	4.1
Manufacturing	12.8	7.0	8.7
Electricity, gas, water and waste	1.0	0.8	0.8
Construction	11.5	14.0	13.3
Wholesale trade	2.3	2.3	2.3
Retail trade	10.6	12.9	12.2
Accommodation and food services	11.5	10.5	10.8
Transport, postal and warehousing	2.8	3.1	3.0
Information media and telecommunications	0.6	0.6	0.6
Financial and insurance services	1.0	1.7	1.5
Rental, hiring and real estate services	2.0	2.3	2.2

Professionals, scientific and technical services	3.8	4.6	4.4
Administrative and support services	3.7	4.1	4.0
Public administration and safety	3.5	4.1	3.9
Education and training	7.1	7.2	7.2
Health care and social assistance	7.2	8.9	8.4
Arts and recreation services	0.9	0.9	0.9
Other services	2.9	3.9	3.6
TOTAL (Employed)	5741	13783	19494

(Sources: ABS, 2012a, 2013a, 2013c)

4.2.2 Agriculture

In terms of the study region, the South West Development Corporation (SWDC) reports that the Shire of Augusta Margaret River has 403 farms, with 64,483 hectares of agricultural land holdings, and agricultural production valued at $72 million (SWDC, 2011). There are 446 farms in the City of Busselton, with 68,668 hectares for agricultural land holdings and agricultural production valued at $86 million (SWDC, 2011). The gross value of agricultural production (GVAP) for the study region is estimated at $152.8m, comprised of livestock ($80m) and crop production ($72.9m). Grape growing (viticulture) accounts for the majority of crop production ($46.1m) (ABS, 2012b).

4.2.3 Wine

Margaret River's wine industry has grown rapidly since the first commercial plantings of vines in 1967. The wine region covers an area 90kms from north-south and 27kms west-east, with most vineyards located within 7km of the coast (Jenkins, 1997). During the 1970s, 19 wineries were established and another 23 were established in the following decade (1980s) (Jenkins, 1997). Figures from 2011 show the region had over 5,000 hectares under vine, approximately 215 regional grape growers, 120 wine producers and produced over 31,000 tonne crush (MRWIA, 2011; Wine industry representative 1). The region has a number of specialist, niche, boutique wineries, with the smallest wine producers crushing 3.5 tonnes per year and the largest over 10,000 tonnes (MRWIA, 2011).

124

The Shire of Augusta Margaret River (2014) reported wine as the region's most prominent export, contributing $139.5m in 2007/08, with the grape production of 34,000 tonnes valued at $49 million. In the decade between 2000/01 and 2009/10, the MRWIA reported exports from the Margaret River GI were in excess of 18.5 million litres with an estimated value of AUD$211 million (MRWIA, 2011). Margaret River is the largest wine producing area in the SW region, contributing 76% of grape tonnage in 2012 (SWDC, 2011). The region produces approximately 3% of Australia's wine grapes, but accounts for over 20% of the premium wine market (MRWIA, 2011; Shire of AMR, 2014). Although the value of wine tourism to the Margaret River region is more difficult to ascertain, there are over 95 cellar doors that are a major drawcard for many tourists to the region.

4.2.4   Tourism

The Margaret River study region has a diverse bundle of tourism attributes that attract visitors to the Margaret River region. Marketing by the region's two local tourism organisations (LTOs) – Augusta Margaret River Tourism Association (AMRTA) and Geographe Bay Tourism Association (GBTA) – have endeavoured to capture the region's product diversity. The Augusta Margaret River Tourism Association (AMRTA) promotes experiences based on agricultural resources, which includes food and wine tourism (cellar doors, gourmet products and restaurant dining), in conjunction with: surfing; adventure activities (bike riding and hiking); heritage experiences (including the heritage trails/walks, museums and lighthouses); cultural arts (art galleries and pottery); retail shopping; nature-based and ecotourism experiences (hiking and walking trails, limestone caves, beaches); wildlife tourism (whale watching); and event tourism (Margaret River Pro, Leeuwin Concerts, food and wine festivals) (AMRTA, 2011, 2012). In addition to the experiences available in the Margaret River Wine Region, the Geographe Bay Tourism Association also focuses on the family-friendly, beach holidays that are available in the immediate Geographe Bay area of the City of Busselton (GBTA, 2011, 2012).

Tourism is a significant economic driver in the Margaret River study region. Statistics from 2011/12/13 that show the City of Busselton and the Shire of Augusta Margaret River are the most visited within the five LGAs that comprise Australia's South West region (TWA,

2013b). Recent statistics from Tourism Western Australia (TWA) provide average annual visitor numbers and nights, based on the average results of three years ending December 2011, 2012 and 2013 (see Table 4.3). In the Augusta Margaret River region, average annual visitors numbered 457,200 comprising 87% domestic visitors (TWA, 2013a). A total average of 626,300 visitors is estimated to have visited the Busselton region, and 95% were domestic visitors (TWA, 2013c). Table 4.3 also shows the breakdown of domestic visitor nights between the Augusta Margaret River and City of Busselton LGAs. However, as data was collected at the LGA level, and visitors move across the wider tourism region, there is likely to be a double-up in figures. The majority of domestic and international visitors visit each LGA within the Margaret River study region for the purposes of a holiday, with food and wine one of the most sought after experiences in the region (TRA, 2013). As the region is located a three hour drive from Perth, it has necessitated the investment in regional tourism infrastructure, including accommodation and other services. Although this distance can be perceived as a barrier, especially in terms of distribution for the agricultural industries (see Section 4.6.9.3), it has been an important driver in shaping the region's tourism development (see Section 4.3.2.2).

Table 4.3: Breakdown of visitors and visitor nights

	Visitor Nos*	Domestic	Domestic Visitor Nights - Intrastate	Domestic Visitor Nights - Interstate
AMR	457,200	87%	1,034,700	203,300
Busselton	626,300	95%	1,718,700	208,300

*Note: Combining these figures may not be accurate representation of visitor numbers, due to the movement of visitors from one shire to the other but they remain within the tourism region.

4.3   Objective One Findings – Part A: Tier One Drivers

The first objective of this study was to identify the role that drivers may play in shaping the development of tourism in agricultural regions. A content analysis of interviews combined with historical research identified a number of drivers responsible for the region's rapid development and success. To better indicate the level of importance of drivers, and

demonstrate the interactions between these, the drivers were organised into two main levels: Tier One and Tier Two.

For this case study, Tier One drivers are described as central to the region's ability to develop tourism from its agricultural resources. In addition, these drivers were largely identified as being within the control of individuals from the tourism and/or agriculture industries. The presence and effectiveness of these drivers was considered important to their roles in shaping and developing the region. Tier One drivers are key factors that, if absent or ineffective, may stifle development and create a barrier to development. Therefore, these drivers play a critical role in the development of tourism in agricultural regions. Tier One drivers identified in this case are:

- Innovation
- geography
- networks
- collaboration
- branding
- internal culture

4.3.1 Innovation

An analysis of interviews and secondary sources (see Table 4.1; Gladstones, 1990) identified innovation as a driver. Interviewees perceived Margaret River to be an innovative region, especially in relation to the region's people (producers/business owners/tourism operators), products, and processes across the agriculture, viticulture and tourism industries.

4.3.1.1 Viticulture industry

The earliest example of innovation was the establishment of viticulture in the region, which provided a large agricultural resource on which tourism was later developed. The Recognising the region's suitability for viticulture, Dr Gladstones' (1965) recommendations were a significant catalyst in the implementation of the viticulture in the Margaret River study region. His scientific paper proposed the region's suitability for viticulture, stating that:

As far as the writer is aware, this region has never been seriously proposed as suitable for commercial viticulture. Nevertheless a study of its climate shows that it definitely warrants consideration (Gladstones, 1965, p. 285).

Dr John Gladstones (1990) along with other interviewees (Economic development representatives 1 and 2; Food industry representatives 4 and 9; Wine industry representative 1) regarded the pioneers of the wine industry as innovators. These pioneers were three medical practitioners from Perth who established commercial vineyards due to an interest and passion in wine and viticulture, which they shared with Dr John Gladstones. It is important to note that the early innovators were outsiders of the region rather than local farmers, many of whom were sceptical of planting grapes in what was traditionally dairy country. However, Table 4.1 shows the rapid growth in the number of vineyards, indicating the acceptance among local farmers in the region.

Interviewees (Economic development representatives 1 and 2; Tourism industry representatives 1 and 6; Wine industry representative 1) also referred to Leeuwin Estate winery as another example of innovation in the wine industry. One interviewee (Wine industry representative 1) considered it to be the first example of wine tourism in the region, as it combined a cellar door with a restaurant, art gallery and established the annual Leeuwin Concert. Other interviewees supported this view and this is evident in the following statement:

> Leeuwin Estate I suppose was the first big winery that really focused on a visitor, rather than just making wine and part of that was also kicking off the Leeuwin Estate concerts …[by]… getting the Royal Philharmonic across just to basically play in Western Australia, down in the forest, in a place in those days that really wasn't well known – Where is Margaret River? – was really hard (Economic development representative 1).

Not only was the implementation of this concert an innovative idea in terms of an experience, but also in terms of proving to be a significant marketing tool. As noted by one interviewee:

128

So it started to focus attention on Margaret River and the wine sector by default, because it was at Leeuwin Estate winery. So I think as part of raising the awareness of Margaret River as a tourism destination, winery concerts definitely were part of that (Economic development representative 1).

Another interviewee supported this view, adding:

The case and point is Leeuwin – they grew a very small business into this huge tourism business – but also as a wine producer – they understand that they need to get more people to come through – need to have a very strong brand to help promote it (Tourism industry representative 6).

Another example of innovation comes from the extension of the wine experience to include food. Many of the cellar doors now have a café or restaurant offering fine food, which comes from their kitchen garden or other local source where possible. Interviewees (LGA representative 2; Wine industry representative 4) discussed how food experience grew out of the wine experience, with one stating:

…but then building on that with the produce – tying in local seasonal produce has become a very big focus of wineries (Tourism industry representative 1).

One interviewee added an additional perspective, reporting that:

Food wise – there is no doubt that the wineries have driven the desire for food but I think that the trend is really set by the commentators – the media (Tourism industry representative 9).

Supporting these perspectives, another interviewee commented:

In the late 80s you were saying that you went from having vineyards and wineries to cellar doors and then that's grown again through the 90s with other development as well. And then there was the impetus to put in the restaurants – and what does that come from? From the appreciation of fine wine and food (Wine industry representative 2).

From these statements, it is apparent that the coupling of food and wine has grown out of necessity for both tourists and wineries; a combination of satisfying tourists' physical needs and the winery's needs by keeping the visitor at the cellar door for longer. As one interviewee explained:

> There are a lot of winery restaurants in Margaret River that wouldn't be making any money. They'd be purely doing it for the practice, because it's about getting people to come to the cellar doors – getting people to try their wine (Wine industry representative 2).

4.3.1.2 Food industry

The region's food producers have also demonstrated innovative techniques and practices through their diversification into tourism, although to a lesser extent than the wine industry. This may be attributable by the relative newness of the industry, which has developed since the 1990s (see Table 4.1). Some of the region's producers have taken an innovative approach to farming, demonstrated through their choice of crop cultivation, trialling new varieties, and recognising the need to diversify through value-adding (Food industry representatives 3 and 4; Tourism industry representative 9). The Berry Farm is one example that interviewees commented on:

> Originally they did have some strawberry patches. You could go pick raspberries, but it never produced enough for their value-added stuff. So they had an old cottage they turned into a café and they just kept expanding their range. People went out there for the Devonshire tea. The blue birds would come in and pinch your cream right in front of you. It's amazing. Then [they developed] wines – boysenberry port, strawberry champagne. You can always see people there because you can always point out a couple of vineyards to visit, then you would go to the Berry Farm, and it's completely different (Food industry representative 3).

Another producer has developed a self-sufficient lifestyle from their property, incorporating elements of agriculture, viticulture and tourism, and taking an innovative approach throughout all aspects of their agri-business. As an interviewee explained:

> As far as an innovative design – that would be the best I've seen around here. Incorporating all the different elements. It's almost got every single land use on that property and that's why it works I guess. A lot of it is the way it's marketed as well. It's got an innovative marketing strategy put in place (LGA representative 1).

More recent examples exist of Margaret River's producers showing innovative approaches to traditionally farming, through diversification. As one interviewee recalled:

> And then recently, for example one of the dairy guys wasn't happy with the price he was getting for milk so he set up a shopfront and started turning his milk into ice cream. And that's how he sells his product. It's quite interesting to see how things adapt and evolve (Tourism industry representative 2).

In contrast to views that the region has a history of innovation, others considered this more an ability to adapt, as one interviewee described:

> I wouldn't say a history of innovation. I'd say mainly its farmers that use what they get their hands on and then transfer it to what they need it for. As much as there is a lot of money for some people down here, I don't think a lot of money is spent on innovation as such (Food industry representative 6).

This view was supported another interviewee who added:

> There has always been that kind of approach. Most farms need to be reasonably adaptive…I think that farmers have the ability to be reasonably flexible with these sorts of things. So dairying had an important role and off the back of dairying came cheese and milk and ice cream, and that kind of thing (Tourism industry representative 2).

4.3.1.3 Tourism industry

The region's tourism industry has also been innovative in its approaches to tourism development and marketing. The Augusta Margaret River Tourism Association (AMRTA) is a self-funded organisation, with an all-paid staff (no volunteers). It manages tourist

attractions (Cape Leeuwin Lighthouse and the Lake, Mammoth and Jewel Caves) and earns commissions on bookings from some of the local accommodation providers (like B&Bs). One interviewee recalled how the current structure has resulted from the recognition of a growth in tourism that occurred in the region in the 1980s (see Table 4.1). As a tourism representative recalled:

> So our members have been quite privileged to have such a forward thinking association…But she had the foresight to get us to start doing bookings. The businesses were starting to pop up and coming on board. There were lots of little B&Bs, guesthouses and the odd motel starting to be built so she saw the bigger picture and decided we could make money doing bookings for them (Tourism industry representative 5).

4.3.2   Geography

Thematic analysis identified geography as a driver of Margaret River's tourism development from two perspectives – landscape and location.

4.3.2.1 Landscape

The region has a Mediterranean style climate with maritime influences that culminate in ideal growing conditions for viticulture, as recognised by Dr John Gladstones (see Table 4.1). One interviewee commented on the region's ability to support a variety of agricultural produce, stating:

> You can grow anything down here because the climate is so mild…It is Mediterranean (Tourism industry representative 9).

The natural landscape attracts tourists from an environmental perspective, and in addition to agriculture, supports a variety of tourism activities and experiences. The importance of the landscape was raised in interviews, with comments centred on the unique, diverse and pristine environment as key geographical features. One interviewee stated:

> And I think it's the uniqueness – I mean you just sit out at some of the beautiful beaches or the forest and you just think, 'Well, where else in the world would

you see this?' To have all this in one small region (Tourism industry representative 5).

This view was supported by another interviewee who commented:

It's such a pristine area. We've got amazing beaches. It's just an amazing area. River, bush, beaches, jarrah forest is stunning. It's a beautiful place to live. We do have great weather (Food industry representative 1).

Another interviewee added further endorsement to the role of the environment:

What else would be the drivers for tourism? It's mainly just the environment, I suppose [is] the greatest driver (Wine industry representative 2).

The natural landscape also provides a resource base from which a diversity of tourism products has developed. Moreover, it is the combination of landscape and activity that provides Margaret River with a competitive advantage as the landscape enhances the experience. Examples of some of the activities and experiences described by interviewees (Tourism industry representatives 1, 2, 4, 6, 7 and 8; Wine industry representative 1) include heritage tourism (particularly the maritime history and working lighthouses), surf tourism, and food and wine tourism. These are largely based on the region's agricultural bases of the dairy industry, crop production and viticulture. Cellar doors and vineyards, food and wine day tours, restaurants and fine dining experiences and farm-stays are some experiences that have been developed from the region's agricultural resources.

One interviewee described the linkages between the attraction of the environment and the activities that have developed, stating:

We are very lucky because of our geographic location – the coastline – and because of that we have a unique Mediterranean climate, which lends itself to olives, and oil, also linking back to our heritage in dairy with chocolate experience, building on those ideas to create tourism adventures (Tourism industry representative 1).

Another interviewee supported this view by commenting that:

> So it's the three things again – the environment, the food and wine and the activities. Surfing, bush walking, all these sorts of things (Tourism industry representative 7).

These interactions were also reported by an interviewee, who added:

> It's about exploring the fact that there are so many different wine styles. There are so many different cellar doors. There are so many different ways of doing wine and exploring what's happening in the region, and as an offshoot of that you get the experience of driving through the countryside that's relatively green because of all the vines, and the breweries that are being developed (Tourism industry representative 6).

Another interviewee commented on the combination of landscape and location by saying:

> It's [Margaret River is] the holiday region for Perth. So it's the closest place to Perth where it starts to get a bit greener, a bit nicer, it's 200km from Perth (LGA representative 4).

4.3.2.2 Location

Geography was also identified as a driver from the perspective of location. A wine industry representative (Wine industry representative 1) commented that Margaret River's geographic location meant it was isolated, shaping the way in which it has developed in addition to fostering a need for innovation. Another interviewee (Wine industry representative 4) commented on its relative isolation as both a strength and weakness. For the wine pioneers of the 1970s (see Table 4.1), Margaret River was a six hour drive on dirt roads with little infrastructure, services, and local advice and expertise to draw on. Their experiences highlight some of the challenges of the region's isolation at a time when Margaret River was a quiet, rural area with dairying. There were few tourists, the transport infrastructure was primitive, and infrastructure was limited to essential services. From a historical point of view, Table 4.1 illustrates the region's isolation with the relatively recent connection of electricity and sealed roads. While the isolation presented early challenges, it

has proved an advantage for the region's environmental landscape, contributing to a rich and bio-diverse environment that is recognised for its aesthetic beauty as well as for its biological significance.

Some interviewees also commented on Margaret River's distance from key source markets in Perth and beyond. One interviewee highlighted (Wine industry representative 1) that this distance means the region is perceived as a weekend holiday destination requiring at least one overnight stay, rather than a day-trip for visitors. As a consequence, infrastructure such as accommodation, restaurants, retail and other services and experiences have been developed to cater for tourists. Although distance may initially have been perceived as a disadvantage, improvements in transport networks have made the region more accessible, as one interviewee stated:

> Traditionally, the main market for tourism was coming from Perth. Whereas before the road from here to Perth meant you had to go through places, now the Forrest Highway bypass has meant that within two-and-a-half hours you can be within the district so it's quite easy to drive. We have seen a significant increase in day trip visitors (LGA representative 3).

Another interviewee supported this view, by saying:

> Key driver for us is the fact that we are so close to Perth. It's a three to three-and-a-half hour drive down here which to us is a huge blessing…What we find is they have a long lunch here and then they go and stay in town…It makes it a destination – three hours away (Wine industry representative 3).

Interviewees from the food industry specifically identified the distance between Margaret River and Perth as a disadvantage for the developing food industry (see Section 4.6.9.3). In summary, geographic factors, comprised of landscape and location, have set the scene for the development of tourism experiences that are based on the region's agricultural resources.

4.3.3 Networks

The development of networks, both within and across industries, was identified as a driver of tourism development. The introduction of viticulture into the region was the result of informal networks between Dr John Gladstones and the early wine pioneers. One interviewee recalled the importance of networks in establishing wine, saying:

> …Those four or five doctors that came down here started the wine appreciation society at the WA [Western Australian] University even when they were students. They all loved good wine. So when their friend, Dr John Gladstones said, 'Here is one of the best places in the world to make wines.' And they all got into it…So if you are in one of the professions, there is a pretty good chance you knew [someone] in all the other ones too. And Gladstones was always at UWA and was a very interesting guy. If you had an interest in wine he was the go-to guy. So they all did and he advised them on this (Tourism industry representative 7).

The developing wine industry demonstrates the importance of informal and formal networks, highlighting the transition from the former to the latter. Networking amongst the wine pioneers began informally, with growers meeting up and sharing information and equipment (Cullen, 1997; Wine industry representative 1). As one early wine maker commented (Cullen, 1997), "We all helped each other. It's a very good area for that." Informal networks among the wine pioneers in the early 1970s was formalised by establishing the Margaret River Wine Industry Association (MRWIA).

A similar pattern of network development is evident with the region's food producers, where like-minded farmers and producers came together and established the Regional Producers' Association (RPA). As one interviewee recalled,

> …We got the association going and the main things were marketing, [and to] act as a vehicle, a voice for the producers. Look, when you have an issue in the region and someone wants to talk to food producers, who do they go to? (Food industry representative 3).

One of the main roles of the RPA was the establishing and managing the Margaret River Farmers' Market, which is an important distribution channel for local producers (Food industry representative 1). Interviewees described the Farmers' Market as follows:

> …the biggest and best food producer incubator there is – fantastic (Food industry representative 3).

> …the best avenue [for distribution] (Tourism industry representative 9).

The formalisation of networks into industry associations has been an important step in encouraging collaboration between individuals/businesses within an industry. In addition to encouraging collaboration within an industry, networks are an important link in fostering collaboration across a region's industry sectors. In the same way that networks can drive development, a lack of networks was raised as a barrier (see Section 4.7.13.5).

4.3.4   Collaboration

The two LTOs that operate across the study region have not traditionally taken a collaborative approach. As one interviewee recalled:

> There is the connection…that traditionally hasn't been a strong working relationship but we are building that at the moment. Doing a lot more cooperative campaigns (Tourism industry representative 1).

However, the importance of collaboration has been recognised more recently with the associations' working together more co-operatively. One interviewee described this increased collaboration as:

> So you've got two tourism associations that are fairly similar in structure… But the brutal reality is we compete in terms of providing valuable services to our members. After that, what we are trying to do is to focus our organisations to thinking 2, 3 to 5 years out…But, when it comes to promoting the region, it's all the same region and as long as we aren't bickering about who gets the booking generally we're pretty solid about saying, 'No, no, come down. This is a great destination' (Tourism industry representative 2).

Another interviewee had a supporting view, adding:

> We are having some very strong discussions with GBTA [Geographe Bay Tourism Association] about working together. Whether that's just in a promotional sense, or whether it's something greater we don't know. The timing was right for us to think about that…It would make sense for us to work together and we would be so much stronger than any other region (Tourism industry representative 6).

Collaboration was identified as a driver with interviewees agreeing that cross-sectoral collaboration has developed in Margaret River more recently. When asked about collaboration across agriculture, viticulture and tourism, one interviewee commented:

> …usually through the industry associations (Tourism industry representative 2).

An additional perspective was made by another interviewee, who stated:

> There is a communication but it's not huge. And I think there should be more (Food industry representative 3).

This view was supported by another interviewee who added:

> There is always opportunities… (Tourism industry representative 9).

Examples of collaborative marketing have occurred outside of the formal networks of the representative industry associations. One interviewee raised the example of collaborative marketing partnerships forming between the food and wine industries, with the example of having local cheese available in a local cellar door (Wine industry representative 1).

This view was supported by another interviewee who observed that:

> People don't have a problem with putting their hand up and offering their properties to assist with events for accommodation to have the performers stay there…And the other side of things, we'd love to have our wine at a B&B down the road, and they can get it for a very good price and serve it to their guests (Wine industry representative 2).

Another example of collaboration among a group of businesses was described by one interviewee who stated:

> A few of us along here all chipped in and produced a little brochure…And that worked quite well. We just put it out through the tourist bureau. People pick it up and people go, 'Oh I can spend a day and there is all these things to do' (Tourism industry representative 3).

There appears to be increasing collaboration between the Shire of Augusta Margaret River and the City of Busselton. However, this has not always been the case, as one interviewee explained:

> We work very closely with the Shire of Augusta Margaret River. It doesn't really matter which shire. We have what we call a joint working approach. We meet with that council quite regularly: we discuss strategies; we pull funding together for studies or grant funding together...We've been very successful in that regard because you have two councils putting in one application. We've got more weight than one council. We've been quite strategic (LGA representative 3).

Interviewees generally acknowledged that collaboration is increasing, and is taking the form of collaborative marketing relationships. They also recognise that opportunities exist to enhance collaboration between the region's agriculture, viticulture and tourism industries. Given the importance of collaboration as a driver, it was regarded by some (LGA representative 2; Tourism industry representatives 1, 2 and 8) as a priority for the future development of the region.

4.3.5   Branding

Branding was identified as a driver that shaped the development of tourism in the region. One interviewee described how the region's reputation has underpinned the brand by stating:

> The region is synonymous with wine, with a growing reputation for its food (Tourism industry representative 1).

Another interviewee supported this view, adding that:

> …more to do with wine than surfing. I think there is probably more wine buffs out there than there are surfers. But I do believe it's the combination of both really (Tourism industry representative 5).

One interviewee provided further perspective, by commenting:

> And people have built on the back of people here – good name, good image. Margaret River is a name that's known throughout the world. If you talk to people about places in WA, after Perth, the next biggest brand if you like is the word, Margaret River. That's the place people have heard of. That of course is on the back of wine and surfing. But then other people are doing things on the back of that. You've got the agricultural/boutique food stuff, and increasingly beer – micro-breweries (LGA representative 4).

There was general agreement that the region's brand was largely established with the wine industry, and the production of premium quality table wines to maximise the Margaret River name in the marketplace (Wine industry representative 1). As shown in Table 4.1, the region's reputation as a producer of fine wines came about in the 1980s as a result of numerous medal wins. One interviewee explained how this was an important component in establishing Margaret River's reputation, saying:

> I think the two most important things that made the region take off were David Hohnen's two Jimmy Watson awards and the Leeuwin Concert. The two things – an event and an excellent wine – one was associated with tourism. But those things made people sit up and listen. This place – there must be something going on over there. They've got some sophistication. They can have the London Symphony on their front lawn and do it really well. So, sophistication and excellent wine making and excellent properties for growing great grapes (Tourism industry representative 7).

The role of the winery concerts in establishing the brand was also raised by others, who commented:

So I think as part of raising the awareness of Margaret River as a tourism destination, winery concerts definitely were part of that (Economic development representative 1).

We had the lovely wines. Then they saw the region. It was like this is one of the most beautiful wine regions in Australia. So we are very lucky to have the elements of natural beauty as well as the excellence in wines (Tourism industry representative 7).

Interviewees also discussed how the Margaret River name is widely associated with quality, whether this is wine, food, the region's environment or tourism experiences. One interviewee commented that:

Definitely the name [Margaret River] is big. And the name has come from the wine industry but now it's being filtered on. It's a real thing. People associate Margaret River with quality (Food industry representative 3).

Another interviewee supported this view of quality, adding:

Anything [food] with Margaret River on it sells. It's actually very easy because all of the ground work for Margaret River brand is already in there. People associate it with good quality and want to buy it (Food industry representative 6).

This sentiment was further supported by one interviewee, who stated:

Quality now underpins the brand's reputation as both tourism and wine tourism development have leveraged off the premium wine brand (Tourism industry representative 1).

The Margaret River brand has given the region a point of difference in the market, built an international reputation, which resulted in a very successful wine brand that the tourism and food industries leverage off. As one interviewee commented:

But Margaret River has done exceptionally well on a global scale at branding
itself as this wine and, in essence, food capital (Tourism industry representative
8).

Leveraging of the brand also highlights the importance of communication and network
development across sectors, and indicates potential interactions between these Tier One
drivers. However, some interviewees commented on the inherent difficulty in maintaining
the brand's integrity, and this barrier is addressed in Section 4.6.2.

4.3.6   Internal Culture

The region's internal culture was identified as driving tourism development. In this
research, internal culture refers to the culture of the region, or those socio-cultural aspects
that contribute to a region's identity and sense of place. External cultural influence, which
includes socio-cultural influences more broadly, are discussed in Section 4.4.4. Analysis of
secondary sources (see Table 4.1) and interviews (Economic development representative 1;
Food industry representative 3; Tourism industry representatives 5, 7 and 9; Wine industry
representative 1) found that one of the most important drivers of Margaret River's tourism
development is lifestyle. As one interviewee stated:

It's a lifestyle that they want. It's a great lifestyle (Tourism industry
representative 5).

This view was supported by other interviewees, who made similar comments about the role
of lifestyle:

I think that thing was hugely underestimated – tourism studies etc – but it was a
lifestyle more than anything (Tourism industry representative 7).

Well, like everything else, the major one is economic...But then not far behind
that is lifestyle. There is people who want to get involved in that (Tourism
industry representative 9).

4.3.6.1 Surfing and alternative lifestyle

The importance of surfing in the region's development was highlighted by numerous interviewees (Economic development representative 1; Food industry representative 3; LGA representatives 2 and 4; Tourism industry representatives 1, 3, 4, 5, 7 and 9; Wine industry representative 2), and was identified as a driver within the internal culture.

One interviewee described the role of surfing by stating:

> Surfers discovered the region (Food industry representative 2).

Another interviewee added to this view, commenting on the role of surfing and tourism, by saying:

> The first vines got put in the 60s and that was when the tourism first started as well, mainly by surfers exploring the area. So it went through that exploration phase of tourism. And the surfers doubled as workers in the early days so that worked off itself as well (Tourism industry representative 9)

One interviewee expressed a link between the role of surfing and lifestyle, stating:

> It comes back to that surfing culture and that lifestyle element (Tourism industry representative 7).

This view was supported by other interviewees, who described the connection between surfing and the appeal of the alternative, hippy lifestyle by stating:

> A lot of people came down here to see the hippies – the orange people were going to be wandering around in their robes (Tourism industry representative 5).

> The 60s and 70s was the hippy thing. It was sort of a fact – Margaret River was the surfing culture side of things. And that's still here (Wine industry representative 2).

Attracted by the surf and lifestyle, many also contributed to the tourism industry's development through repeat visitation. Interviewees (Tourism industry representatives 5 and 7) from the tourism industry highlighted this contribution, with one stating:

> A lot of people coming down here – younger people – [had] no money and didn't bring any money here from a tourism point of view, but came here to surf. A lot of those have come back and strangely enough started buying the fine wines. So there was a knock on effect that way and the word spread… But now those people are the captains of industry – lawyers and doctors working in the big end of town in WA and over East – have properties here and tell their friends about it (Tourism industry representative 7).

Other surfers decided to stay, becoming a part of the community and establishing businesses, further contributing to the region's economy and infrastructure. Interviewees (Tourism industry representatives 4, 5 and 7) commented on this transition. One interviewee described the ongoing connections between surfing and food:

> It really came through [from an audit of food and wine tourism product for MasterChef] that the chefs are all a similar profile – 45 and under, had young families, surfed in the morning, been offered the most amazing international opportunities but chose to stay in Margaret River because they could surf in the morning, cook at lunch and be home with their family at night (Tourism industry representative 4).

Another interviewee described the connection between surfing and wine, by saying:

> There is a connection in the wineries too. For example, you've got a lot of the wine makers now [who] were surfers as well and studied at Roseworthy in Adelaide, the great wine school, and came here looking to do both. The vocation being the vacation if you know what I mean. So there was a gelling of that (Tourism industry representative 7).

While there is little documented history, the importance of surfing to the region's tourism development was highlighted by interviewees.

4.3.6.2 Passionate people

Interviewees (Food industry representatives 3, 4 and 6; Tourism industry representative 9) discussed how the lifestyle offered in Margaret River has attracted passionate individuals into its (business) community. These individuals tend to be highly motivated and driven, more innovative (as discussed in Section 4.3.1) and share similar underlying values. The shared passion and motivation was expressed by many interviewees from across the food and wine industries, one stating:

> Businesses across the food, wine and tourism industries share a passion for delivering a quality product or experience (Tourism industry representative 1).

This perspective was supported by other interviewees, who made the following comments:

> Passion is that word that everyone tends to use but you can really tell when, from a food side of things, when we put these wine dinners on in the region – they are special (Wine industry representative 2).

> And I think a lot of people love beautiful food. Some are born foodies. I think people like me love to cook and love good food. It's a passion (Food industry representative 1).

Those in the agriculture industry shared their views on the passion versus profit debate, endorsing previous comments by saying:

> So there has to be a passion with anyone going into the food industry because there's not always the money there (Food industry representative 3).

> You have to do it because you want to do it not because you are intending to make money from it (producing food) (Tourism industry representative 9).

These comments raise the issue of the viability of agriculture, which is discussed further as a barrier in Section 4.6.4.3.

4.3.6.3 Local support

In addition to contributing to passionate producers, these values are also shared among the community from a demand-side perspective. Interviewees commented on the importance of local support through the Farmers' Market, with one stating:

> Our [Margaret River Farmers'] market is fantastic because 50% of the people are locals who really support the markets. You've got to have that base (Food industry representative 3).

This view of the Farmers' Market was supported by another interviewee, who added:

> That's one of the benefits – the feedback you get on your products (Tourism industry representative 9).

One interviewee described the support from the local IGA store, by saying:

> So, wonderful for the producers…If they don't have stuff they'll find it, and they'll say it's local. They don't just do it with the value-added stuff. They do it with avocadoes. There's olives… (Food industry representative 1).

Another interviewee commented on the opportunities provided by the region's food, wine and tourism industries in offering an attractive lifestyle for residents, saying:

> On the weekend you can run off to Saracen's and have a beer and wine and meal in a beautiful setting and a whole bunch of other places. And people have built on the back of that (LGA representative 4).

The region's chefs share a passion for the agriculture industry's produce and value-added product, and support it where they can. One interviewee remarked on the role of chefs and restaurants, stating:

> We do get the excellent chefs. They really do walk the talk. They really do support local produce – if it's good. And they are always seeking local produce (Food industry representative 3).

This view was supported by another interviewee's comments that:

> The restaurants down here are actually very supportive of local produce. As long as it's high quality, they are very happy to use it (Food industry representative 6).

Another interviewee endorsed these views, explaining the impact on the region:

> The one thing that is growing really nicely is the development of farmers' producing organic food – particularly meat. I think that's something that people want to see. They can see a big difference. That's really a benefit. Some of the best restaurants and food outlets in the region – you can see local product being used and grown. People are proud of that. We are starting to see more of that (Tourism industry representative 6).

From these comments, it is evident that chefs share the same values for food, but also have a role in supporting local food, and ensuring the reputation of the Margaret River brand by maintaining high quality food and dining standards.

The passion for food and lifestyle extends to other aspects of community loyalty, such as protecting the environment. Recent proposals have been made to begin mining both in land and off-shore, prompting action from the community, as one interviewee commented:

> I think Margaret River has probably got a vocal community and probably more so than a lot of other places I've seen (LGA representative 1).

The passionate and value-conscious nature of the region's internal culture fosters innovation in individuals and enhances the region's innovativeness (see Section 4.3.1). In conjunction with wealth to stimulate supply (infrastructure and experience development) and demand (through tourists to the region), these values can be realised (see Sections 4.4.2 and 4.4.5.10 respectively).

4.4   Objective One Findings – Part B: Tier Two Drivers

Tier Two drivers identified in this case include a diversity of factors that more accurately describe how Tier One drivers may operate in a region. Tier Two drivers were not given the same emphasis as Tier One drivers, and although important, the findings indicate that each Tier Two driver could be used to enhance the explanations provided by Tier One drivers through their interactivity. For example, Geography is a Tier One driver that provides an understanding of, and interacts with, Tier Two drivers such as product diversity (see Section 4.4.1) and distribution (see Section 4.4.5.5). The interactions indicative in this chapter, between Tier One drivers and Tier Two drivers, are discussed in more detail in Chapter Six. Tier Two drivers in this case include: the diversity of tourism product; financial capacity; successful industries; and external culture.

4.4.1   Diversity of Tourism Product

Interviewees described how a diversity of tourism product is another driver of tourism development, and is closely related to the Tier One drivers of geography, successful wine industry and branding. For a long period of time, the region was promoted as a wine region. However, interviewees (LGA representative 2; Tourism industry representatives 1, 2 and 6) recognised that wine alone is not enough to successfully market the region, as one interviewee commented:

> Margaret River Wine Region was going to be the big draw card for the region. But I think in more recent times, the development went that you needed more than just wine (Tourism industry representative 3).

Another interviewee endorsed this view, adding:

> That's what people really like when they come for tourism. I think if the region was just wine, it would do very well. But it's the diversity that really makes this region. The diversity of produce, the fact that it's well known, brings good chefs to the region (Food industry representative 3).

Another interviewee provided further insights by stating:

In the south west region is it probably got the most diversified product, tourism product in the entire state. There is everything from the nature-based forest and trees and wet lands and all the fauna, the wildflowers, it is just chock-a-block full of that. Meanwhile you've got all of the manmade attractions and activities (Economic development representative 1).

Another interviewee described the interplay between wine and other tourism products/experience in terms of attracting visitors in the following:

So there is a whole range of things to do in a relatively small space, and I would challenge any other region or destination in Australia to have that kind of diversity in such a small space. It's a huge part of the success of the region…But for someone from Perth who has done a few wineries, they come down and stay for a week. They aren't going to trawl around wineries for seven days. They'll do a few for a day or two but then go and do something else. So really the majority of their time is taken up with other experiences (Tourism industry representative 2).

Being able to bundle a number of complementary tourism attributes together means the region has a broader appeal to a wider audience. It also provides opportunities to balance out demand and supply in niche tourism sectors and even out seasonal peaks and troughs.

4.4.2 Financial Capacity

Interviewees also commented on financial capacity being a driver of the region's tourism development, particularly with respect to excess wealth and tax incentives (Gregory & Gothard, 2009). The success of the mining industry has resulted in Western Australia's being a comparatively wealthy state. This has also generated demand from a growing population, as one interviewee stated:

The other thing I suppose too is over the last five years the state population has grown pretty organically off the back of the mining sector. Lots of people have moved from the eastern states and the UK to come and work in the mining industry, and/or fill positions made vacant by people moving over to the mining

sector. Because of the population growth, we've had this steady input of new West Australians coming down here on holidays (Tourism industry representative 2).

Another interviewee supported this view, adding further comment:

The one benefit that I can see for this region is that WA is a growing area – there is a lot of new people coming into WA, a lot of them have heard of Margaret River and they will want to have a holiday at some point. Almost a new generation will start to explore the area – and their children (Tourism industry representative 6).

Other interviewees also remarked that investment and development in the Margaret River region was a result of wealth (Wine industry representative 2) and tax incentives (Wine industry representative 4). One interviewee stated:

It [Margaret River wine region] got a lot of investment in it – not just through people who ran wineries – people in the mining industry too. A wealthy state with a fairly low population throwing money at an area they thought was worthwhile and to make wines that are worthwhile too. So WA wealth has helped in a big way. If we were a poor state this would not have happened either (Tourism industry representative 7).

Another interviewee added to this perspective, by stating:

In terms of agri-business, there was a whole range of government tax incentives for people to be primary producers there for a while. So a lot of wealthy people took on a farm to dodge the taxman (Tourism industry representative 2).

One interviewee supported this view, and gave the following explanation:

It happened in the 1990s where you got a lot of doctors, lawyers and white collar people looking for tax write-offs and something to invest their money in [to] claw back some of their tax from their Perth based practices. So there was a lot of investing by white collars in boutique wineries, and starting boutique

150

wineries down in the region and that really took off as well…And suddenly it became a bit of a status thing also again for some people, not everybody, but for some people to go down to Margaret River for the weekend (Economic development representative 1).

This comment also introduces the closely related concept of status as another driver of development, which was described by an interviewee as follows:

For those who had the money being able to say, 'I own a winery down south and why don't you try a few of my bottles. Here, we have a couple of my bottles,' sort of stuff (Economic development representative 1).

Supporting this notion, another interviewee added:

Everyone likes the idea of having a couple of hundred acres and doing something with it. And I think the incentives in place for being a primary producer in the region were pretty strong. So I think that was a big driver (Tourism industry representative 2).

The grandeur of Margaret River's wineries reflects the level of investment, wealth and to a certain extent status in the region, with architect designed infrastructure, cellar doors with winery restaurants, art galleries, gift shops and immaculately manicured gardens that create an impression from the roadside.

4.4.3   Successful Industries

The region's wineries were also acknowledged as an important driver of economic development among interviewees (Economic development representative 1; LGA representative 2; Tourism industry representatives 1, 2, 7 and 8). Today, the wine industry is the region's largest economic driver followed by tourism (see Sections 4.2.3 and 4.2.4 respectively). However, substantial change in the region followed the introduction of viticulture (see Table 4.1), as one interviewee recalled:

The region was known as a tourist destination but remained very poor and its primary income came out of agriculture and dairy farming, and a bit of

logging…They were looking for new ways to try and promote the place...Premium wine has driven it for sure. People have seen [results] with the establishment of wine tourism as such, [and] have said, ' I will cash in the super and stop the teaching job and build a couple of chalets and take advantage of tourism' (Tourism industry representative 7).

Other interviewees (Economic development representative 1; LGA representatives 2 and 3; Food industry representative 3; Tourism industry representatives 1, 2 and 9; Wine industry representative 1) also commented on success of the wine industry, and the expansion in food, providing opportunities for the establishment of supporting infrastructure, industries and activities, as noted in the following statements:

What we've got now is – with the growth of the viticulture industry – it's led to these other industries being able to come in such as the artisan industry. You can get in a car: you can do a whole day and still not see everything (LGA representative 3).

…helped bring people to Margaret River. What people do during the day is wineries, and they go and do lunches…It's got people motivated to come down here. We would have some of the best chefs in WA live in Margaret River so the quality of the food generally speaking is really good. It also helps when you are doing wine dinners in your winery (Wine industry representative 2).

Over the last 50 years, the wine industry has been the region's biggest drawcard, and contributed to the diversity of regional tourism products and experiences available today. However, one interviewee commented on the importance of having a tourism industry that pre-dated wine, by stating:

I think the important thing about this region is that before there was an agri-tourism type of industry there was always tourism here right from the very beginning because of the establishment of the caves… There has always been the holidaying aspect not just in Margaret River, but going down to Busselton Log Farms. We used to go to Busselton for holidays, so there has always been

this getting away from the heat, coming to the region for a bit of a break (Tourism industry representative 6).

Another interviewee highlighted how the success of the mining industry, largely perceived as a barrier (see Section 4.6.3.2) has contributed to the region's development:

> The other thing I suppose too is over the last five years the state population has grown pretty organically off the back of the mining sector. Lots of people have moved from the eastern states and the UK to come and work in the mining industry, and/or fill positions made vacant by people moving over to the mining sector. Because of the population growth, we've had this steady input of new West Australians coming down here on holidays. So tourism has actually had it pretty damn good over the last five years. We've forgotten how hard we used to work as an industry ten years ago (Tourism industry representative 2).

4.4.4   External Culture

External culture is described as the cultural influences outside of the region, such as changes in demand. Fortunately, the development of tourism in Margaret River has been paralleled with changes in wine consumption, travel behaviour, and growing food culture. One interviewee described the parallels with drinking culture, by stating:

> There was also a change in the drinking habits of Australians. There was a shift in that from just beer, to beer and wine (Economic development representative 1).

Another interviewee added to this perspective, commenting on changes in travel, saying:

> The golden years of the 1990s were incredible for the wine industry of Australia and I think that was certainly embraced in WA and Margaret River. Hence, we saw that development into, I think, maybe close to 100 cellar doors in Margaret River…And what's gone along with that side of things has been the development of accommodation and that ranges from backpacking in places to stay up to boutique places to stay like Cape Lodge. It's all developed over that period of time (Wine industry representative 2).

4.4.5 Contributing Tier Two Drivers

This section discusses twelve contributing drivers that have been identified as Tier Two drivers but were not as prevalent as those drivers previously discussed. Analysis of the multiple sources of evidence demonstrated that although important, the following drivers were not emphasised as much as Tier One and Tier Two drivers. For instance, not as many interviewees mentioned these factors, which is indicative of the fewer number of quotes. However, these drivers should not be disregarded as the content here adds to the rich fabric and context of the case study (see Section 3.3.2). As a result, the following identifies these contributing Tier Two drivers and highlights the links between those already discussed.

4.4.5.1 Sense of place

Coupled with the lifestyles aspect within internal culture (see Section 4.3.6), some interviewees (Tourism industry representative 5; Wine industry representative 1) commented on the region's sense of place. One interviewee stated:

> Margaret River is the closest thing to paradise I've ever come across in extensive study of wine. So we are very lucky to have the elements of natural beauty as well as the excellence in wines (Tourism industry representative 7).

Another interviewee supported this view, adding that:

> A place where you'd live – it's probably one of the most peaceful environments I've come across. It's got everything around you without the pressures of a major city…All those things that you have as a tourist are available if you live here as well. Certainly it's the environment that really attracts people to live here (Wine industry representative 2).

The culmination of the region's geography, culture, branding, and the success of the tourism and wine industries have contributed to regional identity and created a unique and appealing sense of place that continues to attract tourists and appeals to residents.

4.4.5.2 Promoting the region

Interviewees (Tourism industry representatives 1 and 3) also discussed the importance of promoting the region, and how this approach has changed over time. One interviewee commented that:

> It's easy for us to promote the Margaret River Wine Region as a combined thing than a Margaret River wine region, a Geographe Bay region, and a whole lot of others – Cape or that sort of stuff...It makes sense for us to be altogether (Tourism industry representative 6).

The longevity of promoting the region was raised by another interviewee, who stated:

> I guess Margaret River now is so well known that you probably don't notice how the marketing is working. Whereas in the past – 25 years ago – it was still being built up so therefore it was obvious, because every year after that you would see the increase of visitors and obviously the marketing was working. So I think it's been done very well in the past (Tourism industry representative 5).

Another interviewee explained how word-of-mouth was vital in early promotions, saying:

> The word-of-mouth for this sort of area has been great for the marketing. We try and get the promotion and marketing going along. We manage to attract a lot of journalists and sell the wine agri-tourism side. But really, it's still people saying, sitting at a table in Brisbane or Melbourne or in Sydney or in London for that matter or New York, 'This is a great wine, where does this come from?' So the wine has been the best ambassador for the area – from a sophistication point of view. With that has come the food (Tourism industry representative 7).

4.4.5.3 Vision of the pioneers

While the pioneers of the wine industry have been recognised as drivers for their innovativeness (section 4.3.1.1), and laying the foundations for the success of the wine industry (Section 4.4.3), other interviewees (LGA representative 2) recognised the role of the vision of these pioneers, by stating:

We've been very fortunate that we've had some individuals that came to the district that had a vision – and obviously they had wealth – to create a brand (LGA representative 3).

Another interviewee supported this perspective, by adding:

We had an early vision. We actually employed someone to map out the whole area with what we should have on it (Wine industry representative 3).

4.4.5.4 Industry champions

While interviewees (Food industry representative 3; Tourism industry representatives 1 and 5) recognised the role of some individuals, others (Tourism industry representative 2; Wine industry representative 1) preferred to acknowledge the co-operative effort of many, as one interviewee stated:

There is certainly some extremely high profile people dotted around the region that all do their bit. I wouldn't necessarily pick anyone out and say this person has made a more substantial contribution. I think that there is a lot of people doing good work and it would be great to tease it out. I guess the way you measure these folks is with the success of their business…We need more doing a good job though (Tourism industry representative 2).

4.4.5.5 Distribution channels and direct to market sales

Direct contact with the customer has been an important contributing factor. The Farmers' Market has provided a vital lifeline for small, micro and boutique food producers to build customer relationship, test new products, and more importantly, distribute their products. As described by one interviewee:

…Predominantly through the Farmers' Market. That's been the best avenue. But we also sell to the local independent supermarket [IGA] (Tourism industry representative 9).

When asked expressly about the importance of a local distribution channel, the interviewee responded:

Totally. We wouldn't bother if we didn't have it (Tourism industry representative 9).

Similarly for the small, boutique wineries, local distribution through the cellar door was recognised as important (Economic development representative 1; Tourism industry representatives 1 and 8) as described by one interviewee:

> That was what you have to do and [it] added essential income for them. Then they started to realise that there was more cars passing the front gate of the farm and thought, 'Why don't we put a sign out and sell them lunch and try and sell wines that way too?' (Tourism industry representative 7).

4.4.5.6 Government support

Interviewees diversifying from agriculture into tourism particularly noted the importance of having government support. An interviewee described their experience:

> That's when we started our farm stay business in 1986 and that was only because farmers farming down here was in the doldrums, having trouble making ends meet and the government allowed you to build cottages on your farm and run a farm stay business (Tourism industry representative 3).

This support resulted in a number of chalets being built on agricultural properties across the Margaret River region. Another interviewee explained the role of government in the establishment of the Regional Producers' Association (RPA):

> The government was actually pro-active – the state government at that stage in supporting development of food producers – they were called Progressive Rural. And they were really supporting agri-businesses. So if you were a farmer, they were trying to get you to grow fish in your dam – that sort of stuff. And it just shows what a little bit of government support can do (Food industry representative 3).

4.4.5.7 Grant and government funding

Margaret River has had some success in successfully applying for grant and government funding to contribute towards the region's development (Tourism industry representative 1; LGA representatives 2 and 3). However, the region does not rely on government money as a funding source. As one interviewee explained,

> We spent a lot of time raising our own funds. With most grants, you have to match dollar for dollar…We are very lucky, I think, because we have been so successful in the past in delivering big projects. We are held in high esteem when we do go out for future projects (Tourism industry representative 1).

The Royalties for Regions program is an example of government funding directed at the South West region, including Margaret River. This program is designed to develop the state's regional areas into strong and vibrant regional communities that are desirable places to live, work and invest (DRD, 2014). One interviewee described the program as follows:

> Absolutely wonderful for regional WA. We are getting pumped in with heaps of money. We are spending money on capital infrastructure and developments all over the place. We are building new buildings and because there is this growth, it's wonderful. We are actually pumping money into the economy (LGA representative 3).

It is important to note that while government and grant funding can enhance regional development, it should not be relied upon as the only means of investment.

4.4.5.8 Transport infrastructure

Transport infrastructure access was also recognised as a contributing factor in terms of development, where improved transport infrastructure equates to reduced travel times and increased accessibility (LGA representative 2). As one interviewee commented:

> …the Forrest Highway bypassing Mandurah and Rockingham has meant that within 2.5 hours you can be within the district so it's quite easy to drive. We have seen a significant increase in day trip visitors (LGA representative 3).

158

Another interviewee highlighted the potential upgrades to air infrastructure at the Busselton regional airport, by stating:

> The airport is not just for the benefit of the city of Busselton. It will create an airport for the whole South West region. But what it also offers, on top of the fact that it will bring tourists and business travellers in who can spend their time in package holidays, is airfreight of agricultural products out to the world – export (LGA representative 3).

4.4.5.9 Slow food

Slow food can be considered a contributing factor to the region's development, and is related to aspects of culture (in Sections 4.4.4). Slow food has a small representation in Margaret River (fluctuating between 15-35 members), but was not well identified among interviewees, in which conversations on food revolved around food growing as an extension of the wine experience and a demand for produce that is local, organic and/or bio-dynamic. When asked about slow food, one interviewee commented:

> We are part of it (regional food). But I don't think we instigated it at all – rather a by-product of people being interested in food (Food industry representative 6).

4.4.5.10   Match product to demand

A common theme that emerged from some of the interviews was the need to be responsive to market demands (see external culture in Section 4.4.4). To remain competitive the region has had to ensure the type of products and experiences available in the region matches changes in tourist demand.

For example, one interviewee commented on the relationship between demand and the growth of accommodation in the 1990s:

> High visitation and I think there was a demand for more quality accommodation which we probably didn't have at that stage. But gradually that happened. People were able to build more and better accommodation (Tourism industry representative 5).

An interviewee highlighted a more recent example in food, saying:

> People buy as local as often as they can so long as the quality is there – that's number one, but the next step is going the organic/biodynamic source (Wine industry representative 2).

Although not considered a driver, being aware of market demands and ensuring that the region's product offering matches is an important factor contributing to the continued development of tourism.

4.4.5.11   *Organisation roles and responsibilities*

One interviewee commented that:

> One of the strengths to the area is how it all dovetails together: how all the different organisations are supporting each other (Economic development representative 1).

Although this was not a driver mentioned by other interviewees, it is related into the network and collaboration drivers (see Section 4.3.3 and 4.3.4). Networks exist within each of the food, wine and tourism industries, as demonstrated through the formalisation of industry associations. Furthermore, collaboration has been discussed as a driver that has waxed and waned in the past, but its role is recognised with renewed emphasis looking to the future.

4.4.5.12   *Luck and timing*

In conjunction to the alignment of internal and external culture, luck and timing is suggested as one of the best ways of explaining Margaret River's rapid development in a relative short time period of 50 years. As one interviewee mused:

> Generally if you want to encapsulate it – it's excellence in a number of areas that seem to align with each other at the right time...If one of them had not happened, we wouldn't have come along nearly as fast. If wine hadn't come, we wouldn't be sitting here right now. And if surfing hadn't come, perhaps three-quarters of the wineries wouldn't be here. They wouldn't have invested in

it. They saw the area for what it was. It was all linked to past times – both the land was and the people were. And now the people that come to the area and go to Must [restaurant] for dinner and things – he might have been a surfer in the 1960s and now is a middle-aged person working in downtown Perth and comes down with the family for lunch or has a holiday home here or comes for just a weekend away. It's all totally linked. There is no doubt there was an alignment suddenly that was extraordinary (Tourism industry representative 7).

In addition to demonstrating an ability to capitalise on opportunities (luck) in a timely manner, this driver also indicates a temporal element, where change is inevitable and occurs over a period time.

4.5   Summary of Drivers

Thematic analysis identified a number of drivers responsible for the development of tourism in the Margaret River case study. Drivers were organised into two tiers, Tier One and Tier Two, to better understand the role of and interactions between each driver. Tier One drivers were described as central to development, and in Margaret River included: innovation; geography; networks; collaboration; branding and internal culture. Further explaining these categories, Tier Two drivers comprised of the following: diversity of tourism product; financial capacity successful industries; and external culture. Factors contributing to tourism development, but were given less emphasis in the analysis, were also considered and included: sense of place vision of the pioneers; industry champions; distribution channels and direct to market sales government support; grant and government funding transport infrastructure; slow food; matching product to demand; organisational roles and responsibilities; and luck and timing.

The Margaret River case study has demonstrated the rapid development that occurred in the region over a 50 year period. While viticulture was the catalyst, it was the key drivers of people and innovation that first recognised the potential of the region and secondly, were passionate, motivated and willing to act on this innovative idea by investing in trial plantings. Some early success motivated others in the region to transition from more

traditional forms of agriculture to viticulture. Around the same time that viticulture was introduced, the region's reputation for surfing was growing, and people were attracted to the region from the combination of the landscape, lifestyle (surf) and viticulture (wine). The comparative wealth of the state from mining has contributed to the region's tourism development, including investment in and demand for tourism experiences that are based on the region's natural and agricultural resources. As summarised by one interviewee (Wine industry representative), the three key elements in Margaret River are the wine, lifestyle and sense of place.

4.6 Objective Two Findings: Barriers to Development

The second research objective was to identify the role that barriers may play in shaping the development of tourism in agricultural regions. This research defines barriers (see Section 1.7) as those forces that hinder development, are often perceived to be outside of the control of stakeholders, and need to be overcome by drivers for development to occur. Barriers can be a part of the tourism system or the external environment. Interview findings were triangulated with secondary sources to identify a number of barriers that can stifle tourism development. The barriers were organised according to themes, resulting in the following fourteen barriers: boundaries; branding; environmental threats; financial constraints; competitive market environment; technology changes in market demand workforce; barriers related to the food industry corporatisation; wine glut barriers related to the tourism industry; legislation and regulations and a lack of drivers. Each barrier is discussed in the following sections. At this stage of analysis, there was no obvious point at which the barriers could be organised into Tier One or Tier Two categories. However, this would be reassessed during the cross-case analysis (see Chapter Six).

4.6.1 Boundaries

Boundaries can be problematic in tourism regions, due to the division of a geographic area by inconsistent boundaries such as tourism, wine, food, and the Local Government Area (LGA). The geographic indicator (GI) for the wine region is clearly identifiable by the Gladstones Line (see Section 4.1.1). However, leveraging off the brand also adds to the complexity of this issue, as one interviewee explained:

There is a whole range of issues. So whilst the Gladstones Line defines the wine region, the fact that everyone's leveraging off the two names means that the region's blurred (Tourism industry representative 2).

While the Margaret River Wine Region (MRWR) runs across half of the two LGAs, the similarly named tourism boundary overlays the Shire of Augusta Margaret River and the City of Busselton. These boundaries have contributed to a lack of collaboration between the Councils and the local tourism organisations (LTOs), with one interviewee stating:

It hasn't [had a history of collaboration]. It has a chequered history (LGA representative 3).

Another interviewee provided further insight to support this comment, adding:

Generally, there are a lot of very parochial egos down here and it's part of the problem. Even though both associations have been here for over 50 years, we are still very much a fledgling region in terms of national and international identity. So there has always been this sort of – I don't know why – but there is a big wall across the shire boundary (Tourism industry representative 8).

This comment also raises the issues of brand integrity and cashing in on the brand name (discussed in Section 4.6.2), where businesses outside of the designated boundary want to use the Margaret River name. The issue of boundaries is further complicated in this case by a town sharing the same name as a region – Margaret River – as another interviewee commented:

If you put Margaret River in any of your marketing initiatives for example, people in Perth straight away think of the region and not necessarily the town. Whereas the person that's unfamiliar with it as a region, you think of the town because there's a blob on the map that says Margaret River (Tourism industry representative 2).

Although boundaries are an issue from a supply-side perspective, it is important for those within a region to be mindful of visitors' perceptions, as one interviewee stated:

The average person just doesn't care about a local government boundary (Economic development representative 1).

Another interviewee supported this view, adding:
So the purists will say that Busselton is not part of the wine region, and you're right but most interstate and international visitors wouldn't know and don't care. Now they [the tourists] have come to the Margaret River region – where it starts and ends is irrelevant. And I think the sooner we work that out the better (Tourism industry representative 2).

One interviewee provided another perspective, describing the impact on members, saying:
I don't think so. What it does do is affect our members who are involved and duplication of costs for brochures and marketing and membership, and that's one of the things that we are trying to fix up going forward (Tourism industry representative 6).

4.6.2   Branding

While identified as a driver of development, there are challenges that need to be overcome in maintaining a regional brand. Because the Margaret River brand sells products at a premium, it is vital that the brand integrity is maintained, as one interviewee commented:
If you are going to produce something, and you can use the Margaret River name – geez, that's good (Food industry representative 3).

Although the strength of the brand is an important driver, it also becomes a barrier. Issues surrounding maintaining brand integrity, others cashing in on the brand and changing ownership of business were raised by interviewees, with one stating:
Having established a strong, successful brand, its integrity needs to be maintained, especially when being used to promote products and experiences outside of the wine industry, namely food and tourism. Other businesses have tried to get onto the Margaret River name and so you will see an accommodation place – further towards Busselton than we are here – marketing

themselves 'such and such' accommodation – luxury accommodation in the heart of the Margaret River wine region (Tourism industry representative 3).

Another interviewee supported this notion, adding:

> For people who want to make money, it's too hard to do it genuinely…They want to use the name and brand but they don't want to do the work and they don't want to spend the money on the land and setting it up and paying people and all the rest (Tourism industry representative 9).

These sentiments were shared by another interviewee, who made the follow comment:

> In the food industry, we've got the Margaret River Cheese Company, which was bought by the Singaporeans, which was bought from someone else I heard the other day. So it's got no connection to Margaret River (Food industry representative 3).

This raises the issue that although foods may be branded with the Margaret River name, they may not be defined as local or regional foods. However, businesses will continue to take advantage of this situation as there is no clearly defined local or regional food region, as there is for the wine. One interviewee described the food region defined by the Farmers' Market as:

> It's really ultimately Augusta, Margaret River and Busselton Shires (Food industry representative 1).

Another interviewee raised the question as to the region's food boundaries and how it should be defined (Wine industry representative 1). To address these questions, consideration needs to be made to geographic area and relates to the issue of boundaries (see Section 4.6.1).

Leveraging of the Margaret River brand by the region's industries creates challenges that need to be overcome. For example, maintaining brand integrity, maximising financial benefits and encouraging support of the brand, as one interviewee commented:

The name has been and it still is important but I think in some ways a bit to the detriment of the region. In other words, we should have been marketing say the Busselton area (Tourism industry representative 3).

This view was supported by another interviewee, who made the following comment:

The problem we have now is that we offer, and this I guess is more specifically for this Shire – Dunsborough, Busselton, Yallingup – is that food and wine are now one of the supporting products, but by no means is it one of the key components of the region. We offer so much in the way of natural attractions and the accommodation on the beach. The other products and things that are coming online everyday that [are] taking the place of that key marketing message before which was, 'Come to Margaret River.' We've got world class wine and obviously world class surf as well. Today, we are trying to tell the rest of the world , yes, we still have this world class wine and food but we also have so much more (Tourism industry representative 8).

4.6.3   Environmental Threats

Interviewees raised a number of concerns related to the region's environment, and these were grouped into an environmental threats barrier, which included a balanced approach to development; mining; and lack of natural resources.

4.6.3.1 A balanced approach to development

Interviewees also discussed the difficulty in balancing development and the environment, and the role of planning regulations in shaping development to date. One interviewee stated:

You've got this great conflicting challenge between development and overdevelopment and effectively the very thing that people come to see which is a nature-based experience. That's probably one of the biggest challenges that this destination has going forward: it trying to balance those two things (Tourism industry representative 2).

166

Another interviewee supported this view, adding:

> That's what the tourist wants. They don't want to come somewhere that is totally over developed. That's what makes it unique. They can drive south out of Margaret River down Caves Road through the beautiful karri forest and feel you are miles from anywhere yet you are still so close. That's the beauty of it (Tourism industry representative 5).

One interviewee provided further insight to this issue, commenting that:

> Too much residential development – too much commercial development going on. Using good farmland for the wrong reasons (Tourism industry representative 7).

In this instance, the barrier to developing tourism is the pursuit of developmental investment that is beneficial to the region, its industries and communities, now and into the future. But simultaneously, is using good, arable agricultural land that is providing the resources that support the region.

4.6.3.2 Mining industry

The threat of mining on the region's environment was raised as a concern by a number of interviewees representing food and tourism. This is not surprising given recent applications for mining exploration in the region and off the coast at the time of data collection. As one interviewee stated:

> We are sitting on large reserves of coal – gas and coal. And there is oil offshore here. So that's going to be a major issue (Tourism industry representative 7).

Another interviewee described the potential detrimental impacts on the environment:

> It's going to change our water supply; pollutions are going to be phenomenal; there'll be trucks coming through town constantly. So that's a real inhibitor at the moment (Food industry representative 1).

One interviewee added further insight and commented on the impacts for producers:

Big issue for everyone but also for food producers. This is huge. This should be
a food producing area. You don't bring oil and gas into this (Food industry
representative 3).

From these comments, the introduction of mining into the Margaret River region is a major
concern and barrier to tourism development. In addition to harming the environment,
mining has the potential to devastate the region's clean, green image and the viability of
food production that is based on this image.

4.6.3.3 Lack of natural resources – Climate change

Interviewees (LGA representative 4; Tourism industry representative 1; Tourism industry
representatives 3 and 7) also raised concerns over natural resources, especially a lack of
water. Changes in rainfall not only affect agriculture and production, including viticulture,
but the delicate cave environment, as one interviewee explained:

Our rainfall has dropped by half since we have been here. When we first bought
the property, over the first seven years the highest rainfall was about 56 inches
and the lowest was about 42 now we average about 23. Much drier (Tourism
industry representative 3).

Another interviewee supported this view, adding:

But things like land use and water issues here have become more of a problem.
This is a very delicate environment here – a water based environment with
limestone caves and aquifers. So with the intensifying of wineries, we've seen
water levels going down in the caves (Tourism industry representative 7).

Land use was raised as an additional concern, with one interviewee stating:

So land use – proper land use impacted by human development, the townships,
converting good agricultural land into the next suburb are major issues
(Tourism industry representative 7).

Climate change was raised as an issue in addition to declining water supplies, as changes in climatic conditions will affect the viticulture industry in particular. In addition to secondary sources (Gladstones, 2011), one interviewee commented that:

> It's pretty obvious it's [climate change is] happening so for wine varieties that may become an issue a lot faster than we think…But I think that in the long-term, all of our wineries in Australia will see shifts. Hey, why is our Shiraz not tasting like it used to? And that will be even slight climate change problems. I think that's an issue. People think it sounds esoteric, but I think it will be a problem (Tourism industry representative 7).

Another interviewee agreed with this view, describing the potential impacts from a tourism perspective, by saying:

> In terms of challenges for agri-tourism, climate change is going to have quite an effect. We have noticed a decline in rainfall which is certainly going to affect some of our attractions, especially the Lake Cave. And if it has an effect on the wine production, we will start to see a fall in that (Tourism industry representative 6).

4.6.4   Financial Constraints

Interviewees discussed a number of financial constraints that were perceived as barriers to development of the region, including: the current economic climate; high living costs; land prices and taxes affecting the viability of agriculture; insurance premiums; and the Wine Equalisation Tax (WET).

4.6.4.1 Economic climate

The state of the economic climate during 2013 was raised by many as a barrier to the region's continued development and prosperity. One interviewee stated:

> So we are going through hard times but I think the multiplying effect in Margaret River is the fact that we are strongly based on tourism and the strength of the Australian dollar is seeing a lot of our local tourism heading up

to Bali or overseas. Then of course the international stuff isn't happening as much (Wine industry representative 2).

This view was supported by another interviewee, who added:

It really depends on other factors like the strong Australian dollar, cheap flights, and also how we market it (Tourism industry representative 6).

The high Australian dollar was a concern raised by other interviewees (LGA representative 3; Tourism industry representatives 1, 5 and 7). Although this reflects the state of the economy at the time of data collection, it is important to consider these economic changes as the economy fluctuates over time before they can be perceived to have a negative impact on tourism development.

4.6.4.2 High cost of living

Interviewees highlighted other financial constraints such as the cost of living and increased land prices, with one stating:

Margaret River is quite an expensive place to live in. Petrol is expensive. You tend to have to drive a fair way sometimes for jobs. There is no public transport. You really have to have a car. Rent is expensive. Power – it's cold in winter and that sort of stuff. I think general fruit and vegies and groceries are expensive. It has got a bit of an expensive price tag to live here (Wine industry representative 2).

Another interviewee supported this view, adding:

And not just that, the lifestyle prices as well and that really applies to anything in the shire really (Tourism industry representative 9).

The higher living costs add to the perception that Margaret River is an expensive destination, and contributes to the costs associated with starting up and running a business.

4.6.4.3 Viability of agriculture – Land prices and cost of production

Compounded by regional financial costs associated with farming, the viability of agriculture was identified as a barrier to development, with one interviewee stating:

> Well in the end it's the economic thing. There won't be any growth in it [agriculture industry] until people can make a living….And there is no agriculture in Australia that is a guaranteed living. It's often hard work and very unrewarding (Tourism industry representative 9).

Other interviewees (Tourism industry representative 1; Wine industry representative 1) highlighted that the success of the wine industry has made other industries less viable due to the increases in land prices and associated rates and taxes, with one commenting:

> Up until the 1960s and 1970s it was very reasonable to buy land down here. Now it is some of the most expensive agricultural land in the country (Tourism industry representative 7).

Another interviewee supported this view, adding further insight by saying:

> Really there was never food production down here and because the viticulture drove the land prices up, it pretty quickly became unviable for horticultural production because there was cheaper land of generally better quality inland and closer to markets as well – closer to Perth the major market (Tourism industry representative 9).

In addition to land prices, interviewees (Food industry representative 3; LGA representative 2) identified the high cost of production as another barrier to developing the food industry. The high price of living and land have created barriers to further developing the region's food industry in particular, and are contributing factors in the lack of viability of the agriculture industry.

4.6.4.4 Insurance premiums

One commented on the rising price of insurance premiums 10-15 years ago, by stating:

There was some concerns because the insurance premiums were going up around Australia. I think some farms got out of it because the insurance premiums went through the roof – with public liability…But a lot of farmers fell out of the system because of concerns of insurance and how to manage that (Economic development representative 1).

4.6.4.5 Wine equalisation tax

The wine equalisation tax (WET) was also highlighted as a barrier. This tax applies to wine consumed in Australia, and is based on the value of wine at the final point of wholesale (usually between wholesaler and retailer) (ATO, 2015). As it is applied on the value of wine rather than to the volume, the consumer price of Margaret River premium quality wines is increased, contributing to a less competitive produce in the marketplace (Wine industry representatives 1 and 4; Cullen, 1997).

4.6.5 Competitive Market Environment

Combined with the current economic climate (see Section 4.6.4.1), an increasingly competitive environment was perceived as a barrier. As one interviewee explained:

> There is competition between the regions in WA too. Let's not forget that. It's not just a competition that occurs individually between the wineries, which is healthy because they seem to work together anyway with the branding. We've got the Albany area, the Esperance Goldfields area, Broome, but our biggest competition is actually Bali because the flight from Perth to Bali is so cheap (LGA representative 3).

This comment highlights the collaborative efforts of the region in terms of branding and marketing, while at the same time acknowledging the challenges faced from external economic forces. Another interviewee gave further perspectives into the difficulties in selling a premium quality destination against less expensive competitor destinations, by stating:

> It's a premium market here and people tend to throw out the premium stuff and go to the cheap stuff when there is not much money in the bank. And if it means

172

not taking the Margaret River trip – which can be an expensive trip with food and wine prices being quite high here – they jump on a plane and go to Phuket or Bali or somewhere , and that's a big option that's happening. So we may have lost a bit of tourism (Tourism industry representative 7).

4.6.6   Technology

Some interviewees raised the challenge of accessing technology, particularly telecommunications and information technology (IT), in being able to remain competitive and innovative. Interviewees discussed these barriers as follows:

We still don't have the high-speed Internet connections...There are small firms here that are world leaders. The only thing holding them back is communications (LGA representative 3).

Some of the great challenges to what the whole region does is our access to decent ICT [Information Communications and Technology] pushing data backwards and forwards. The great challenge with some of our businesses in terms of cutting out the middleman and improving efficiencies is embracing technology. We don't have the opportunity to do that, and then arguably the evolution of these sorts of industries is stifled (Tourism industry representative 2).

This interviewee (Tourism industry representative 2) also highlighted the impact of a lack of communications on the tourism industry, by stating:

Every second person uses one of these things [mobile phone]. If you are in a country area and you have Optus, 20 metres outside the town boundary –Boom! You've got no coverage. So your smart phone is not that smart! We need to find ways of bridging those gaps (Tourism industry representative 2).

The lack of communications and IT infrastructure demonstrates the regional barriers that are largely outside the control of the tourism industry. However, the tourism industry can

encourage operators to embrace IT as a means of engaging with the customer in the region and growing their business.

4.6.7   Changes in Market Demand

The region has remained competitive due to its ability to respond to changes in customer demand (see Section 4.4.5.10). However, other interviewees discussed issues with regard to demand with one stating:

> The biggest challenge is getting enough people to come through the region to make the businesses viable (Tourism industry representative 3).

While another interviewee provided an additional perspective, by saying:

> Everyone throws in their superannuation and opens a winery or builds five chalets but unless the people are coming or buying the product – there is an issue (Tourism industry representative 7).

This issue was on interviewees' minds as the economic impacts of the Global Financial Crisis (GFC) and high Australian dollar (see Section 4.6.4.1) contributed to difficulties in growing tourism numbers throughout the region.

Another challenge is responding to changes in travel patterns and/or behaviour. There have been a number of shifts in how tourists plan for and book their holidays over the last 30-40 years that has changed the travel behaviour of tourists. One interviewee commented that:

> …a huge leave liability and that is a reflection of the fact that people are taking more trips per year, but they are not staying away for as long…Again, in those days you booked a year in advance and now people tend to book a few days in advance. You know, 'What should we do next weekend?' And making a booking a few days before they go, it is another sort of shift in the market place, which makes it difficult for the tourism sector to work out staffing ratios and what they will be doing (Economic development representative 1).

This issue is particularly challenging for small accommodation operators, in particular, to manage their businesses, employ staff and plan for future demand.

4.6.8 Workforce

Interviewees also discussed barriers in attracting and maintaining staff across the agriculture and tourism industries. In addition to threatening natural resources, the mining industry (see Section 4.6.3.2) has contributed to workforce issues, as one interviewee explained:

> Some of the guys for example – the stories you hear – someone who has a bit of know-how around farm machinery might earn $50,000 or $60,000 worth down here in one of the wineries. They could earn 2 or 3 times that amount working in the mining sector. So that's definitely a part of it (Tourism industry representative 2).

Another interviewee added support to this view, by saying:

> We went through this difficult time five years ago to find anyone because of the vacuum of everyone heading up north [mining industry]. It was extracting chefs and everyone to go and, whether a chef was working as a chef up there or driving a truck, it didn't really matter. Everyone was heading north. You couldn't get anyone front of house. What saved us thank God was the strength of the Australian dollar (Wine industry representative 2).

Similarly in the tourism industry, interviewees highlighted the false expectations and the need to change workers' mindsets about the industry. One interviewee commented that:

> TAFE does some great courses but it doesn't reflect the nature of working in tourism. A lot of the tourism courses don't reflect the nature of working in tourism. For example, guys that do the theory and are required to do some prac[tical] work, but they still want their holidays at the holiday time (Tourism industry representative 2).

Similarly, another interviewee stated:

Seeing tourism as a career, not just a job (Tourism industry representative 1).

This view was supported by the following statement from another interviewee, who added:

Working in tourism is not really viewed as a career as much as something you do while you are thinking about something else. So the challenge in the destination is refining how these jobs are a career option or can lead to careers (Wine industry representative 2).

4.6.9   Food Industry

A number of barriers identified by interviewees are particularly related to the food industry, and include: the myth of food running ahead of the reality; difficulties in sourcing local produce; and traditional distribution channels.

4.6.9.1 Myth of food running ahead of the reality

One of the challenges mentioned among some of the food industry representatives is the lack of food producers in the region. There are not as many producers as people assume and most are very small, niche and boutique. This myth has grown out of an assumption, but has also been used in marketing the region, as one interviewee stated:

…the myth of Margaret River food runs ahead of reality. Because in reality there is not a lot of food producers down here…In most people's minds, that because we have a wine industry, that we also have a food industry. People like to pair them together and they assume that because there is wine there must be food and the marketing likes to add the food onto the wine but in reality the amount of local produce is not as great as people believe (Tourism industry representative 9).

Another interviewee added support to this view, with the following comment:

We are a long way to go before we get to an overabundance of food producers. It's very ad-hoc...There's hardly any vegetable producers on a large scale, there's fruit and nuts and that sort of thing and there is a number of people who are getting to the next stage of manufacture with olive oils and that stuff, but

there are not enough primary producers thinking about food product for tourism (Tourism industry representative 6).

This issue may have also grown as a result of the Margaret River name, where businesses are cashing in on the brand with products that sell at a premium (see Section 4.6.2). It also highlights the need for a definition of what Margaret River food is, with interviewees referring to some examples of businesses promoting Margaret River products, but these are not grown, sourced, manufactured or have a connection with the region other than using the Margaret River name. While there may be a disparity between producers and promotion, one interviewee highlighted the opportunity the myth presented, by stating:

> The key thing at the moment is the myth is running well ahead of the reality but maybe it will drag the reality along. Maybe because the myth is there, people will fill that gap and create the reality to match it. But financially there is no incentive to do so (Food industry representative 3).

4.6.9.2 Sourcing local produce

Interviewees from the food industry (Food industry representatives 2, 6 and 8) also commented on some of the difficulties in sourcing local produce, including quality, quantity and reliability. As one interviewee stated:

> Making sure that the quality is available – that we don't have to wait a week for something that's already been sitting there for a week (Food industry representative 8).

Another interviewee added to this perspective, raising issues of transport and reliability:

> I suppose just getting it here. If people are doing it they normally bring it themselves. There are issues with transport or reliability of the product (Food industry representative 2).

One interviewee made the following comment from a producer's perspective:

…usually small farms so they really need to watch how many people they take on because if they take on too many people then all of a sudden they can't supply enough produce for everyone (Food industry representative 6).

4.6.9.3 Traditional distribution channels

Traditional long supply chains were perceived to be a barrier among interviewees in the food industry, highlighting the development of local distribution channels as a driver (see Section 4.4.5.5). One interviewee commented on the barriers to traditional distribution by stating:

> The disadvantage is logistics. From Busselton to Perth is one step. You look at the price of petrol from Perth to Busselton, then this little distance from Busselton to Margaret River, it jumps 10 cents…There is a whole market we are missing out on in Perth (Food industry representative 3).

Another interviewee added further insight to this barrier, commenting:

> We can't sell into Coles because they don't take – they don't deal with local people (Tourism industry representative 9).

The logistical barrier is further complicated if food producers have perishable items, that need cold storage (Food industry representative 6) for instance, and where freight costs have to be borne by the producer (Food industry representative 3).

In addition to overlooking small producers, large scale supermarket chains, such as Coles and Woolworths, also stifle the development of tourism from a supply-side perspective by directly competing with small retail outlets that do support local produce. One interviewee commented on the potential of large retailers to further undermine the support for local produce from a demand perspective, by stating:

> That's just going to put pressure on our IGA which we all love. Coles and IGA…you don't have to wait very long in line at those supermarkets, even in the busy areas...It's such a shame to think that our beautiful IGA might be damaged. They are so wonderful for the producers…If they don't have stuff

they'll find it, and they'll say it's local. They don't just do it with the value-added stuff, they do it with avocadoes, there's olives… (Food industry representative 1).

4.6.10 Corporatisation

Corporatisation of the wine industry (see Table 4.1) was described as a challenge by some interviewees, with one stating:

People don't realise that this region is torn at the moment, in the wine and in the food industry by the forces that push the small producers against the large. So this area was formed by small family vineyards and the big guys have come in here and tried to take the cream and really done some damage (Food industry representative 3).

Another interviewee supported this notion, adding that:

The cellar doors are the same. Everything was locally owned and operated previously but there has been a lot of bankruptcies – buyouts. There has been management investments schemes with the cellar doors that have gone belly up as well. So that whole corporatisation thing has occurred in the wine industry (Tourism industry representative 9).

This is a barrier that tourism also faces, as one interviewee highlighted:

Now the majority are manager operated and are either owned by strata titles or owned by absent investors. So that's been a big change. There's a lot of average product. It could be anywhere. There is nothing unique or has any reference to the region with it (Tourism industry representative 9).

Corporatisation has the potential to damage a region's development as it puts extra pressure on the smaller industry operators, often family owned businesses, and becomes disconnected from the region, where economic, social and environmental interests are not made in the best interests of the region and its future.

4.6.11 Wine Glut

Unfortunately corporatisation in the wine industry has contributed to the glut of Margaret River wine, with one interviewee highlighting that most wine businesses don't often own the land/winery, but contract wine to be sold (Wine industry representative 1). Another interviewee added that:

> Financiers saw putting things together – financial prospectuses to do developments which probably sadly became the situation where today we produce more fruit than we can actually turn into wine and sell. We've got a glut of Margaret River fruit (Wine industry representative 2).

Interviewees also raised their concerns over the wine glut, with one stating that:

> The only real issue now is the glut and competing against cheaper wines from over east and overseas (Tourism industry representative 7).

Another interviewee supported this view, adding that:

> We are at a point of oversupply of vineyards at the moment. There is a lot of vineyards on the market for sale for that reason. They can't actually get rid of their wine (LGA representative 1).

Putting this issue into perspective, one interviewee stated:

> So people are now struggling in the wine industry. Last year, we counted them at one stage. There were 42 vineyards up for sale. I hadn't realised there were 42. There is 150 [vineyards in total] and 42 of them for sale (Tourism industry representative 3).

4.6.12 Tourism Industry

Interviewees discussed challenges that particularly related to the tourism industry, which included seasonality, accommodation, the viability of restaurants and packaging.

4.6.12.1   Seasonality

Interviewees highlighted the barriers presented due to the seasonality of the region's tourism industry, with one stating:

> But the coastal areas are very seasonal. They are very quiet over winter and busy in summer. Whereas for us, we are all year and the town sites are more all year. But a lot of Busselton area and Dunsborough is coastal. And that side is very seasonal (Tourism industry representative 9).

Another interviewee added further insight with the following comment:

> Winter is down here typically a bit quieter, but we've got seasonal activities during winter which we are really trying to develop such as the whale watching and pushing the whole red wine experience, winter warmers etc. (Tourism industry representative 1).

Peak tourism season becomes an issue for the region as it coincides with vintage and the influx of seasonal workers, who are competing for the same resources and facilities, as one interviewee explained:

> And between November and April is when we get a lot of seasonal agricultural workers. And they are here for the vintage but it's also the peak tourism period for all other activities. So there really is a demand during that time of year (LGA representative 1).

Matching peak demand periods with accommodation is an issue for the region, which is complicated by the oversupply in certain accommodation types, especially chalets (discussed in Section 4.6.12.2).

4.6.12.2   Accommodation

The structure of accommodation in Margaret River faces some challenges, with an oversupply of chalets and a growing need for a five star facility. Interviewees commented on the oversupply of chalets, with one stating:

We were starting to get too much of that chalet stuff so you start to see returns really struggle. What you don't want is a whole bunch of failed businesses around the place (LGA representative 4).

Another interviewee supported this perspective, commenting that:

There are times of the year that it's definitely needed. It might be only three or four months – times like weekends and Easter long weekends of the year – Christmas – that you're going to fill them (Tourism industry representative 5).

Providing further insight into the complexity of this issue, another interviewee explained:

Although we've got the most – and we get the most tourists in regional WA come to this area. But if you look at our figures, you'll find that we've got the lowest occupancy rate in accommodation. That's because we've got too much. So it's a funny sort of situation (Tourism industry representative 3).

Large scale developments were also of a concern for one interviewee, who stated:

When tourism and accommodation infrastructure gets built, or for that matter, wine tourism infrastructure like wineries and vineyards gets built on a management investment scheme or strata titled basis because the strata title tourism operations are offering 5% return guaranteed for 2–3 years and you get to stay for a month here or whatever and you get this substandard infrastructure put in that can't be updated because you can never extract more money from the investors. And the return is built in to the asking price and it's quickly in oversupply and it brings down the tone of the whole place. And you make business hard for everyone else because the whole market is getting oversupplied and people always go for new product because it's new and shiny and the old product down the road takes another dive in their occupancy (Tourism industry representative 9).

The need for more accommodation types was recognised by two interviewees, who stated:

I still maintain there is room for five star. We don't have any five star...
(Tourism industry representative 5).

We are reaching this point where it's plateauing a bit and there hasn't been a lot of investment into the region accommodation – particularly in newer accommodation and updated accommodation for the last couple of years. I think that's an important factor for us that will hopefully be addressed (Tourism industry representative 6).

Accommodation is a recognised issue within the tourism region, with government and industry conscious of balancing different accommodation styles with the future tourism demand.

4.6.12.3   *Viability of restaurants*

The operation of a viable restaurant sector was also a challenge that was raised by interviewees across the wine and tourism industries. Although a number of wineries have a restaurant, which is generally open for lunch, the viability of a dining experience remains an issue for several reasons. One interviewee explained:

It's a lunch and there is a very few that are open at night. There were more open probably 10 years ago at night. It's not viable now and people are not travelling because of drink-driving (Tourism industry representative 5).

Another interviewee further described how providing a dinner experience is less viable, saying:

What people do during the day is – wineries, and they go and do lunches. What they don't do at night time is dinners and wineries. And they tend to go into their little towns that they are close to or they stay in their resorts and have a meal. Or they have had enough during the day and they have something lighter at night (Wine industry representative 2).

This view was supported by another interviewee, who also added:

A – they are full [from lunch]; B – you've got kangaroos; C – you can't drive your car between towns at night if you have a hire car because of the kangaroos (Tourism industry representative 4).

This issue is further compounded by tourism seasonality, as one interviewee stated:

Pretty well all those vineyards that have restaurants on site don't make money. They are a loss making part of their business and the only reason they do it, the primary reason they do it, is to raise awareness of their wines. It is a marketing cost (Economic development representative 1).

The viability of restaurants is a complex issue which needs to be addressed by the region if it is considering developing an evening dining restaurant experience.

4.6.12.4   Packaging

One interviewee stated the need for more packaging in the region, especially to remain competitive with other destinations in terms of price:

That's one area where Margaret River is very much still in the Stone Age. And they do have to package, I think, food product and accommodation and wine and touring and sell it that way, if we are going to compete with places like Phuket and Bali and cheaper destinations. It's the wallets and chequebook that does the talking, not how beautiful the place. One area in which we haven't advanced is proper tourism packaging. And in this economic climate too – is the biggest issue in the area. How to cut the price point in order to build the numbers… (Tourism industry representative 7).

4.6.12.5   Lack of statistics

Other interviewees commented on the lack of statistics and data that could be used to further inform the region's development. Tourism statistics are available from Tourism Western Australia at the LGA level (Tourism industry representative 1), as opposed to the designated tourism boundary, and one interviewee (Wine industry representative 1)

184

highlighted the limited resources available for agricultural research, although there was some on marketing. A local government representative supported these views, stating:

> There has been a real lack of economic reporting for our shire prior to the tourism strategy. That's why we actually appointed consultants to do economic analyses for us because there is that real shortage of data (LGA representative 1).

Accurate and timely data are necessary to inform strategy and decision making about the future development of the region's tourism industry.

4.6.13 Legislation and Regulations

4.6.13.1 *Legislation*

Two interviewees within the food industry raised concerns over changes to legislative requirements, by stating:

> At the moment they are now faced with the Federal Food Act (Food industry representative 1).

> It's all the food standards seem to be getting more and more complicated and harder and harder. They really are. And they are off-putting for people (Food industry representative 3).

The effects of these legislative requirements are particularly felt by Margaret River food producers who are predominantly micro-businesses.

4.6.13.2 *Planning regulations*

From an industry perspective dealing with planning approvals can be seen as a barrier to achieving their business goals, especially if there are delays or changes required throughout the process. One interviewee made the following comment:

The other challenge in setting this up, in agri-tourism on farms, is getting local government approval to do the things. They haven't been easy to deal with, I tell you (Tourism industry representative 3).

Another interviewee recalled a similar experience, by saying:

We've got all the approvals and everything. That held us up. Approvals – it's a huge issue (Food industry representative 3).

However, another interviewee highlighted how the planning regulations, and any issues, relate back to the Local Government Area (LGA) area within the tourism region, by stating:

The focus of development is still in the Northern section. You've still got a lot of grapes being grown down there but the bulk of the accommodation in the region is in Busselton and Dunsborough…because that's where it's close to the accommodation and it's relatively close to Perth, to Busselton and Bunbury (LGA representative 4).

4.6.14 Lack of Drivers

Just as the presence of the key drivers can enhance development, the absence of these same drivers in a region can in turn create barriers. For instance, a chequered history in terms of collaboration between the region's industry associations and Councils has the potential to stifle development.

4.6.14.1   *Lack of government support and funding*

One interviewee highlighted that a lack of government support as a barrier, stating that:

One of the things is lack of support from the government and in particular, with game birds, it's slaughtering facilities...Somewhere to process them. Because the health laws now are just so difficult (Food industry representative 3).

While there may be a demand generated for particular food products, the ability to be able to process this into a saleable product is becoming increasingly difficult. A perceived lack

of government support is compounded by the lack of funding (Wine industry representative 1), as stated by one interviewee:

> There is nothing done on any level and it needs to come from government to attract investment. It would be great to have government support (Food industry representative 3).

4.6.14.2 Lack of networks

Although networks (see Section 4.3.3) and collaboration (4.3.4) were identified as drivers, a lack of these can form a barrier. Interviewees discussed how there seemed to be a lack of networks in the agriculture industry, stating:

> I don't really know if there is a network…It's not really prominent (Food industry representative 1).

> It [The Regional Producers' Association] is, but with the exception of the Farmers' Market. There is not a lot of cohesion or cooperation. It's – you know, farmers are busy doing their own thing and they don't tend to co-operate all that well – even if you want them to (Tourism industry representative 9).

4.7   Summary of Barriers

The Margaret River case has demonstrated how a range of barriers affected tourism development in the region. To understand the diversity, impact and interactions of barriers on development, each barrier identified through thematic analysis has been discussed in detail. The barriers faced by the Barossa in developing tourism included: boundaries; branding; environmental threats; financial constraints; competitive market environment; technology; changes in market demand; workforce; food industry related barriers; corporatisation; wine glut; tourism industry related barriers; legislation and regulations; and a lack of drivers.

Although a series of barriers was encountered, many have been overcome because the region has used its agricultural resources to develop tourism. For example, the number of cellar doors in the region, with adjoining cafes or winery restaurants, along with a diversity

of food-related products and experiences demonstrates the region's ability to harness its agricultural resources. The region has also complemented wine and food experiences with a diverse range of other regional tourism experiences, including its natural environment. However, branding and boundary issues, combined with the lack of a clearly defined food region, have been a contentious issue for the region, with the need to maintain the integrity and quality of the brand. Contributing to this problem is the lack of local, agricultural resources that can be accessed and incorporated into food-related experiences in particular. This will continue to be an issue if the region pursues a growth strategy into the future.

4.8   Conclusion

This chapter has presented findings for the Margaret River case study, identifying the drivers and barriers to tourism development in conjunction with a historical narrative to provide further context. In doing so, this chapter has addressed Objective One and Two which examined the role of drivers and barriers in the development of tourism in agricultural regions. These findings can now be used as part of the cross-case synthesis in Chapter Six.

CHAPTER 5: RESULTS FOR THE BAROSSA

5 Introduction

This chapter addresses the findings from the case study of the Barossa, following a similar structure to the results presented in Chapter Four. Beginning with a narrative that provides an historical account of the region, this chapter presents the main findings on the drivers (Objective One) and barriers (Objective Two) that were identified in the region's tourism development. Objectives Three and Four are addressed in Chapter Six.

5.1 Historical Context of the Barossa

5.1.1 Regional Boundaries

The Barossa is located approximately one hour's drive north of Adelaide, South Australia's capital city. Some of the larger towns that comprise the Barossa are Angaston, Tanunda, Nuriootpa, Lyndoch and Gawler, with several small communities including Williamstown, Greenock, Light Pass, Eden Valley and Kapunda (see Figure 5.1). For the purposes of this research, the study region covers the Barossa tourism region as designated by the South Australian Tourism Commission (SATC) (see Figure 5.1). Until 25 June 2013, the tourism region included the Barossa Council, the lower part of the Light Regional Council, and extended to Gawler within the Town of Gawler council area. From 26 June 2013, all of the Light Regional Council area was incorporated into the Barossa tourism region (Tourism industry representatives 1 and 4). (As this change was made in the later stages of this research, the existing tourism boundary was used).

Within the defined study region is a number of overlapping administrative boundaries (see Figure 5.1). The geographic indicator (GI) for the Barossa wine region largely overlays the Barossa tourism region, although the eastern part of the GI is situated in the neighbouring Mid-Murray Council. Figure 5.1 shows that the GI for the Barossa Zone is comprised of the Barossa and Eden Valleys. The Barossa food region has been defined based on both geographic and settlement patterns (Food industry representatives 3 and 5), but it is not recognised in an official capacity like the wine region GI. Defining the food region, and

therefore brand food as belonging to the Barossa, remains an issue today (Food industry representatives 3 and 5; Webb, 2005).

The term Barossan is used throughout this chapter. The term refers to the people and products of the Barossa, as many interviewees referred to themselves as Barossan. Individuals who identified themselves as Barossan tended to be fifth and sixth generation descendants of the original settlers, and identify as Barossan based on the traditional settlement of the area, rather than on the administrative boundaries that are demarcated by present day Local Government Areas (LGAs). Although closely aligned, there are subtle differences based on identifiers of geography, settlement patterns and heritage. The identification as being Barossan is an important concept that highlights how an individual's sense of identity and belonging to the region is an important cultural aspect.

Barossa's wine and food regions are represented by the Barossa Grape and Wine Association (BGWA) and Barossa Food. Both associations are conscious of protecting and preserving the Barossa's regional identity and brand. Because the study region encompasses areas outside of these designated sub-regions, it highlights the difficulties that can occur when leveraging off a recognised brand. For instance, where businesses or locations use the Barossa brand but are not necessarily located within the designated boundary. The designation of tourism boundaries across the local government areas, and the changes that occur in these over time, has the potential to become a significant barrier to future regional development as a result of inhibiting collaboration and networks across these invisible boundary lines.
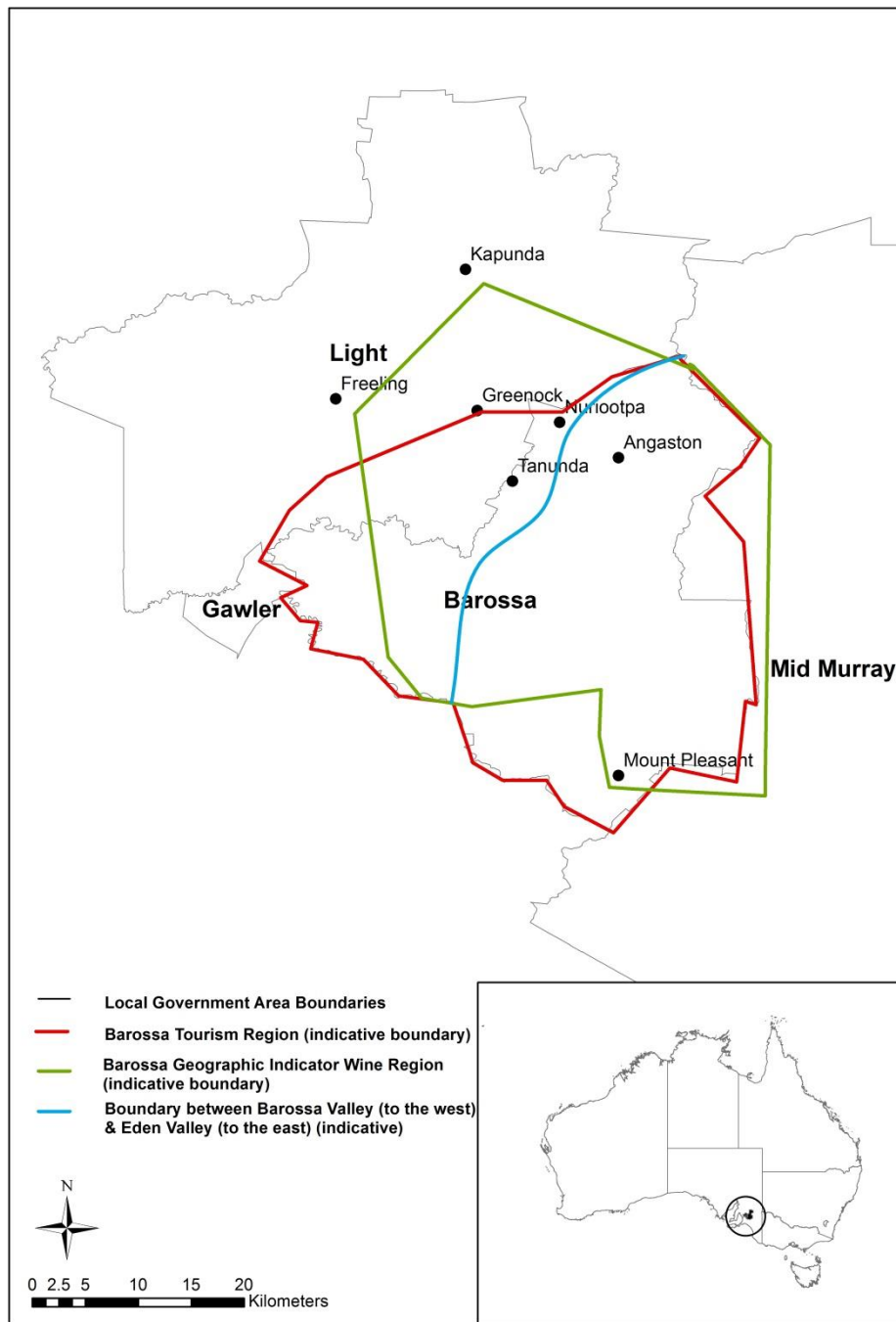
Figure 5.1: Map of the Barossa study region showing overlapping administrative boundaries (Source: Author)

Note: The lines drawn are indicative only and intended to show the overlapping nature and relationships between boundaries.

Aligning the study region with the regional tourism boundary designated by the STAC was chosen for several reasons. Firstly, the case study boundary reflects the natural geographic distinctiveness of the regional landscape, which supports a variety of agriculture unique to its surroundings. Secondly, this boundary encompasses the designated wine regions of the Barossa and Eden Valleys, where the geographical distinctiveness is evident in the significant differences between the soil types and climate of the valley floors and ridges. Thirdly, the region's food growing areas are located within this boundary, along with the region's unique regional food culture. Fourthly, the development of the region's wine, food and particularly tourism industries is more easily identified, along with the associated drivers and barriers of tourism development. Finally, tourism statistics are collected based on the tourism region, and are available at the study region level.

In addition to internal boundary issues, tourism boundaries have also been analysed from an external (or visitor's) perspective. Depending on a Local Government Area's (LGA's) understanding of the role of tourism in the regional economy, and the interactions with neighbouring LGAs, boundaries can be a barrier to development. In the case of the Barossa, boundaries were found to be a barrier and are discussed in more detail in Section 5.7.3.

5.1.2   Regional Geography

Over an area of 89,355 hectares (ABS, 2013b), the Barossa has a largely Mediterranean climate (BGWA, 2013a), and is quite a distinctive region geographically (Munchenberg et al., 2001). The soil types and climates differ significantly between the valley floors and ridges, providing warm and cool climate growing conditions. There are two main soil types that are both regarded low in fertility: brown, loamy sandy to clay loam; and sandy light-brownish grey to dark grey brown soils (BGWA, 2013a).

The region's suitability for settlement and farming was recognised in the 1840s based on the fertile ground, abundant water supply and wildlife (Munchenberg et al., 2001; Webb, 2005). Geographic distinctiveness is one of the region's biggest advantages, as differences in the climates and landscape support a variety of agriculture. Johannes Menge, a mineralogist who explored the region on behalf of George Angus Fife, described the region

as, "the cream, the whole cream and nothing but the cream" (Munchenberg et al., 2001). The landscape supported the traditional mixed farming lifestyle of the early settlers, particularly the Silesians, who lived off the land by planting fruit orchards, vegetable gardens and vines, and kept livestock (Barker, Heathcote & Ward, 2003; Munchenberg et al., 2001). In addition to viticulture, examples of agricultural production include: apples, pears, stone fruits (peaches, plums and apricots), melons, pumpkins, cucumber, beans and wheat (Chinner, 2010; Heuzenroeder, 2002). The diversity of the landscape has enhanced the retention of the Barossa culture and heritage, which includes its food traditions (Barker et al., 2003; Ioannou, 2000). However, as the region has become more developed and populated over time, there has been increased competition for the limited resources available in this relatively small farming area (Webb, 2005).

5.1.3   Regional History

Table 5.1 highlights key milestones in the region's development. The region was settled in 1842 by free settlers from England and Silesia, whose values, customs and food and wine traditions have been passed down through to the current generation (Barker et al., 2003; Ioannou, 2000; Munchenberg et al., 2001). The British settlers were large landowners who were involved with pastoral land, grain and fruit growing, viticulture and winemaking. The Silesian settlers, who were comprised of entire communities of Lutheran worshippers escaping persecution from various provinces, established subsistence farms on smaller land holdings and planted fruit trees, vines and grain crops, while raising some cattle and pigs (Munchenberg et al., 2001). Not only was the region settled by free settlers, but more significantly, the Germanic speaking communities continued living a Silesian way of life that was adapted to an Australian setting (Barker et al., 2003; Munchenberg et al., 2001; Webb, 2005).

The historical overview shown in Table 5.1 highlights the evolution of the region's agricultural production from wheat production, through to fruit exports and the success of the viticultural industry. Although the success of the region's wine industry is a key strength, it has also dominated other agricultural production, to the extent that a region settled on principles of mixed farming has become at risk of developing a monoculture

(Munchenberg et al., 2001; Webb, 2005). While the region's fruit production and manufacturing industries experienced some success, its ultimate decline was a result of financial hardship, environmental disasters, and disease that culminated with the promise of a successful wine industry in the 1970s (Chinner, 2010).

The viticulture and wine industry have dominated the development and marketing of the Barossa (see Table 5.1). The region's reputation has evolved along with its viticultural production, becoming known for its fortified wines in the 1950s, and innovative approaches to wine making in the 1960s (Baker, 1997; Barker et al., 2003; Hopkins, 2001). Although the Barossa's wine industry led change in the 1950s, it did not predict the transition from red to white wine in the mid-1980s and failed to recognise demand for regional varietals rather than blended wines (Barker et al., 2003; BGWA, 2013a; Hopkins, 2001). These changes in demand were further complicated by corporatisation of the industry, and a lack of loyalty to sourcing local grapes from local growers contributing to an oversupply of grapes (see Table 5.1). However, the region was able to overcome these difficult times with strong leadership from a group of new winemakers who established small wineries. These individuals recognised the demand for Barossa wine, and innovated by embracing the region's wine traditions and heritage (Barker et al., 2003; BGWA, 2013a; Hopkins, 2001).

The Barossa has a long agricultural history, and although tourism is a relatively new development, its potential to complement the agriculture industry has been recognised. Many of the region's experiences have been developed to showcase the regional cuisine, or food and wine (Tourism Barossa, 2012, 2013). Other experiences have grown out of community events, such as the Vintage Festival and the Farmers' Market. In the 1980s, there was an interest in developing tourism that was based on the region's Germanic heritage (Wine industry representative 5). However, attempts to commodify the region's culture were not welcomed, and in conjunction with cultural misunderstandings about the early settlers, who were Germanic-speaking Lutheran communities from areas that later became Germany, the Barossans became wary of tourism development. The regional food culture, which is an evolution of the traditional food and recipes of its early settlers, has remained an integral part of the region's lifestyle (Barker et al., 2003; Heuzenroeder, 2002,

194

2006; Hopkins, 2001; Ioannou, 2000). Although the importance and influence of the region's food culture has received some attention in the literature (Heuzenroder, 2002, 2006; Peace, 2006), it has not been incorporated into the region's promotional efforts until very recently (see Table 5.1). The launch of the Barossa Classic Gourmet Weekend in 1985 reflects the growing interest in food and its complementarity with wine. In 2013, food became an integral component of promotion with the launch of the 'Be Consumed' marketing campaign (SATC, 2013).

In addition to being an avenue to retain the agricultural viability of the Barossa, tourism has also been used as a way of showcasing the region's culture, which includes food and wine, as well as the story of settlement, history and heritage, and events (Barker et al., 2003; Ioannou, 2000; Webb, 2005). The cultural heritage of the Barossa is reflected in the town landscapes, farming plots, Lutheran churches, architecture, and their food traditions and customs (Barker et al., 2003; Ioannou, 2000; Munchenberg et al., 2001). For example, principles of 'waste not, want not', preserving in times of abundance, and sharing were the foundation by which the settlers lived their lives. Many continue to preserve, pickle, dry, smoke, share and appreciate the produce (both food and wine) that the land provides (Heuzenroeder, 2002). Similar values and attitudes extend to the environment, community and business, and continue to influence development decisions among many of the current generation (Barker et al., 2003; Webb, 2005).

Table 5.1 demonstrates how the development of the region's main industries has been shaped by both drivers and barriers. The region has continued to develop due to key drivers including:

- internal culture
- geography
- innovation
- networks and collaboration
- branding

The Barossa has also faced barriers that include:

- financial constraints
- a competitive market environment
- boundaries
- branding
- environmental threats
- product development
- changes in market demand

- scale of small business
- food industry
- corporatisation
- vine pull
- tourism industry
- Legislation and regulations
- a lack of drivers

While many records were available on the agricultural, particularly viticultural, history of the region, accessing documentation about the history of tourism has proved more difficult. As a result, the recollections of interviewees involved in tourism historically were included in the following history. Table 5.1 was developed from a review of semi-structured interviews, academic and grey literature, which included written and oral histories, industry reports, meeting minutes and marketing collateral.

Table 5.1: Overview of the Barossa's history and development

Timeline	Historical Milestone
1842	Barossa was settled by free settlers from Britain and Silesia (now Poland), bring their traditions and customs with them.
	Vines planted around the same time as settlement, where dry table wine mostly made for home consumption.
1843	Wheat crops were established.
1850s	Wheat production – almost 10% of colony's wheat produced in Barossa.
	Large scale fruit production established in Angaston area, including apples , stone fruit (apricots, peaches & plums), and pears.
	Locally made wines began appearing in regional agricultural shows.
	Early commercial cellars established, forming the foundations of the region's family owned wineries, such as Yalumba and Henschke.
	Commercial production of fortified wine, include sherry, Muscat and port.
1860s	Decline in soil fertility led to clearing of grain growing for orchards and vines, contributing to expansion of the wine industry.

1870s	Further decline in wheat production with more land planted with vines, again contributing to expansion of the wine industry.
1880s	Fruit production grew and had a high profile. The apple industry flourished and the region was a major exporter of apples. Other fruit also exported, with factories established for canning & preserving fruits. Wine production grew with large scale exports to Great Britain.
1890s	Outbreak of Phylloxera in 1890 devastated vineyards in Europe and Australia, but the Barossa was not affected and as a result, has some of the oldest vines in the world. Transition to viticulture over previous decades established the wine industry, stabilising the resident population due to the labour intensive industry. By the end of this decade, dozens of wineries have been established. The fruit industry struggles, with a series of weather events devastating growers.
1900s	Barossa's wine industry was an industrial exporter due to: • Growing international demand from Great Britain, combined with favourable export arrangements • Phylloxera outbreak of 1890 • Decline in the wheat industry and increased vineyards. By 1900, land dedicated to vineyards increased from 446ha in 1881 to 3336ha • Growing domestic demand with the dissolution of inter-state tariffs on alcohol in 1901 The 1901 vintages of Seppeltsfield and Chateau Tanunda were the largest in the region's history. A number of the region's well-known wineries experienced expansion during this time, including Orlando, Yalumba and Seppeltsfield.
1910s	The wine industry continued to experience growth and expansion.
1920s	Fruit exports declined, prices fell and unemployment significantly increased from the fallout from the First World War and the American stock market crash in 1929. By 1929, 25% of Australia's wine production was from the Barossa.
1930s	The fruit industry faced hardship due to drought. The Second World War and Great Depression resulted in a declining demand for orchard fruit and wine: prices fell and the industries struggled to sell their products. The Second World War also divided the community as suspicion and tension grew between descendants of the English and Silesian (Germanic) settlers.
1940s	1947 – First Vintage Festival was a celebration of wine and culture. It also

	marked the coming together of the community and dissipated the cultural tensions heightened by the War.
	1947 – Colin Gramp of Orlando Wine, witnessed modern wine making practices in the Napa Valley, and produced the region's first dry red table wine – a Special Reserve Claret – since the 1890s. As a result, he is regarded as a 'father of the new Barossa' and one of its most prominent innovators.
	The fruit industry is recovering from drought, disease and World War 2.
1950s	The fruit industry continues its recovery.
	Barossa has an international reputation based on its fortified wines, and is considered an industry leader.
	1951 – Experimentation resulted in Max Schubert's developing Penfolds Grange Hermitage, which has impacted Australian culture since.
	1952 – Cyril Henschke made the first single vineyard Shiraz.
	1956 – Colin Gramp develops the Barossa Pearl, after experimenting with pressure fermentation and cold stabilisation.
1960s	This was a period of growth, development and regional acclaim for the wine industry.
	A new wave of innovative wine makers, such as Peter Lehmann from within the Barossa and Wolf Blass from outside the region.
	Penfolds won the Jimmy Watson Trophy in 1964, 1965 and 1968.
	The fruit industry continued to recover throughout the 1960s.
1970s	The fruit industry suffered a decline, due to disease, low prices and increased competition. Due to a combination of financial difficulties and the increasing demand for wine, which promised a better financial return, the region's struggling fruit industry was soon replaced with vines.
	Demand for Barossa wine grew due to an aggressive promotion campaign. However, many of the old family wineries struggled to meet this increased demand, and reluctantly sold to multi-national companies: For example, Orlando was purchased by Reckitt and Colman in 1971, and Saltram by Dalgety Group in 1972.
	Wolf Blass won the Jimmy Watson Trophy in 1974, 1975 and 1976.
	While corporate ownership introduced greater efficiencies, like mechanisation and irrigation that guaranteed an increased production, there was no connection to the region or loyalty to the regional grape growers, and cheaper grapes were sourced from outside the region.
	1975 – End of the wine boom.
	Barossa failed to predict changes in consumption:
	• the transition in wine consumption from red to white wine

	• demand for regional varietals vs blended wines
	1978 – A reduced demand for Barossa grapes and end of the boom contributed to a red wine glut in 1978, and growers could not sell their grapes.
	1978 and 1979 – Peter Lehmann, a Barossan descendent working at the Dalgety-owned winery Saltram, honoured his commitment to Barossa growers despite being directed not to purchase grapes.
	1978 – Colin and Maggie Beer established the Barossa Pheasant Farm, opening a restaurant the following year.
1980s	A small group of growers and wine makers started their own wineries, having recognised the value of, and demand for, Barossa made wine. More importantly, they returned to traditional wine production methods and experimented with new wine styles, having found a new appreciation of the achievements of the industry's pioneers, and paid grape growers higher prices. This combination of heritage and tradition became a hallmark of the Barossa.
	1985 – First Barossa Classic Gourmet Weekend was held, providing an opportunity to market the region's wine and food together.
	1987 – As a result of the wine glut and poor economic returns, the South Australian Government introduced the Vine Pull Scheme in 1987 with the aim of replacing unwanted varieties of vines with new varieties. However, many of the region's 100 year old Shiraz and Grenache vines were lost.
	Prime agricultural land was being taken over for residential development. However, action by the regional residents' association was able to freeze the development and retain the land for viticulture.
	Various tourism campaigns were designed to highlight the 'German-ness' of the region, but ultimately portrayed the incorrect image.
1990s	The wine industry experienced continued growth and prosperity.
	The region that produces the wine, rather than the wine itself, starts to gain attention. Combined with the establishment of small wineries in the 1980s, the role and importance of wine tourism in particular has grown from a sideline to more mainstream business opportunity.
	1993 – The Pheasant Farm restaurant closed, and the Beers continued a pheasant pate business and commissioned an export kitchen in 1996.
	Late 1990s – A number of viable restaurants operated in the region, but most had closed again within seven years (mid 2000s).
2000s	The wine industry continued to be prosperous until the September 11, 2001 attacks. The wine industry again experienced a downturn, with larger companies looking to leave the industry and smaller wineries consolidating. However, a key strength was its international reputation and wine brands

	established in the 1980s.
	Growing, global interest in food.
	2000 – Food Barossa established to promote the region's food, which had tended to take a back-seat to the dominance of the region's wine industry.
	2002 – First Barossa Farmers' Market held.
	2007-8 – Barossa Grape Wine Association was established, bringing together the grape growers and wine industry. This coincided with some financial difficulties that the Barossa Wine Tourism Association (BWTA) was suffering at the time.
	2011 – There was a restructure of the tourism industry through the South Australian Tourism Commission's (SATC's) state-wide regional tourism growth plan, resulting in the withdrawal of human and financial resources from within the region.
	2012 – The Character Preservation (Barossa Valley) Act 2012 was drafted. This Act aims to protect and enhance the special character of the Barossa Valley region while simultaneously providing for the economic, social and physical well-being of the community.
	2013 – Launch of the 'Be Consumed' marketing campaign that emphasised the region's soil which provides the food and wine (see Section 5.3.2.1 and Section 5.6).
	2013 – Tourism boundary moved to incorporate all of Light Regional Council.
	2013 – Launch of the Barossa Trust Mark. The Trust Mark applies to companies, products and experiences that demonstrate exemplary achievement and distinction across five areas of value creation in the food, wine and tourism sectors: origin; quality; integrity; environment and community.

(Sources: Baker, 1997; Barker et al., 2003; Barossa Council, 2014; Barossa.com, 2013; BGWA, 2013a; Chinner, 2010; Food industry representatives 3 and 5; Government of South Australia, 2012; Heuzenroeder, 2002; Hopkins, 2001; Ioannou, 2000; Lehmann, 2010; Munchenberg et al., 2001; Tourism industry representatives 4 and 5; Webb, 2005; Wine industry representatives 1 and 3.)

5.2   Contemporary Context of the Barossa

The following discussion provides a snapshot of the region, and how tourism has developed in conjunction with the wine and agricultural industries. One interviewee summarised the region by stating:

It's a large agricultural area, wine is the dominant industry…So between 25-30% of economic activity is related to wine industry. It's a significant employer in the region. Tourism only accounts for 9% of gross regional product. Which tells you that it's an opportunity. It supports the wine industry and the wine industry supports tourism. So it's very important because it helps build understanding and loyalty to the wine product. It brings people in to experience the food product...Even though tourism is 9% of gross regional product, I think it represents about 15% of employment. So it punches above its weight for jobs and it provides a lot of semi-skilled jobs which every region needs. You can't all be professors. It allows people to stay in the region. So mixing it all and having tourism based around food, wine and more broadly, agriculture, I think there is still a lot of what the Spanish call vegie tourism – which is possible – or tourism more closely connected with the farmer (Economic development representative 1).

5.2.1   Population in the Study Region

Data for the study region's population has been based on the Barossa Council area rather than the tourism region boundary. In 2013, the population of the Barossa Council area was estimated at 22,808, with an average annual income of $45,288 (ABS, 2013b). Table 5.2 shows that almost a quarter (23%) of the population was employed in manufacturing, However, those employed in agriculture and accommodation were 7.1% and 6.2% respectively (ABS, 2013b). More importantly, the 2011 Census reported a decline in agricultural employment from 9.9% in 2006 to 7.1% in 2011 (Barossa Council, 2013). According to the ABS, the neighbouring Light Regional Council and Town of Gawler had resident populations of 14,459 and 21,590 respectively (ABS, 2013b). However, the majority of this population resides beyond the boundary defined for the case study region, and are included here to provide context to the area immediately surrounding the study region.

Table 5.2: Employment by industry for the Barossa

Industry of employment	%
Agriculture, forestry and fishing	7.1
Mining	1.2
Manufacturing	23.0
Electricity, gas, water and waste	1.0
Construction	6.8
Wholesale trade	2.6
Retail trade	10.3
Accommodation and food services	6.2
Transport, postal and warehousing	3.7
Information media and telecommunications	.8
Financial and insurance services	1.4
Rental, hiring and real estate services	0.9
Professionals, scientific and technical services	3.2
Administrative and support services	4.1
Public administration and safety	4.2
Education and training	7.6
Health care and social assistance	10.1
Arts and recreation services	1.1
Other services	3.4
TOTAL EMPLOYED	10,982

(Source: ABS, 2013b)

5.2.2 Agriculture, Viticulture and Wine

The value of agricultural commodities produced was $1,944.2m for the Barossa, Yorke and Mid-North region, comprised of crop production ($1426.9m) and livestock ($517.7m). Over this wider area, broad acre crops accounted for $1,302.7m, followed by grapes ($58.4m), hay ($54.5m), vegetables ($6.3m), other fruit ($3.3m) and horticulture (flowers - $1.8m) (ABS, 2012c).

In 2009, the value production of grapes was estimated to be more than $70m (Rural Directions, 2009). According to the ABS, in 2011 the Barossa had 13,214 hectares under vine, produced an estimated 73,559 tonnes, which equated to approximately 9.5% of the state's wine production (ABS, 2012d). It is the single most important industry in the region, with 750 grape growers and 170 wine brands, although discussion with wine industry representatives reported this figure may be closer to 400-450 wine growers due to a double-up in statistics (Wine industry representative 1). The region has approximately 75-80 cellar doors open on a regular basis (Wine industry representative 1). The region is renowned for its full bodied reds, namely Shiraz, Cabernet Sauvignon and Grenache, as well as white varieties such as Chardonnay, Riesling and Semillon (BGWA, 2013a). The 2013 harvest yielded 53,626 tonnes, equating to 7.7% of the state crush of 700,525 (BGWA, 2013b). In terms of premium grape and wine production, the Barossa has accounted for 18%-20% of Australian exports greater than $7.50/L in volume and value (BGWA, 2013b)

5.2.3 Tourism

Research by SATC estimates the value of tourism expenditure in the Barossa at $161m (SATC, 2014). The Barossa Regional Tourism Profile (SATC, 2012b) reports 187,000 average annual visits and 482,000 average annual visitor nights between June 2010-2012. The overwhelming majority of visitors for this period was domestic, comprised of 51% intrastate and 43% interstate, with an average length of stay of 2.4 nights. International visitors accounted for 5% of total visitors, with an average length of stay of 6.2 nights (SATC, 2012b). As the Barossa is located about an hour's drive from Adelaide, its major source market, it is not surprising that an estimated 695,000 average annual day trips occurred between 2010-2012 (SATC, 2012b). The holiday market accounted for 55% of visitors, followed by the Visiting Friends and Relatives (VFR) market (28%) and 16% travelling for business. Food and wine experiences dominate the most popular activities among domestic visitors, with 61% eating out at restaurants and 47% visiting wineries (SATC, 2012b).

In the ten year period from 2001 to 2011, total visitation to the Barossa has steadily declined, with total visitation down 28% (SATC, 2012a). However, for the same period,

interstate visitation has grown by 55%, driving tourism expenditure up 25% (SATC, 2012a). Furthermore, a review of regional statistics identified a number of inconsistencies in the tourism figures from different organisations. These inaccuracies can be a potential barrier, creating a lack of understanding about the role of tourism and its contribution to the regional economy. Access to out-of-date or inflated figures can also undermine the ability of the tourism industry to make informed decisions at a destination level.

5.3   Objective One Findings – Part A: Tier One Drivers

The first objective of this study was to identify the role that drivers may play in shaping the development of tourism in agricultural regions. Analysis of interview findings and content analysis combined with historical research identified a number of drivers responsible for the region's development. This research replicated the research approach used for the first case (see Chapter Four) and the findings indicate that the identified drivers operate at two main levels, and were organised into Tier One and Tier Two drivers.

Replicating the previous case, Tier One drivers are described as central to the region's ability to develop tourism from its agricultural resources, and formed a part of the region and its participants (see Section 4.4). Tier One drivers play a critical role in development of tourism, and if absent, or ineffective, may become a barrier to development (see Section 2.4.3.1). Tier One drivers identified in this case are:

- internal culture
- geography
- innovation
- networks
- collaboration
- branding

5.3.1   Internal Culture

Analysis of documentary sources (see Table 5.1) and interview findings identified the internal culture as the most significant driver for tourism development in the region. In this research, internal culture refers to the culture of the region, or those socio-cultural aspects that contribute to a region's identity and sense of place. The importance of this driver was evident in analysis, as cultural heritage had the most interaction with and underpinned other drivers in the region, as well as dictating how the region responded to barriers. This section

discusses how the region's internal culture, comprised of settlement and heritage, the food culture, story, people, local support and a strong sense of community has underpinned tourism development in the region as well as other drivers.

5.3.1.1 Settlement and heritage

Interviewees described the Barossan culture as a driver of development, where traditional cultural values and philosophies continue to influence the community's way of life. The influence is evident in the region's eating and drinking habits, business operations, and sense of identity. In addition to secondary sources (settlement patterns paper, see Table 5.1), interviewees stated how the region's cultural heritage has shaped its development to date. For example, one interviewee stated that:

> With our heritage, we are talking about a region that was settled in 1842...so quite unique in the way the Barossa was settled and developed. Many of those traditions carry on to today which gives the Barossa its strength (Wine industry representative 1).

Another interviewee supported this point, by adding:

> People preserving produce… your meats and relishes and those things: people have done that for a very long time. The Barossa [has] that strong German heritage. A lot of meat consumption or Mettwurst – that's been around for quite a while and chutneys. In terms of cheese offering, people might have been making their own stuff at home (Food industry representative 2).

A similar view was expressed by another interviewee:

> I read somewhere once that Australia had never really developed a food culture because it didn't have a peasantry. But I don't think that's true for the Barossa. Because the circumstances from which people came and because they came in such big groups, it might be an imported peasantry, but in that sense there was that [peasantry]…And not everyone recognises it's a food culture (Economic development representative 1).

5.3.1.2 Food culture

The comments on settlement and heritage provide an insight into how the region's cultural heritage has been, and continues to be expressed, through its food. Interviewees (Economic development representative 1; Food industry representatives 4 and 8) highlighted how the Barossa's regional food culture is one of the most tangible representations of cultural heritage, where the values and traditions, philosophies and principles of the early settlers continue to be practised by the current generation. Interviewee comments supported documentary sources (Barker et al., 2003; Heuzenroder, 2002; Heuzenroder, 2006; Ioannou, 2000; see Table 5.1).

One interviewee explained the relationship between heritage and food by stating:

> And then of course we've got culturally – you've got your regional food – as in grown in the region. And of course we've got the historical element, largely distinctive from the Silesian/Lutheran migration primarily – Northern Europe – where the emphasis and the distinctive nature of this is how to preserve the food. New preservation methods were smoking, fermentation, and drying – dried fruit. And the English brought in the sweet preserves (Wine industry representative 5).

Another interviewee described this link by saying:

> One of the things that is extraordinary about the Barossa is that you cannot discuss the Barossa food culture without talking about what happened 160-170-180 years ago…Nothing here has happened in a vacuum…We have a food culture which is dynamic and living and alive and can embrace businesses like this. This doesn't sit in isolation from its environment. It's very much part of the broader food culture that we have. And that's because of the way that this region was settled (Food industry representative 5).

In relation to the community and food, an interviewee stated:

> I think it's engrained in the life of the community that people use food as an expression of family, community and generosity and self-sufficiency. To me

that's most interesting part. People would say to me, 'Oh, come to dinner', and people come to dinner and they bring a bottle of wine of course. But people here come to dinner and bring a bottle of wine and a jar of preserves or some olives, or a bag of lemons you can make preserves with…(Food industry representative 9).

5.3.1.3 Changing food culture

A number of interviewees (Wine industry representative 1; Food industry representative 6) agreed that staying true to the region's cultural heritage does not limit the region to preparing old style cuisine. This driver incorporates a temporal element, demonstrated through changing times and changing tastes. For example, one interviewee stated:

> Every time we talk about what is Barossa food, everyone likes to point to those traditional products. But at the end of the day, people are eating less of those things. And that is evolution of food culture. But there is still a way for us to produce those things as well as other things and create a holistic experience (Food industry representative 8).

Other interviewees highlighted how the region's food has evolved over time, changing with modern tastes and Eastern influences, while remaining true to its cultural heritage (traditions and values). For example, one interviewee stated:

> I think it goes through a lot of the food. They adapted their traditions for what was locally available and plentiful and good. And we see that all the time. We've got the new wave of restaurants – certainly takes some of the principles and traditions – 'Fermentation', 'Hentley Farm'. They are producing something that's aligned with the principles of Barossa food but comes to your table looking very different (Economic development representative 1).

This view was supported by other interviewees who described the following:

> There is a wine culture, a food culture. It's very much the artisan type food – what they brought in from Silesia and Europe all those many years ago. But of

course there has been a fusion since then. Freshness and locale is what the Barossa stands for (Wine industry representative 3).

And food is a really good example of that where some of our traditions are –the smokehouses and the pickling methods, and the baking with bread and stuff. So while we have had – not everyone has been there for 140 years – we've got chefs that have moved in here and take what those traditions are but then put their philosophy and signature on them. So they can be very contemporary dishes but they are earthed in the smoking method etc (Food industry representative 3).

5.3.1.4 Attraction of food culture

Other interviewees (Food industry representative 5; Tourism industry representative 4) described the influence of the regional food culture particularly, in terms of its ideals and philosophies, in attracting new residents with like-minded values and tourists to the region. One interviewee described this by saying:

Absolutely! What attracts a lot of people about coming here is also that connection, but that idea or mythology, and adding to that it's not always the locals that do that. Sometimes you need to observe it from outside to see how special it is to carry it forward (Wine industry representative 1).

This view was supported by another interviewee who stated:

But one of the attractors is the food culture…So it's that self-sufficiency and that generosity, the sharing of the abundance of the harvest, the garden. That was always there and still will always be there. It attracts people, even if they don't want their own garden. They want to come to the Farmers' Market and talk to the farmer (Food industry representative 9).

Another interviewee added that:

…and presented with honesty. Doesn't have to be super sophisticated – but with an absolute honesty…And I think that to attract people to go out further,

there had to be an absolute sense of pride that you can't get this anywhere else. And that's a test I apply wherever...And you want what you eat to be part of the completeness of that. And that you can't get it anywhere else basically. And that people really understand what their region can produce and offer (Wine industry representative 5).

While the region is largely comprised of fifth and sixth generation families, some of the strongest advocates are from outside the region. These individuals tend to see the uniqueness of the Barossa in terms of its cultural heritage, and value that to the extent where they become actively involved in preserving it.

5.3.1.5 Regional story

Interviewees also described the Barossa's cultural heritage, including its settlement, values and food traditions, as fundamental components to the region's story. The view that culture is a key driver behind the identity and story of the region was addressed by several interviewees, as indicated by one interviewee who commented on heritage:

But there is always that element that people are invited to share. It's the story of the history of our region and what that means, and that is food and wine together as a culture, formed from generational endeavour, from our heritage but welcomed as it is to contribute to that (Wine industry representative 1).

Other interviewees endorsed this view:

I think it's the history that's the greatest driver. It really is because it means we have this amazing stuff – we have all of this – this story. It's already been written for us. We don't have to write the story we just have to tell it. The story is there. That's really important. We don't have to make anything up or develop anything. All we have to do is tell people about it (Food industry representative 5).

It's actually part of our strategic plan in council that heritage and culture is important because it tells the story of where we've been a hundred years and

where we are now. It's cliché but we build upon our heritage and our history and that's all part of the same authentic story (LGA representative 1).

5.3.1.6 Passionate people

Some interviewees (Economic development representative 1; Food industry representative 9; Tourism industry representative 4; Wine industry representative 5) raised the importance of the role of people in preserving and promoting the food culture that is so strongly associated with the Barossa, particularly aspects of passion, motivation and leadership. For example, one interviewee described the role of passionate people:

I think we can preserve the traditions but there always needs to be a core group of people who are passionate about it (Food industry representative 9).

This idea was supported by an interviewee who stated:

I think we have had a really amazing balance of people that have hung on to traditions and people that have brought in new ways of doing things but connected up with what the traditional values were (Food industry representative 3).

Another interviewee explained the role of leadership by stating:

But at the time, and this is the Barossa folklore that in that period of the late 1980s and 1990s, you start to see the emergence of wine companies that really put a value on these old vine vineyards and protecting them...So you've got this emergence of this band of brothers that come out and say [that] this is what the Barossa does best. There is very strong individuals at the time that took the lead on that (Wine industry representative 1).

5.3.1.7 Local support

In addition, others (Wine industry representative 3) spoke about the role of the community in terms of supporting local businesses, especially the Farmers' Markets and local restaurants. For example, one interviewee stated that:

It's important that you support those things and people know it's important to support restaurants to make sure they keep open and there is a reason to come here. It's part of that shared – we are all in it together (Wine industry representative 1).

Another interviewee agreed with this view by saying:

The supermarkets are very supportive, restaurants are becoming more supportive. We've got Farmers' Markets now. There is a lot of ways to be able to access local food (Food industry representative 8).

A further interviewee added that:

And what we find is that there is very strong loyal support within a segment of the community and they are there every single week and they bring people when they are visiting and they are engaged on our social media platforms (Food industry representative 5).

5.3.1.8 Sense of community

The region's culture also enhances the sense of community within the region, where residents have a feeling of connectedness to each other, which is reinforced through their cultural heritage, story and industry linkages. One interviewee commented on interconnections by highlighting the community:

Well, what made the big difference was that it was settled in communities, not people – individual families. So, because you had whole communities settling here, their food traditions were reinforced by each other. That's why it's so strong today…It's a fairly special community and quite deeply entrenched in some of those traditions (Economic development representative 1).

Other interviewees provided an additional industry perspective, by stating:

I've always long had a view that the wine industry is a little bit unique in that whilst they are competing, they also have strong synergies to each other. There

is almost a symbiotic relationship going on. I think that in itself reflects community and there is a strong connection (LGA representative 1).

So there is a supporting around that, that is a large employer for the wine industry as well as the community. So a very strong economic base and people connected to that region...Again, everyone has a connection in many ways. That again integrates the community to have a shared sense of purpose and a shared sense of 'united we stand' (Wine industry representative 1).

Discussing preparations for the Vintage Festival in the 1950s, one interviewee recalled:

That vision of 40 ladies with their hair in curlers descending onto the oval with that is just something that stuck in my mind. That sense of community, that sense of food as contribution. Of course we'll do that. We'll all do it together (Food industry representative 9).

5.3.2 Geography

Interviewees referred to geography as a driver of development, particularly in terms of the landscape and location. The underlying influence of cultural heritage as a key driver is also indicative from the following discussion.

5.3.2.1 Landscape

The landscape, and the types of agriculture that the land provides, was identified as a key driver of development in the Barossa (see Table 5.1). Abundant water supply and fertile soils were the reasons behind initial settlements, as these conditions were well suited to the early settlers' farming methods (Munchenberg et al., 2001; Webb, 2005). In conjunction, one interviewee stated:

I mean the drivers of tourism are food and wine mainly, and landscapes (Economic development representative 1).

One interviewee commented on the landscape by adding:

And it's a very parochial area, a tight area, a productive area, although, you wouldn't think so now but it's full of fruit vines. But it used to be lots of fruit and vegetables, but they pulled out the trees and planted vines. But they are going back now which is lovely (Food industry representative 10).

This notion was endorsed by another interviewee who made the following comment

We have some of the best produce here that grows in this environment. We have a great climate, four clear seasons. So we don't just do one thing all year round. We have four seasons where we have to pack up last season and start what's this season, especially in food growing (Food industry representative 3)

A recent marketing campaign has highlighted the importance and value of the soil not only as a driver of agricultural and viticultural production, but as the region's point of difference. That is, the soil that provides the flavours of the wine also provides the flavours of the food. Some interviewees referred to this specifically, with one saying:

We've got the great soil. The Barossa campaign has really shown that, and the produce, and that would always have been the case (Food industry representative 4).

Two interviewees supported this view, adding:

But now the real shift is to recognise that – the value of the Barossa – and that's what the ad is trying to get across. It's the land and the fact that this wine is made from this fruit in this vineyard. That's becoming rarer and rarer in the world. Everything is generic and mass produced (Wine industry representative 2).

Over here it's still very much about that family heritage and being about being authentic to what the region has to offer and getting the goodness out of the soil that's there. The cream is the soil basically in that region that can grow such fantastic foods (Tourism industry representative 4).

5.3.2.2 Location

The location of the Barossa was also an important driver of development. In addition to providing the agricultural produce that matched the self-sufficiency principles of the settlers, the region's isolation in the early days sheltered the community from outside influence. This has contributed to the region's adherence to cultural traditions that remain a large part of the residents' way of life. The importance of geography as a driver, particularly its role in preserving the region's unique cultural heritage, was best summed up by one interviewee, who said:

> There is a very unique food culture in the Barossa… and it's defined because of its history better than any other food region in the country. Its Silesian settlers – the fact they were so insulated for such a long time – and the fact that they took European products and adapted them to Australian climatic conditions (Food industry representative 8).

While proximity to an urban area can be advantageous for the distribution of agricultural produce, this short distance can be a barrier to tourism development. As one interviewee commented:

> One of the advantages of the Barossa is it's 80km north of a major city so that always helps. There are challenges in that as well (LGA representative 1)

Due to its close proximity to Adelaide, the region is largely perceived as a day visit destination, which has impacted its tourism development (DRET, 2011).

5.3.3   Innovation

The importance of innovation as a driver was found in secondary sources (Baker, 1997; Barker et al., 2003) as well as being discussed by interviewees. According to Webb (2005), the region overcame significant barriers by introducing new wine varieties and recognising the importance of research and development. Considerable investment by the wine industry has driven innovation, and contributed to the Barossa's being considered a world leader in both technique and practice (Baker, 1997; Barker et al., 2003; Webb, 2005).

Interviewees also commented on the presence of innovation in the Barossa, although it was more commonly associated with necessity and efficiency among some individuals. Other interviewees commented on the related concept of striving for excellence (see Section 5.4.7.2), demonstrating interactions between these factors as well as internal culture (see Section 5.3.1).

One interviewee commented on the innovative nature of the region by saying:

> There are all sorts of entrepreneurs who own all sorts of industries in this little region (Food industry representative 4).

Another interviewee added to this idea of innovative entrepreneurs, by stating:

> Yes, I think we are as a region quite innovative. But I don't think we are lightly innovative. I think the innovation comes more from survival and that can be economic or environmental or any of those levels – brings about innovation (Food industry representative 3).

One interviewee described the link with leadership, stating:

> I think absolutely. It depends what you call innovative. It can be so many different ways. It can be technology, techniques, processes, general community connection…Innovation at times requires some gutsy leadership. And I think it has had it in the past and it will continue to have it. It has it now and it will have it in the future (LGA representative 1).

5.3.3.1 Innovation in wine, food and tourism

Some interviewees described specific examples of innovation from the wine, food and tourism industries. In relation to the wine industry, interviewees reported that:

> The Barossa Grape and Wine Association was established on a brief or a mandate for innovation in the wine industry. To be doing things differently – we weren't getting the same results, which was lack of profitability (Economic development representative 1).

If I look at innovation with new wine styles – because we are a new world wine region, we do look to innovation – the take up of Stelvins versus cork which is done here, and the old world held on for a lot longer. It still is a very innovative region (Food industry representative 8).

Innovation among those in the food industry was also commented on by one interviewee:
Well farmers are the great innovators of all time. There are some lovely examples of it as you look around...People don't recognise what innovation is a lot of the time so they wouldn't talk about it…People think it's got to be something completely new rather than improving methods and methodologies and improving products. So I think the Barossa in small ways is constantly reinventing itself (Economic development representative 1).

Another interviewee described innovation within the tourism industry, stating:
I'd say there is. And not just innovation but striving [so] this has got to be good enough to be a Barossa offering…There is always that innovation that comes in trying to do it better but cheaper. Or do it better and get a much higher result for only a little bit more outlay. The German people seem to be really good at looking at that whole picture and going, 'Oh, if I do this, it will increase it by X', and they work towards it once they've got an idea in mind. They won't give up. 'Damn I missed it the first time.' They'll just keep coming back until they've nailed it usually. I think that's a real regional specific thing that the Barossa has (Tourism industry representative 4).

5.3.3.2 Innovation and heritage
Some interviewees alluded to the conservative nature of the Barossan people, and the juxtaposition of being both innovative while remaining true to their cultural heritage. As one interviewee stated:
When I say innovation I think tradition and innovation operating together (Wine industry representative 1).

Other interviewees supported this idea of tradition and innovation with the following comments:

> So it does sit together. Given how conservative they are, they are still willing to try things. I also wonder if that's two different types of people. There are the old traditional people and new migrants to the valley. Maggie Beer only came to the Barossa in the 1970s. It is new blood coming in, attracted to the Barossa that does that [innovation] versus the fifth, sixth and seventh generation (Food industry representative 8).

> It's not so much about saying we need to develop new products or new things. It's about what is the essence of our food culture and how do we preserve the essence of it while also making it relevant to everyday life (Food industry representative 5).

In addition to addressing the importance of innovation, these comments highlight the influence of cultural heritage as an underpinning driver of the Barossa's development and the role it has played, and continues to play, in the region's innovativeness.

5.3.4 Networks

The role of networks as a driver of tourism development in the region was recognised by some interviewees, addressing the evolution of networks from the community, within and across industries. More specifically, the cultural influence on networks was raised by interviewees who referred to the role of the community in generating networks, with one stating:

> The interesting thing with the Barossa is it's easy to become part of the network. It's not hard to get involved. People do, and are encouraged to (Food industry representative 8).

Another interviewee linked networks with community, saying:

> Usually if someone has something to sell they usually come and see me or ring me...It's community based (Food industry representative 4).

This view was supported, with another interviewee commenting:

> There's lots of community groups and volunteering groups and committees. That's been a really strong avenue in the Barossa. Some of them have been excellent, others not so good. The challenge with that is that most people are volunteer based, so getting that commitment is very difficult (Food industry representative 2).

These comments exemplify the influence of the region's culture and cultural heritage on network development, where residents pull together as has been done for generations to do what they can for their region. Furthermore, the formation of informal community groups can enhance the establishment of more formal industry networks.

5.3.4.1 Within and across industry networks

Interviewees emphasised the importance of networks within the grape and wine industries, demonstrating the strength of networks within this long-established industry. One interviewee described an example of networks within wine, saying:

> They've got the next crop…It's not about wine makers. It's about grape growers and trying to get people to stay on the land and follow on with the family farm. So they've got to value the history and the knowledge of their forefathers but they've got to do it smarter as well (Wine industry representative 2).

Two other interviewees commented on other examples, stating that:

> So all the cellar door managers once a month – a Wednesday night – they'll get together and go to a winery and learn about that winery so they can make recommendations – but they also have a theme…(Wine industry representative 6).

> But then we formed what was called the Barossa Cellar door managers network and that gave us then the opportunity to talk together about what we all wanted

to achieve as a region in attracting the types of people we want to the region and what experiences we would give them (Wine industry representative 3).

Networks within the food and tourism industries were not raised as often, and one interviewee explained why this may be the case:

> We have had. I mean the wine industry is a bit different because they always helped each other to a degree. But the others [food and tourism] – are not quite that continuity and connection between people (Food industry representative 2).

Comments about the development of networks across industry sectors, such as wine, food and tourism, were also raised. This was described by one interviewee as follows:

> Yes, so it's not just tourism networking or just wine makers or just food…You know you can find a mentor on a subject if you cross over, and networking crosses over and you meet people…(Food industry representative 9).

Another interviewee agreed with this view, commenting:

> Once you are in one sector organised like that it's like building blocks…It's good for the subject matter of the business you are talking about but it's good for the people, because the people are working together and they are expanding their knowledge rather than closing off their knowledge (Food industry representative 3).

One interviewee provided an additional perspective, reporting:

> The across is probably more recent. But there have always been functional groups within the community (Economic development representative 1).

Some interviewees also highlighted the role of the region's associations in building network capacity and engagement among individual businesses. One interviewee stated that:

> Probably what the big driver is: we've got Food Barossa; we've got Barossa Tourism; Barossa Grape and Wine Association that are professionally run and

they make people get involved…And everyone knows them and they are active and they are all smart groups in that they know their stuff. I think of any region we are probably the best resourced in that area (Wine industry representative 6).

Another interviewee supported this view, saying:

So Food Barossa got started and they've been a linchpin to pull a lot of these smaller producers together…The Food Barossa group have got people more connected, and able to make people aware of the food in the region, and how good it is, and what sort of level is available and almost work with people to create strategies…(Tourism industry representative 4).

The role of the Regional Development Association (RDA) was also recognised by another interviewee, who stated:

The other thing that I think is vital at the moment – we are doing a bit through RDA – is providing the support mechanisms for people to be innovative and clever and provide them resources to encourage them and create that network and that support to achieve some better outcomes. That's been led really through the people that are at RDA (Food industry representative 2).

5.3.5   Collaboration

Collaboration was highlighted as a driver among interviewees more readily than networks. While the two are closely related concepts, interviewees raised the importance of collaboration more often. Importantly, collaborative opportunities were associated with regional networks.

Similar to the development of networks, the region's sense of collaboration is underpinned by its cultural heritage, where collaborative efforts by the community have been a foundation of how the region and the industries within it have developed. One interviewee described these links, saying:

That's when you've got this tradition or the early aspects of tradition as far as food production and living and community. Having to work together. Having to

build sheds and farms and practice a very strong and dominant Lutheran faith
and a tradition that still continues today (Wine industry representative 1).

Another interviewee added that:

If I look at it in terms of people, I find it to be one of the most collaborative
places. Well, it is the most collaborative place I've seen. We've lived all over
the place but people are willing to donate money – but more than money, time
(Food industry representative 8).

5.3.5.1 Collaboration within industries

Collaboration within industries was reported to occur, with one interviewee describing an
example from the wine industry:

So we were the first wine region that went to London together. A large group of
wine makers. Because it was that sense of community. Yes they were
competitors but there was that sense of 'it's about Barossa'...(Food industry
representative 9).

Other interviewees commented on collaboration within the food industry, with one
recalling:

Yes certainly the food group was developed by regional development, again a
bit like Barossa grape and wine. The concept came from our local heroes if you
like – Maggie, Margaret and Jan thought up the idea of food groups and the
regional food group to support regional food integrity and cohesion (Economic
development representative 1).

Another interviewee agreed with this view, stating:

Absolutely, we get on very well together…There are icons in the Barossa.
That's something that we are all very proud Barossans. We all want everyone to
get on and do well, which is pretty important (Food industry representative 1).

5.3.5.2 Collaboration across industries

The expansion of collaboration across the food, wine and tourism industries was also raised by interviewees, with one recalling an early example:

> They made it an all Barossa thing and they produced this – what we always called the black book. That was the story of the Barossa – of wine... In the 1990s they said, 'OK, this is Brand Barossa. This is wine. This is how we live' (Food industry representative 9).

Other interviewees highlight more recent collaboration, with one stating:

> We have separate bodies because it represents different groups [food, wine and tourism]. But in the end there is a lot of commonality. For instance there is a Barossa Trust Mark – that is the three bodies, created this thing. Barossa.com is [a] central website, built by the 3 groups. We collaborate on everything. That's what I mean when I said, the level of collaboration is unparalleled (Food industry representative 8).

Another interviewee agreed with this perspective, as illustrated in the following comment:

> I think there is a shared understanding at any one time. We are always meeting on certain aspects, regional event strategies – an example of that is the Trust Mark…There's acknowledgement that there is so many overlaps and merit in having shared outcomes that where issues approach across sectors, there is a willingness to come together to look at that and discuss that (Wine industry representative 1).

While collaboration is present at a number of levels in the Barossa, interviewees recognised that it can always be improved. One interviewee stated that:

> There would be a lot of collaboration. I mean there has been angst. I had dust ups when I was the CEO there all the time…Now they are starting to do it. There would be more friendly collaborative behaviour there than the opposite (Wine industry representative 6)

Another interviewee added:

> It [collaboration] is growing and as it should be. There are plenty more opportunities for us to be collaborative. It's a matter of whether it's actually happening. We are just used to that older way of just doing what we do and changing to become a little bit more clever in a collaborative approach (Food industry representative 2).

While a different perspective was provided by one interviewee, who said:

> …from my perspective, I find it really interesting that there isn't [more collaboration]…I don't know why. I can't work that out. I want there to be and I am trying to encourage my producers to do things like introduce themselves to each other. But I am forever gob smacked that my producers don't necessarily know who each other are (Food industry representative 5).

Efforts at collaboration can be inhibited by parochial attitudes, designated boundary lines, and a lack of maturity within the region. However the region still strives to build collaboration as its value is well understood and recognised.

5.3.5.3 Joint marketing campaigns

Evidence of collaboration within and across the industry sectors exists in the region's joint marketing campaigns, where there is an understanding of the benefits that this type of collaboration provides at a regional level. One interviewee raised the following examples to illustrate this driver, by saying:

> It does rely on that type of cooperative advertising that the South Australian Tourism Commission and Tourism Barossa do. Even groups like Seppeltsfield business alliance. That's a group of businesses that have all got together and they do marketing…And that promotes the whole region. Those groups doing that means if the individual becomes part of that group, it then offers that bigger picture stuff that they can't do on their own. I think that's probably the thing that regions do well. Well the regions that are working do well (Tourism industry representative 4).

Another interviewee agreed with this view, saying:

> And if I look at the joint marketing efforts of the wine producers and becoming more so the food guys, even the tourism guys, it is a cooperative competition. They've all got Barossa Shiraz to sell yet they are all willing to work together to save on marketing costs and market together because they know that brand Barossa is as important as their individual brands in helping them to sell wine (Food industry representative 8).

The role of leadership in collaboration was raised by another interviewee, who stated:

> It was a joint collaborative effort between Tourism Barossa, Regional Development Australia and Barossa Grape and Wine Association and Food Barossa and they all stand to benefit from it. But the lead driver on it will be Barossa Grape and Wine as far as I can gather (Wine industry representative 3).

The most recent example of the collaboration across the food, wine and tourism industries is the Barossa.com website. Prior to launching this website, each industry association (Barossa Grape and Wine Association, Barossa Food and Barossa Tourism) had its own web presence, social media links, and other avenues to reach its target market. One interviewee described this collaborative project in the following comment:

> But Barossa.com is a galvanising point of interest for that. A shared platform where traditionally it had been tourism and wine driving that. Now with food as a contributing partner to that, presenting that message to the world that our brand is a combination of food, wine and tourism (Wine industry representative 1).

Another interviewee endorsed this view, stating:

> But we've been sharing the Barossa.com website and we've become quite collaborative on different things such as the signage projects...Noting as well the Barossa.com website and the My Barossa twitter feed and Facebook page, etc, basically are all one stage between food wine and tourism altogether (Tourism industry representative 4).

5.3.6 Branding

Interviewees also described the brand as a driver of tourism development. The brand was established early in the region's history by the promotional efforts of those individuals in the wine industry (see Table 5.1). One interviewee described the region's wine reputation, by stating:

> But Barossa started to establish a great reputation for table wine around that period. You are really looking from 1960s on…So early on was recognised that this was a region that had great viticultural advantage (Wine industry representative 1).

Another interviewee added to the role of wine, by saying:

> Obviously wine genuinely is one of the best in the country and the world. It produces a product – especially the iconic stuff, the shiraz – that is the best in the world (Food industry representative 8).

One interviewee commented on another aspect of the brand, saying:

> …you have to have clarity of what you are and why Barossa offers so much (Wine industry representative 5).

Other interviewees commented on promotional work of the wine industry and the realisation that as a region, there needed to be more than wine. One stated that:

> In the 90s they said OK this is brand Barossa. Because the wine makers were travelling a lot. All the time. A lot of them were travelling together or following the same circuit through Europe or mostly through England and US. And they realised that wasn't enough (Food industry representative 9).

Another interviewee supported this idea, commenting:

> So one of the goals was then to say that the Barossa – it was a mixed farming base to start with – to have the word Barossa resonate with the same imagery as Champagne or Tuscany. So that it evokes a series of very powerful pictures

which encompasses food, wine, the landscape values, the history and so on (Wine industry representative 5).

Others highlighted the importance of the region's reputation for food and wine as reasons for people to visit the region, as one interviewee commented:

The product from here is achieving accolades everywhere. Our cheese, Mettwurst, is another one. People expect it, and also our bakery goods and our smoked meats (Food industry representative 1).

Other interviewees expressed a similar perspective, saying:

The Barossa traditionally is all about its brand. The work that's been done throughout its history to promote the brand 'the Barossa' is why people come to the Barossa…The Barossa at its heart is wine and food. And people visit it for wine and food. That's it there is not a lot else, really. That's what the Barossa represents, so it's sharing those messages with the world (Wine industry representative 3).

…they [people] come here generally because they love food and they love wine. That's the key and the drivers. Although we do get a lot of people who don't drink wine and aren't really into food. But they have the concept that they need to come to the Barossa because that's the thing to do (Food industry representative 2).

While the brand is built on the region's food and wine reputation, some interviewees raised the importance, and consequently communication, of the story. One interviewee clearly stated that:

…Consistency of product, consistency of story. It's got the long, long history of people who were willing it to get it out there and commit the shoe leather to get things done (Wine industry representative 3).

Another interviewee agreed with view, and added:

The brand is nothing without the story. The brand would fall over unless we figure out how to do it. If you don't have lots of people participating actively in the story and the welcome and the food and the wine and everything else (Food industry representative 9).

One interviewee expanded on this point, and described branding by saying:

I think the branding exercise came along A) to protect what we have in the Barossa by saying this is strictly Barossan and our brand covers this area and this is our story and we are making sure that we are making it a cohesive organisational story. We are all on the same page and we have all come from this heritage etc. I think there is that effort there in that sense by branding it but also I think they wanted to own the story (Tourism industry representative 4).

Much of the previous discussion has focused on elements of the brand, including the Barossa's food and wine reputation, soil and story. However, additional comments were made about what the brand represents. One interviewee expressed the following statement:

That's how I see the brand: talking about that authenticity and being more intimate than something like the Hunter Valley where it's just so commercialised (Tourism industry representative 4).

Another interviewee endorsed the idea of intimacy, and commented that:

The Barossa is a brand people are familiar with, they love, connect to and understand. That's what it's got going for it, whereas newer regions don't have that (Wine industry representative 3).

Although the Barossa's brand is a culmination of many elements, including its food and wine reputation, soil and story, all of these elements represent the region's cultural heritage. As a means of differentiating the Barossa from its competitors, the brand emphasises an opportunity for visitors to connect with the region's cultural heritage through food and wine experiences, in a way that is both personal and authentic. The strength of the brand and its ability to connect with prospective tourists as well as those living in the region are some of

the reasons it was identified as a driver.

The brand has had an important role in establishing the region's reputation for food and wine, and attracting people to the region to enjoy these same experiences. Recognising the need to improve the positioning of their marketing and branding, the region underwent a branding exercise recently. One interviewee described this process by saying:

> We (BGWA) took the real driving force behind that probably almost three years ago now, where we came together as sectors and we were really looking at our branding and how we presented ourselves to the world. That was a really connective group that came together to try and deal with that…And having a strong focus on promotion of a consistent brand (Wine industry representative 1).

The importance of authenticity is further emphasised with the 2013 launch of the Barossa Trust Mark see (Table 5.1), as one interviewee explained:

> The Barossa Trust Mark as a concept is really about establishing a consumer facing symbol that represents the very best of the Barossa in those sectors of food wine and tourism…So you've got a recognisable symbol that will be applied to individual products or experiences that meet the criteria that is based around five pillars. So the first one is origin – of the Barossa; there is quality; integrity; community and environment (Wine industry representative 1).

The introduction of this concept adds another layer of to the Barossa brand, building on the inherent brand values, and reassuring the authenticity of the region's offerings.

5.4   Objective One Findings – Part B: Tier Two Drivers

Tier Two drivers are diverse and more accurately describe how Tier One drivers may operate in a region. These drivers were not given the same emphasis as Tier One drivers, and although important, the findings indicate that Tier Two drivers may interact with more than one Tier One driver. These potential interactions are highlighted in this chapter, and discussed in more detail in Chapter Six. Tier Two drivers in this case include: the diversity

of tourism product; investment in the region; promotion; external culture; government support; and a vision for the region.

5.4.1 Diversity of Tourism Product

While the Barossa is synonymous with wine, its recognition as a food region is a more recent development. Interviewees commented on the importance of diversity, and offering more than wine experiences. One interviewee described the growing presence of food, saying:

> It was very much a slow and steady increase. This is drawing on a bit of the wine history from my family's side of things. What we had was what was known as the second wave wineries that were established in the 80s. But that second wave of wineries were all born in the eighties – early eighties and late 70s. I think that probably coincided with a renewed tourist interest. And with that came things, because now of course you have a lot of small wineries around the place that need to market and develop themselves. Around that time was also born things like the Gourmet Weekend… (Food industry representative 5).

Building on this idea, one interviewee recalled when food came into focus:

> It would have been about 2004ish. To me that was when there was something other than wine to promote. Everybody loves food. Some people are more interested than others. But certain groups don't like wine or don't see a reason to travel to a wine region unless there is that fantastic food experience. I thought that was the start of something more improved for the region – a better offering (Tourism industry representative 4).

Another interviewee reflected on the growing importance of food, stating:

> If we just had food and there wasn't the wine, would the visitors be as interested or would we have as much to offer? Not really, but because it's a mixture of both, I think it's good the Barossa is pushing the food side of things (Food industry representative 4).

Although food and wine (regional cuisine) has been a part of the Barossa's culture since European settlement, the focus on food in the region has only gained attention more recently. The following comments highlight how the complementarity of the region's food and wine, which is a tangible expression of their culture, has also been an important driver. One interviewee commented on the partnering between food and wine, stating:

> The whole thing about wine is that it needs food…you don't need to be pretentious about it. It's just natural. I always say with food – good food is enhanced by wonderful wine. And bad food – wine is necessary to get it down (Wine industry representative 5).

One interviewee emphasised the need to incorporate food with wine, saying:

> The effort by the wineries – particularly Robert [who] started off the Gourmet Weekend – the idea was to change the thinking from just drinking wine to complement [wine with] the food. It's taken off (Wine industry representative 2).

Another interviewee agreed with this notion, describing the importance of both food and wine:

> But again it's got to be about the experience that people have when they come here and that's what the Barossa has to provide. We've put out this great ad [Be Consumed campaign] that says to come and have these experiences so it has to be real. But whether tourists are seeing that [I] don't know. You don't want them to go away disappointed. That's why food has become such a big part of it. Not everyone who comes here drinks or has an appreciation of wine (Wine industry representative 2).

In contrast, one interviewee discussed the subtle difference between diversifying the region's product offering and improving the product offering, by stating that:

> I think improving the offer but I also want to be very careful as to understanding. I don't think it's in the Barossa's nature to want to necessarily turn into the Napa Valley of Australia…I don't think the culture of the Barossa

would feel comfortable with that many tourist destinations and buses and constant stream of parties and bus tours and bits and pieces. We need to be very careful about projecting an offer that's still authentic to who we are (Wine industry representative 1).

The importance of being authentic and respectful of the region's cultural heritage was supported by other interviewees, who commented:

Margaret spoke at one of their graduations and she said, 'It's not about tourists; it's always about visitors. It's not about going out; it's about bringing them to our home and treating them like they are in our home'. That is food and it's wine and generosity and openness (Food industry representative 9).

And in fact, what you are doing – I prefer to use the word 'visitor' or 'guest' to the region – because this is your home and you want the reality. You are actually inviting them into your home, whether it be a town or a cellar door, or a restaurant or shop, or a museum or anything like that...And in a regional area, it tends to be on a more intimate scale and so people can be touched (Wine industry representative 5).

These statements exemplify how the region's internal culture, more specifically the values, beliefs and philosophies of its cultural heritage, underpins what and how the region develops its tourism experiences.

5.4.2 Investment in the Region

Interviewees identified investment in the region as a driver of development, often speaking about the importance of financial capacity in conjunction with a broader willingness to invest in the region, and its industries and future.

5.4.2.1 Financial capacity

Interviewees commented that financial capacity has been a driver of the region's development. One interviewee described how financial investment has built the region's wine industry, saying:

> We are an easy target for people to say – for other wineries – 'Barossa does this and the Barossa gets this and rar rar'. Well it does because it has invested and it reaps the rewards of its own investment…Other regions have done that but not to the same extent as the Barossa…Other regions in Australia have their own circumstances. But if you really look at the investment that the Barossa has put in over time, I don't think it can be matched (Wine industry representative 1).

This idea was supported by another interviewee, who stated:

> The big guys have invested considerable amounts in wine tourism in the Barossa. You look at Jacobs's Creek…Wolf Blass followed a few years later…Having said that, the volumes that go through those cellar doors for the large guys is miniscule in comparison to their total distribution but it's important for the brand building perspective (Wine industry representative 3).

In addition, an interviewee stated that financial capacity contributes to infrastructure development, saying:

> I mean the drivers of tourism are food and wine mainly and landscapes. But [what] will unlock the opportunity there is co-investment, in both infrastructure and enabling. So hard infrastructure being roads and broadband, energy – those sorts of things – water re-use to enable greater amenity horticulture and keep the agriculture in a positive sphere. But also, the tourism kind of infrastructure investment which is in accommodation, restaurants – and that is usually a co-investment – where to give people the confidence to invest now rather than put it off – relatively small grants can make all the difference. Investment in skills development around soft skills, customer service (Economic development representative 1).

5.4.2.2 Non-financial investment

Although the financial capacity of the region's wine industry is considerably larger than food, the importance of the complementarity of the two was raised by interviewees. Investing in the region (financially) and its future viability requires investment beyond wine, into food and tourism, and was described by one interviewee as follows:

> I think that's been a pivotal point of the Barossa's success – is the wealthy wine industry is also [immersed] in the production of cattle or lamb. Obviously, that's what we've got to work with. It takes someone doing agricultural work to be able to give us products. That's why the Barossa is successful (Food industry representative 4).

Another interviewee agreed with this view, expressing the following:

> Wine has always driven because wine has had the money and has been able to put that forward. I think the food aspect of it has become more visible over the last few years. That's the way I would describe it. It hasn't changed…But as a concept or a story, it's become much more integrated into the marketing message we are portraying (Wine industry representative 1).

One interviewee commented on the complementarity of food and wine from a regional perspective, stating that:

> The other thing that has to be acknowledged is we operate in a pretty rare environment here. We are an agricultural region – a regional venture but we are a very wealthy regional centre comparatively (Food industry representative 5).

Other interviewees raised the importance of investing in future generations' capacity building. One interviewee described this investment, saying:

> But I just think the Barossa has got a wealth of strong youth who have good ability. And it hasn't been threatened or shied away from using that. It's helped build itself by giving them all the guidance, and the Barossa has not just our parents' generation but I think it's been building on knowledge. You've got

these young, hardworking types of individuals who have a lot of understanding and support (Food industry representative 4).

Another interviewee added further insight into this perspective, stating that:

I think having those sorts of things [future leaders programs] really help the avenues but they also bring rise to the fact that it's one generation's responsibility to share in a giving manner, not in a controlling manner. And it's the other generation's opportunity if they want to take it that step up (Food industry representative 3).

Part of this capacity building is the mentoring through networks discussed in Section 5.3.4.1, indicating the interaction between these drivers.

5.4.3 Promoting the Region

Building on the concepts of branding and collaboration, promoting the Barossa was also identified as a driver. As a mature tourism region, an hour's drive north of Adelaide, interviewees recalled how individual businesses and industry sectors have realised the importance of promoting the Barossa as a region, rather than their individual businesses and brands. One interviewee commented on regional promotion, by saying:

The industry, as I said – very mature over there for the Barossa – they can see the importance of tourism for their region so they just jump on the bandwagon and join up and try and contribute which is lucky. Industry gets it over there and gets that together you can achieve a lot and on your own you can do bits but you can't get those critical mass things (Tourism industry representative 4).

Another interviewee confirmed this view, stating:

And if I look at the joint marketing efforts of the wine producers and becoming more so, the food guys, even the tourism guys, it is a cooperative competition. They've all got Barossa Shiraz to sell yet they are all willing to work together to save on marketing costs and market together because they know that brand

Barossa is as important as their individual brands in helping them to sell wine (Food industry representative 8).

Other interviewees discussed how businesses promote each other within the region, using a system of word-of-mouth (WOM) referrals, where tourists are referred on to whose experiences will match their needs and wants. One interviewee stated the importance of WOM:

So the referral system has to work really well. That's why there has been a couple of collective cellar doors up here as well to represent the smaller guys who don't have cellar doors (Wine industry representative 3).

Another interviewee agreed with the importance of this system, adding that:

I think that's our number one system of getting customers through the door – is that referral system. It's just happened quite organically really – because we are offering a good product and providing good customer service (Food industry representative 2).

The comments of one interviewee provided further endorsement, and an insight into how the system works:

The one thing that the region does really well is referring people to other locations. So when people are already here, and they've dropped into someone's cellar door, and they are heading over to Angaston next, people will say, 'Make sure you go to here or go and talk to this person'. So I think that referring each other on to another location or point of contact is done quite well (Tourism industry representative 4).

Individuals and businesses have recognised that promoting the Barossa, whether to potential visitors or those already visiting the region, is an important driver that contributes to the region's viability and tourism development.

5.4.4 External Culture

To a lesser extent, external culture – the cultural shifts in Australia's drinking and eating habits – has affected the region's development. This is important to consider as it acknowledges the contribution of demand on a region's ability to match its supply with complementary products and experiences. One interviewee discussed how attitudes towards wine have affected the industry's development, by saying:

> So you've got to look at how that's changed. Our whole wine drinking culture has changed dramatically. I grew up in the wine business. My dad worked in the wine business. But even so, we still didn't drink wine at dinner like people do now. We used to have Claret at home sometimes. But it was not in the culture. You drank Port (Wine industry representative 2).

As described in Section 5.1.3, the Barossa has made the transition from producing fortified wines to reds to whites. An interviewee commented on the Barossa's ability to adapt with the shifts in Australia's drinking culture, saying:

> One of the reasons they did that though – prior to the [19]70s the grapes were grown for fortified wines. A lot of people think the Shiraz has always been the Barossa's wine...Once that started to swing around where people were drinking more table wine and less fortified (Wine industry representative 2).

In terms of food, one interviewee recalled how an emphasis on incorporating food into the regions Vintage Festival reflected the growing interest in food and cooking in the outside world (Tourism industry representative 5). This view was supported by another interviewee who stated:

> Things like MasterChef have been pivotal changes in Australian food…But really good for the industry and good for the Barossa. The Barossa has been on all those shows and getting highlights and showing what we actually have because the Barossa is worthwhile looking at (Food industry representative 4).

Furthermore, an interest in food has created opportunities for the Barossa to develop products and experiences, as recognised by two interviewees who stated:

A push or trend towards authentic product. We've seen some stars around the place being able to succeed (Food industry representative 8).

I think there is a strong element of regional food and regional culture and local ingredients…People are asking for that more. People want to connect to that regional food story more (Wine industry representative 1).

As highlighted in the previous discussion, changes in external culture have allowed the Barossa to strengthen its wine industry as well as showcase its unique food culture which is a tangible expression of its internal culture.

5.4.5 Government support

The support of government was raised by some interviewees (Food industry representative 6) as a contributing factor to the region's tourism development. Interviewees commented on three levels of government support – local, regional and state.

At a local level, interviewees perceived Council support to be advantageous, and enhance the region's ability to develop tourism. One interviewee described the role of Council in tourism development, saying:

But I think in the last three years we've seen much stronger support from Barossa Council for tourism (Economic development representative 1).

Agreeing with this view, another interviewee added:

So we work very collaboratively on that. And we are very lucky that Barossa Council are very helpful with projects. They really look at tourism as a significant part of their region (Tourism industry representative 4).

Another interviewee described an alternative perspective, by stating:

The answer to that is yes…It's not a very sophisticated view of each of those industries as you would probably expect because they are not working within it

themselves. So there is an unwitting negative impact that they have (Food industry representative 6).

At a regional level, the support role of the Regional Development Association (RDA) was recognised as key in the region's development, as one interviewee commented:

> The other thing that I think is vital at the moment, we are doing a bit through RDA, is providing the support mechanisms for people to be innovative and clever and provide them resources to encourage them and create that network and that support to achieve some better outcomes. That's been led really through the people that are at RDA (Food industry representative 2).

Government support of the tourism industry, through the South Australian Tourism Commission (SATC) was also raised, with one interviewee commenting on the value of their support by stating:

> Since the growth plan change, now that the SATC are focusing on the Barossa as one of their key markets and putting that advertising out there, we are noticing some really positive things from that (Tourism industry representative 4).

However, a number of interviewees mentioned the support of tourism industry at a state level as a barrier. Recent restructuring of South Australia's tourism industry has resulted in what interviewees perceived to be a less supportive environment, and this issue is further discussed in Section 5.6.14.2 on barriers. Given that a lack of support is considered a barrier, then the presence of government support, whether direct or indirect, can enhance development and be considered a driver. This section shows how government support, when present, can be considered a driver in the same way that a lack of government support is perceived to be a barrier.

5.4.6 Vision for the region

Interviewees described how the region is looking forward (visionary) while acknowledging the past, sharing parallels with perspectives on drivers of innovation and striving for

excellence, while adhering to the region's cultural values. This notion was described by one interviewee, who said:

> I think the way I would answer that is to say I think there has been appropriate and respectful acknowledgment of the past but always with a forward vision. With an eye to how can we keep improving? How can we keep going? How do we take what has worked for us in the past and worked best, but also acknowledging that nothing ever stays still. And if there is a better way of doing things, then that is adopted. It's a farming community that is constantly having to look at ways to improve (Wine industry representative 1).

Agreeing with the idea of looking to the future while being informed from the past, an interviewee added that:

> What people would understand is people want a vision to stay true to the cultural heritage of the region – the beliefs and principles of the people. So it aligns to some extent to Lutheranism and the landscapes. But of a quality industry. Quality jobs and quality environments (Economic development representative 1).

Another interviewee commented on those aspects surrounding the vision, adding that:

> I think there is a vision. Perhaps it's not documented or articulated yet. I think if you ask different people you will get different vision…I suppose you could call the story the vision, but it's about the respect for the past and the history and the culture but also driving it forward to the 21st century (LGA representative 1).

Other interviewees expressed an alternative perspective on whether there was a collective regional vision, with one stating:

> It ends up being more segmented from my perspective, whether that's accurate or not, it's been quite disjointed. And I think that it's because we haven't defined any clarity but also because again what happens is those committees and groups of people who think, 'Yeah, this is great. We need to do this'. They haven't actually consulted or referred to the broader food people. It's been,

'This is fantastic', and I get that because you get passionate about something and we often forget to consult the others that are involved and doing that united front (Food industry representative 2).

Another interviewee reported a similar idea, saying:

I think it's been driven by a number of threats coming out where people have said, 'That's not what we want'. And it's much more now about stronger planning about what we do want (Food industry representative 3).

5.4.7 Contributing Tier Two Drivers

The following drivers were raised by a smaller number of interviewees. Although not emphasised to the same degree as Tier One and Tier Two drivers, these drivers have contributed to shaping the development of tourism in the Barossa. Recognising the role of the following contributing drivers adds to the rich fabric and context of the case study.

5.4.7.1 Success of wine industry

The strength of the wine industry was recognised by some interviewees as a driver, which has assisted the development of the food and tourism industries. One interviewee described the relationships between wine, food and tourism by saying:

It's a large agricultural area. Wine is the dominant industry…So between 25% and 30% of economic activity is related to wine industry. It's a significant employer in the region. Tourism only accounts for 9% of gross regional product. Which tells you that it's an opportunity. It supports the wine industry and the wine industry supports tourism. So it's very important because it helps build understanding and loyalty to the wine product. It brings people in to experience the food product...(Economic development representative 1).

Another described the relationship between the industries as follows:

That's been huge for the Barossa development. Mostly you work in the wine industry or the hospitality industry. I mean there are also farming areas but they are the two [industries] (Food industry representative 4).

One interviewee commented on the importance of the wine industry, saying:

> But you also have that secondary supply issue where you have label printers, bottlers, oak manufacturers, carton suppliers that all have an interest. So there is a supporting around that that is a large employer for the wine industry as well as the community. So a very strong economic base and people connected to that region…(Wine industry representative 1).

5.4.7.2 Strive for excellence

Interviewees commented on the standard of products, services and experiences in the region, and how there is a constant pursuit of excellence in businesses, whether wine, food or tourism. As the following demonstrate, striving for excellence seems to be related to the drivers of internal culture and innovation. One interviewee described this concept as follows:

> No one is trying to undercut everybody. They are all trying to go, 'How do we do this better?' Which is a real strength of the Barossa brand. But I think in that as well, they also see that people that are striving and doing things well, because they can achieve in the Barossa and do get that support from the region and everything else as well (Tourism industry representative 4).

Another interviewee supported this view, adding that:

> People here set the bar pretty high…It's quite a mature region in that no one is that competitive. They know that if we've got five really bad cellar door experiences here it just makes it bad for everyone (Wine industry representative 6).

Endorsing this concept, another interviewee stated that:

> I think it's quality. It's maintaining the quality, particularly with the wines. I don't know that a big winery or wine maker would appreciate rubbish wine being sent out from someone here in the Barossa. Someone comes and sets up a Barossa winery and starts selling rubbish wine. No one would appreciate that and they'd be protecting it pretty strongly (Food industry representative 1)

5.4.7.3 Local distribution channels

Interviewees from the food industry commented on the importance of distribution channels to their businesses, particularly those within the region. One interviewee's comments reflect this importance:

> It's been an integral part of the business for a long time. Obviously, initially when we set up we were selling direct…And what just happened is, obviously through time and growth and evolution of the business, we get some wineries on board to support our product…We look after all the Barossa clients and then I think if we can keep the communication and the customer relationship, that's really important to us, particularly in our region (Food industry representative 2).

Another interviewee highlighted the importance of distribution through supermarkets, stating:

> …in fact so does the local supermarket. They've got good local support as well. But Nuri[ootpa Food Co-op] is very good. Sometimes they buy more off me than the whole of the rest of the Foodlands in SA [South Australia]. They really go through a whole lot (Food industry representative 1).

5.4.7.4 Farmers' market

Other food producers discussed the importance of the Barossa Farmers' Market as a contributing factor to the region's development, as it plays a number of complementary roles. It is a vital distribution channel for local producers that showcase regional produce and value-added products. One interviewee described the role of the market as follows:

> As I said earlier the Farmers' Market brings that extra bit of leverage to the region where there is a place where people can show their produce, even if they are only a small producer. They might have the highest quality of something and if they didn't have that Farmers' Market they would be very limited in how much they could promote themselves or be recognised as a quality producer in the region. I think it's a key aspect of showing off the produce in the region (Tourism industry representative 4).

This was supported by another interviewee, who stated:

> So yes it's absolutely critical. I think it's a real model for any region which has got food potential and tourism potential to advance fairly quickly those assets of that region. And without it, it would be much more difficult (Food industry representative 6).

Another interviewee highlighted its role in distribution, by saying:

> That's where the majority of people who are producers are going to sell…
> (Food industry representative 4).

In addition, the market is also valuable in nurturing customer relationships, as one interviewee described:

> It's my time to talk to my customer. It's a PR thing. I get ideas, I give ideas …
> And I get ideas from that feedback (Food industry representative 1).

One interviewee commented that the market also provides a tourist experience:

> I think in some places they are and I think the Farmers' Market is a perfect way to give them that experience because they get to talk to people who are growers. They get to sample food as part of the Farmer's Market experience (Food industry representative 9).

It is for these reasons that the Farmer' Market is an important leveraging tool to showcase the region's produce to both locals and tourists. As a result, it has become a part of the tourist experience, reinforcing the story and cultural heritage of the region, further demonstrating how this driver underpins the region's development. One interviewee described the market as follows:

> And there is an authenticity and an integrity to our market that you just do not get necessarily…but it is a difference between the farmer's markets, that we have a regional identifier built into the culture of our market. We are a Barossan Farmer's Market (Food industry representative 5).

5.4.7.5 *Match product to demand*

Interviewees also commented on the region's ability to respond to changes in demand. Throughout its wine history, the region has responded to shifts in drinking culture, including the transition from fortified to red to white wines (see Section 5.1.3). One interviewee best described this by saying:

> And I think our biggest driver is our awareness. I think there are a number of people and businesses that are based here and everything happens here but they are still connected to what is happening on the outside world. They are not living an insular life but they are very conscious of their values here (Food industry representative 3).

Interviewees also commented specifically on the region's development from a wine region into a food and wine region, in response to visitor demand and a growing interest in food more generally. One interviewee described the region's response as follows:

> So it's ebbed and flowed but I think people are really wanting to see that food element incorporated and as a driver for tourism, we are needing to adapt (Wine industry representative 1).

Agreeing with this view, one interviewee added that:

> But people come to the Barossa and they want to take away local produce. They expect to have local food now whereas 20 years ago when we started doing it could be anywhere and it wasn't region specific. When people came here to have something they could take home from the region, they just saw it as wine I guess. So quite a change there (Food industry representative 3).

Another interviewee commented on the opportunities for the region's food, saying:

> As much as there is that mass food commodity, convenience side that is growing, there is also that high end authentic, 'I care', and the amount of emails and phone calls I now get where people ask where my stuff comes from almost as much as how our meat is killed. There is a greater level of awareness and a greater thirst for knowledge (Food industry representative 8).

Some interviewees further highlighted how a demand for particular experiences, such as food, also stimulates opportunities for local businesses to supply. As one interviewee explained:

> We're the ones that need to be clever in what we offer and respond to what our customers want. If they aren't coming into our shop, it's because we are not offering what they want it to be. We need more businesses offering customers something that they want (Food industry representative 2).

Another interviewee supported this view, and added:

> There again, as the locals are getting the food experience happening, and the demand is coming higher, then those businesses can expand and create hopefully more production so it can keep building slowly…(Tourism industry representative 4).

5.4.7.6 Organisation roles and responsibilities

The supporting infrastructure within the region has also contributed to its development, with interviewees recognising the important role of, and the interaction between regional bodies. The Regional Development Association (RDA) has a critical role in supporting other regional organisations and enhancing their co-operation. One interviewee described the RDA's role as follows:

> So through those linkages, [the RDA] try to strengthen the cluster and value chain. I mean it's clusters within clusters and just the whole food, wine, tourism value chain because it's important that people build on what each other is doing and all the linkages are strong (Economic development representative 1).

Another interviewee commented on the organisation of the region's representative bodies, and their impact on regional development, by stating:

> Probably what the big driver is: we've got Food Barossa; we've got Barossa Tourism; Barossa Grape and Wine Association that are professionally run and they make people get involved. And once people get involved, the bar gets set

higher and higher. People here set the bar pretty high…It's quite a mature region in that no one is that competitive (Wine industry representative 6).

While this factor was not so readily associated with being a driver, others discussed recent restructuring within the tourism industry as challenging to the region, and this issue is addressed in Section 5.6.12.5.

5.4.7.7 *Drink driving*

One interview mentioned the positive influence of drink driving legislation on the development of food in the region, by saying:

> One of the drivers – it may not be the major driver is drink driving. So you are thinking, 'Well I need to give people some food. If we are just giving them wine it's not responsible'. There is that (Food industry representative 9).

5.5   Summary of Drivers

Analysis of multiple sources of evidence has identified a range of drivers responsible for the development of tourism in the Barossa. These drivers were organised into Tier One, Tier Two and contributing drivers, indicative of their emphasis and perceived importance. In the Barossa, Tier One drivers comprised of the internal culture, geography, innovation, networks, collaboration and branding. Tier Two drivers included: a diversity of tourism product; investment in the region, both financially and otherwise; promoting the region; external culture; government support; and a vision for the region. A number of other drivers were identified as contributing, although to a lesser extent, to development, including: success of the wine industry; striving for excellence; regional distribution channels; the Farmers' Market; matching product to demand; organisational roles and responsibilities; and drink driving.

The Barossa case study has highlighted the crucial role of the internal culture in the initial settlement and subsequent development of the region, and its main economic industries. From the thematic analysis, it became evident that the culture and cultural heritage of the Barossa has remained a core part of the community, and has shaped the region's

development. In fact, the region's strong internal culture has underpinned other drivers in the region. For example, the region is innovative, but not at the cost of heritage, reflecting the value placed on both heritage and innovation. Similarly, cultural heritage is a fundamental part of the Barossa brand, and how culture is expressed in the region is also played on marketing the region. The combination of drivers was summarised by one interviewee who stated:

> Again it comes back to that symbiotic relationship between all the industries and the experiences and the landscape and the heritage (LGA representative 1).

5.6   Objective Two Findings – Barriers to Tourism Development

The second research objective was to identify the role that barriers may play in shaping the development of tourism in agricultural regions. Barriers as those factors that hinder development, are often perceived to be outside of the control of stakeholders, and need to be overcome by drivers for development to occur. Barriers can be a part of the tourism system or the external environment. Analysis and triangulation of findings for this case identified a diverse range of barriers, and these were organised thematically, replicating the method used in the first case study (see Section 3.3.2.1). In this case, interviewees expressed concern for the following barriers: financial constraints; competitive market environment; boundaries; branding; environmental threats; product development; changes in market demand; scale of small business; food industry; corporatisation; vine pull; tourism industry; legislation and regulations; and a lack of drivers.

5.6.1   Financial Constraints

Interviewees discussed a range of financial constraints that were perceived as barriers to development of the region. These were organised into the following: the economic climate; high living costs; the cost of production; and insurance.

5.6.1.1 Economic climate

Changes in the economy were discussed as barriers by three interviewees, with one describing the following:

I think other issues are more about people's ability to spend which are broader macro-economic issues. Ultimately, there is only one way. Well you can fly in by helicopter if you've got the money. But you've got to drive – fuel prices, time. I suppose we are a bit advantageous because you can get up here from Adelaide in an hour. But the capacity for people to spend is always an issue (LGA representative 1).

Changes in the Australian dollar were commented on by another interviewee, who said:

But now that has really turned everything on its head because the dollar has died so our export market has gone except for China and that's a bit volatile (Wine industry representative 2).

Another interviewee reported on the effect on demand, saying:

In the downtimes, people don't have the money and the restaurants suffer. I think cyclical factors… (Wine industry representative 1).

5.6.1.2 High cost of living

Two interviewees raised financial concerns related to the cost of living, which stem from the changing landscape and the continued residential and commercial development of the region. One interviewee commented on housing, saying:

Housing affordability is very expensive in Tanunda. You need $600 000 in a town of 3000 people. If you don't have half a million bucks, don't even turn up in Tanunda. You aren't even in the game (Wine industry representative 6).

Another interviewee described the impacts on farming, stating:

There is an issue in this area with the surrounding farms…It's right on the edge of farming, grazing land. And the issues with what is going to happen with that land – is it going to be subdivided? There has been moves towards subdividing it. Farmers are finding it more and more difficult to live and rates and taxes are not all that low (Food industry representative 10).

5.6.1.3 Viability of agriculture – Land prices and cost of production

The viability of agriculture was mentioned by three interviewees, and is a complex problem which is compounded by land prices, cost of production, transport costs and succession planning. One interviewee from the wine industry made the following statement:

> Just in the last 12 to 18 months, things have turned around. I've now got people coming to me wanting to buy grapes…I think it's on a turn but we've lost a lot of kids out of the industry in the meantime, because they don't want to work as hard and get poor returns like their parents (Wine industry representative 2).

This perspective was supported by another interviewee, who stated:

> So I'd always been concerned that you make the land viable. People have to be able to earn their living from it and the best way is surely through specificity and the feeling that this has integrity and a personality (Wine industry representative 5).

Another interviewee made the following comment:

> Economies of scale here. Unfortunately that's what we are about (Food industry representative 1).

5.6.1.4 Insurance

One interviewee (Tourism industry representative 5) raised concerns about insurance, particularly in relation to organising festivals, while another interviewee commented on the challenges of exporting from the region, by saying:

> To be able to export, out of the region, that's a much more difficult challenge…Certainly when it comes to marketing the region, that sort of intra-region stuff, certainly for wine and tourism is more important. But to have a viable, diverse food industry there, you really need to be able to manufacture for the whole country. There is a lot more work there to be done (Food industry representative 8).

5.6.2   Competitive Market Environment

Two interviewees commented on the threat of increasing competition as a barrier to development, particularly when the region is perceived as expensive. One interviewee expressed the following:

> But getting people here in the first instance is a bit of a trick. It is expensive in Australia. It's expensive to be on holiday – to travel. It's much cheaper to go overseas at the moment. We are competing against an international market. So how do we make people come here and spend in their own backyard? (Food industry representative 2).

Another interviewee added the following insight into this issue:

> I mean balloon rides are great: they are expensive. Helicopter rides are great: it's expensive. Great accommodation is great: its' expensive. So you are really looking at certain demographics for those types of experiences that the Barossa can do well (Wine industry representative 3).

Other interviewees commented on difficulties in transitioning from agriculture to tourism in a competitive environment, by stating:

> That's always been a challenge and I think it's always a challenge in any agri tourism venture anywhere in the world. It's just them and their product and just take it or leave it in many ways. Now with the competition these days that's just not good enough and they know it. They know they have to engage the audience and interact and do all those things (Wine industry representative 3).

> So one is the awareness raising, and the second is analysing the skill set that is required and sometimes the commodity doesn't need a lot of adjustment to become food (Food industry representative 6).

The need to embrace technology was recognised by one interviewee, who commented:

> I think social media. The Barossa really needs to get behind Facebook because it's the fastest growing way of advertising. Any way we can push what we are

up to and I think this will open up growth and development in the Barossa because people become more aware (Food industry representative 4).

5.6.3 Boundaries

When asked about barriers to development, boundary issues were discussed by interviewees in several different ways. Some interviewees had an awareness of the potential issues, but stressed the importance of working across boundaries. As one interviewee stated:

> It doesn't create impediments not always but it is something that has to be coordinated. There are a number of mechanisms for working across those boundaries (Economic development representative 1).

Supporting this notion, another interviewee added:

> We are very aware of what is the Valley and what is the wider Barossa. But at the end of the day, we've been quite inclusive as an industry. Wine industry, a lot more defined, but that's because they can. Whereas with food because of the complexity we have to be more forgiving…(Food industry representative 8).

One interviewee addressed barriers from a local government perspective, and explained:

> We've got to find ways within the local government, industry to bridge any of those issues. We work quite well with all our neighbours. I don't think there are any huge barriers, but we can make things better…I see it more as a barrier in terms of our ability to deliver infrastructure versus Light's [Regional Council's] ability to deliver infrastructure. We do have a greater capacity (LGA representative 1).

Other interviewees (Tourism industry representative 1; Wine industry representative 2) spoke about the implications of Council and tourism boundaries, specifically addressing the movement of the Light Regional Council into the Barossa tourism region. One interviewee explained the boundary change, saying:

Very recently, June 26th this year [2013], the whole of Light region was placed into the Barossa tourism region. Previously we were split into Clare Valley and Barossa. So Kapunda, Freeling and Allendale were all in the Clare Valley region. It just meant that Council had to split itself in strategies [and] couldn't implement one strategy across the whole Council region (Tourism industry representative 4).

The recent change to the Light Regional Council boundary highlights the complexity of overlapping rather than aligned boundaries. The implications of having designated yet conflicting tourism, administrative and wine/food regional boundaries, and identifying where these start and stop, were raised by some interviewees. One interviewee commented on the Council boundaries differing from the food region, stating:

But because you are in the [Barossa] Council area, they feel as though we should be part of the Barossa and I say we are not the Barossa Valley. We can't be the Barossa Valley. We don't want to be the Barossa Valley. The Barossa Valley is a very unique place in its own right. And to try and claim Barossa Valley status is not right, it's inappropriate (Food industry representative 10).

Differences between the tourism and wine boundaries were also highlighted, with one interviewee commenting:

Tourism now is really trying to cover the Barossa Zone area. That's their new defined boundary. Previously, they have had a lot issues with that whole Light area and how to cover that…and that picks up the issue with Gawler for example. Previously we looked at Barossa Valley and Eden Valley as the two areas and Gawler wouldn't have been included. But because Gawler is a gateway to the Barossa in many aspects there are businesses there that want to legitimately be part of the Barossa. Working off the wine region as a boundary, you've got to be very careful as to what you are referring to – the zone or the two wine growing regions (Wine industry representative 1).

Another interviewee discussed the implications of overlapping boundaries, saying:

252

I think it's a massive issue and I think those boundaries – for me having a defined boundary is a fantastic thing. I think it's really good. I can understand that when you are on the fringe of that boundary – the challenges that creates – I get that…If you start trying to cross over, it creates this confusion and a loss of identity (Food industry representative 2).

Boundaries can become barriers in a geographic sense, by causing confusion over regional identity, branding, funding, investment, infrastructure, local government support, and ultimately enhance parochial feelings that can deter from operators forming networks and collaborating together, within and across industries and regions.

5.6.4   Branding

Interviewees raised some challenges related to protecting the Barossa brand, especially in terms of food products. One interviewee commented that:

Truth is from an intellectual property standpoint. It's very difficult to protect, certainly misleading conduct and incorrect labelling information, but in terms of trying to quarantine a name such as the Barossa is virtually impossible (Food industry representative 8).

Another interviewee explained the importance of protecting the brand due to its appeal, saying:

Because the more we build the brand – you can understand anyone wanting to call their Shiraz a Barossa Shiraz than a down-the-street Shiraz that means nothing. So the same thing is happening with food in that value and its building up and if we don't start moving on it soon it's going to be a bigger issue to grapple with (Food industry representative 3).

Another interviewee offered a suggestion about how to overcome this barrier, stating:

I think we need to encourage people to be more involved with the Farmers' Market and I think we should be careful about letting other people or other

regions selling things at our market. I know it's hard to gauge a bit but it's something we need to be on guard of…(Food industry representative 4).

Another interviewee commented on the importance of branding in overcoming the challenges associated with distance from a source market, by stating:

> …not any harder in the Barossa than it would be anywhere else. But distance does play a part in these things. Really to overcome that, it is around creating a strong enough brand that being a producer from the Barossa provides a dividend (Food industry representative 8).

5.6.5 Environmental Threats

Interviewees raised some concerns about the environment, the main themes relating to land use and balancing the environment (agricultural landscape) with development. Concerns about land use were raised by one interviewee, who stated:

> I think that's changing, but it's also about land use. We don't have a lot of mixed farms of size and scale. With growers, do they have an alternative to plant olive trees or almond trees and there are aspects of that but it's not a primary focus. People see themselves in one aspect of agricultural or the other (Wine industry representative 1).

Another perspective of this issue was reported by one interviewee, who said:

> There is a legislative body that looks after the planning system in our district. There are always challenges and issues around making sure land use is consistent and we've got provisions for not only residential but industrial and commercial. There is that component as well…Generally I think the plan is supportive of tourism. But there are some pressure points around our land use planning (LGA representative 1).

The recent introduction of the Character Preservation Act was also commented on by a number of interviewees. However, there were mixed views as to whether this would be a barrier to development in the future, or enhance the value of the Barossa's landscapes by

protecting the region against development that takes over agricultural land. One interviewee commented that:

> One, it's a good thing. It doesn't say much at the moment. It's a start. And it will make Councils more accountable and give them a bit more leverage in saying no to the wrong types of development pressures…I think people don't realise this actually has some other potentials beyond say land use or zoning policies (Food industry representative 7).

Another interviewee highlighted the uncertainty of some towards the Act, stating:

> That was a huge significant thing, that legislation. There are people who like to be anti it because they think it will stifle the Barossa development but I can't see that. By stopping housing development here, can't do anything but good. So it leaves more room for little market farmers (Wine industry representative 2).

One interviewee described the potential of the Act to preserve the agricultural landscape, by saying:

> My prime love is looking at what we've got to do, to comment, to put it in to the Act. So say this is so valuable that to change any of the zoning, and for developers and such…to change any of these lines here, here – it has to go through parliament (Wine industry representative 5).

5.6.6   Product Development

While product diversity was recognised as an important driver, the challenge for the Barossa is to develop product diversity while staying true to their cultural heritage and retaining a certain level of quality and authenticity. The following interviewee quotes demonstrate this dichotomy:

> I think that's one of the issues for the Barossa that's always been an issue, and always potentially be an issue. The Barossa relies on the fact that people will travel for wine and food. Research tells us that isn't always enough. However that is changing around the world. People will travel for culinary experiences.

So it's about offering a range of those culinary experiences that match what people are seeking (Wine industry representative 3).

How do we make it so it's really unique and it's linked to the agricultural region? That's the challenge. And I don't know that you can have a format that everyone can follow (Wine industry representative 2).

What is unique to the Barossa is that the whole package is here and the whole offering is here. That's pretty unique. Not every region has that opportunity. Actually doing something with it and making it work. Obviously everyone else has a chance to do things too (Food industry representative 2).

Therefore, there are issues concerning product development, the authenticity and quality of those experiences, as well as making visitors aware of, and providing access to, these experiences.

5.6.7 Changes in Market Demand

Declining visitor numbers was recognised as a barrier to development by interviewees, with some recognising the need to grow tourist yield, as one interviewee commented:

So in order for them to thrive, they need to have the people coming here – the population. Adelaide can't support it. It has to come from interstate. We have to get those Sydney tourists. And they have to have money. You want them to spend money here (Wine industry representative 2).

This comment was supported by another interviewee, who stated:

Getting people into the Barossa and up to the Valley and spending their dollar is really hard (Food industry representative 2).

Other interviewees highlighted the declining numbers as part of this barrier, with the following explanation:

The numbers to the Barossa have been static or slightly falling over the last five years. But at the same time, the number of wineries has doubled over the last ten or so years. So that basically means there is a bigger pie and less people – much smaller slices. So that can be a big issue (Wine industry representative 3).

Others highlighted the opportunity to cater to the family segment, with one interviewee stating:

So there is a bit of an opportunity for that sort of thing for that group. They've been brought up with parents who are right into the food and wine culture and have taken them everywhere since they were little tiny things – sleeping under the tables. It's in their DNA to want to go out experience those things but it has to be at an age appropriate sense (Wine industry representative 3).

While the Barossa cannot, and should not, be all things to all people, there is an acknowledgment within the region of the need to match products and experiences with demand.

5.6.8   Scale of Small Business

Another barrier to development identified by interviewees was the small size of the food and tourism industries, which were predominantly comprised of micro and small businesses. Their comments highlight issues with business attitudes and practices, and the inherent barriers small business faces. As one interviewee explained:

That's a problem, is small business, very small business, hands on tourism. You get tired of answering the same question. Unless you find a way to renew yourself, that's where you start taking shortcuts. It's just easier to go to the supermarket [for meat] when you are shopping for your toilet paper than to go to the butchers. And it's easier to do that than put bread in the bread machine (Food industry representative 9).

Other interviewees agreed with this idea, and added further insight by saying:

It genuinely is a willingness to grow and take a bit of risk, I think is the biggest
barrier (Food industry representative 8).

Well I think for a lot of these smaller producers, one is moving into the next
step for employment and…the finance (Wine industry representative 5).

5.6.9 Food Industry

A number of barriers to development are particularly related to the food industry, and
include: the myth of Barossa food; difficulties in accessing local food; communicating the
offering; delivering on the promise; sourcing local produce; and exports.

5.6.9.1 Myth surrounding Barossa food

Some interviewees described a myth surrounding Barossa food now that it has been
incorporated into a new marketing campaign which has created an expectation among
visitors. The following interviewee quotes demonstrate how this may be a potential barrier:

This big promotion [Be Consumed campaign] has happened and it's fantastic.
We are definitely getting a response to that here. We can see it in the cellar
door…But you know, there is an expectation there and whether we are meeting
or can continue to meet that expectation when people go to [the]
bakery…(Wine industry representative 2).

From the food side, I often talk about the myth of Barossa food. There is a very
unique food culture in the Barossa that exists there and it's defined because of
its history better than any other food region in the country…There are defined
products – only a few of them but a very defined food culture. The myth really
is around the production of these things. The wine industry is huge for the
Barossa. Tourism industry comes in as the second most important. People
always put food wine tourism together. But the food aspect doesn't really have
the volume behind it. When you come to visit the region, certainly you can get
immersed in local food culture at the Farmers' Market and restaurants that are

more taking local product. But it is something that you have to come to the Barossa to experience (Food industry representative 8).

5.6.9.2 Accessibility

Other interviewees were concerned that food experiences were available in the region, but were largely inaccessible to visitors. One interviewee commented on the lack of visibility of the region's food experiences, saying:

> …but that's always been a criticism in tourism, is what we present is the food and wine culture as being visible. A touchstone that people could come in on a Sunday and actually go to a bakery that was open, or a restaurant on a Monday night. That's the challenge that we've got for tourism and food and wine as a collective in this region – how we make that more visible (Wine industry representative 1).

Building on this idea, another interviewee raised the issue of accessibility, stating that:

> It would be great if more people were doing that: offering more unique experiences that were accessible. That's the key. There are experiences in the Barossa. A lot of them are not accessible to the general public. Because they just aren't out there as being a strong marketing opportunity I guess (Food industry representative 2).

One interviewee described how the region's inherent culture contributes to this barrier:

> The biggest challenge for the Barossa in tourism is to allow the visitor access to the great stories of the Barossa. They happen in back yards; they happen in people's homes. I eat well because I eat at home and my friends' homes. How do we make that accessible to the visitor? And I think more and more agri-tourism is showing us ways to make simple pleasures available (Economic development representative 1).

5.6.9.3 Communicating the offering

While there are food tourism experiences available in the region, the challenge remains to communicate the offering and then deliver on the expectation created for the visitor. The importance of communicating the offering, including on restaurant menus and through signage, was raised by one interviewee, who stated:

> That's one thing the Barossa really needs to do – sell sell sell. Because we aren't flogging something that is crap. We are selling something that's great so we want to tell people about it. But I think we have to be conscious of making sure that it's communicated, and also maintaining the quality. But I think we have something great we just need to sell it (Food industry representative 4).

Another interviewee added to this argument, commenting that:

> It frustrates me greatly that they may use the product but not recognise it as a local product…For those who do recognise it, 'made in the Barossa', it walks out the door. That's what people come here for. They want to experience the local product (Food industry representative 1).

One interviewee described potential barriers in accessing information, saying:

> [As a result of the Be Consumed campaign]…And now people are coming and now what…Everything has to be as inviting as everything else. So the information has to be altogether (Food industry representative 9).

5.6.9.4 Delivering the promise

Interviewees discussed the new marketing campaign in a positive light, but the challenge for the region now is to deliver the experiences promoted through the campaign. One interviewee posed the following question:

> I love the Barossa Be Consumed ad, but how many people are going to get that experience when they come to the Barossa? (Food industry representative 2).

Another interviewee commented on this issue, saying:

That is one of the challenges that we have as a region is to ensure that there is a consistency in our offering as a region in our food and wine (Food industry representative 5).

One interviewee provided some insights into the importance of overcoming this challenge, saying:

It's incredibly important that they get that experience right because it's their opportunity to sell it to the customer as well as get that customer for life if they do all the right things. Get them into their mailing lists and wine clubs and create a relationship with them (Wine industry representative 3).

5.6.9.5 Sourcing local produce

Other interviewees within the food industry discussed the difficulties of sourcing local produce, due to inconsistencies in supply and volumes. As one interviewee explained:

When it comes to food, it's our product and as much as we can source. It's an issue for us as a business. You can try to source everything from the Barossa but the Barossa doesn't produce every food ingredient and a lot of times you have to get things from around the place. But the pull to produce in the Barossa is not as strong for food producers as it is for wine producers (Food industry representative 8).

Another interviewee supported this view, commenting that:

So I guess the quandary that we have is getting a consistent supply. Again, falling back to our integrity of what we do…(Food industry representative 2).

However, interviewees also commented on how the growth and expansion of the Barossa in terms of its regional food offering would be encouraged and supported. As one interviewee stated:

But yes we are passionate about local things and even make a lot of our own things as much as we can...You have to be realistic about also running a business and having things that are available at the same time, but the Barossa

is producing more and more. I think really focusing on Barossa cuisine and Barossa identity is coming out with unique things which belong to us (Food industry representative 4).

5.6.9.6 *Export*

Increasing the accessibility of Barossa food is also limited due to the lack of exports, as one interviewee commented:

> But whether we can get that exported food culture done right is another thing…To be able to export out of the region, that's a much more difficult challenge. It's been a focus of mine but that's because of my background, for a lot of other people, they don't see it as the main driver…(Food industry representative 8).

While another interviewee had an opposing view, by stating:

> But I think as a food region, we shouldn't have to export our products interstate or overseas. We shouldn't have to do that in order to ensure the financial viability of our region. There is enough people in the Barossa that the demand massively outstrips the supply as it is. And then that leads into these issues of food security (Food industry representative 5).

5.6.10 Corporatisation

Another interviewee from the wine industry commented on how the introduction of large corporations into the region was a barrier to grape growers, due to the loss of relationships and value place on Barossa wine. He stated:

> Then in 2005, Fosters took over [Wolf] Blass completely…So I had set up my whole vineyard and had no one to go and talk to because my liaison officer, he'd been put off...I made a conscious decision that whoever I'd sell to [from] then on would put Barossa on the label and they would tell me what label it goes into (Wine industry representative 2).

5.6.11 Vine Pull

One event that was often discussed by interviewees was the vine pull that occurred in 1987 (see Table 5.1). This was the South Australian (SA) government's response to an oversupply of grapes that could not be sold by growers. The SA government introduced a scheme whereby growers were paid to remove vines from their land with an opportunity to plant another crop. However, during the vine pull, century old vines were removed and permanently lost from the region. Now a part of Barossa folklore, the lessons learnt from this event centre on the potentially negative impacts of government intervention.

As two interviewees described:

> The government used to set the price for grapes…The minister of agriculture introduced a minimum price, the wineries used it to the maximum benefit for them…Then they brought in the vine pull scheme to pull out vines because the government probably thought they weren't wanted if they were only $180 a tonne and the growers can't make a living out of it – 'Well we'll pay them to get out of the industry' – that's what swung it around (Wine industry representative 2).

> Look it was tough times for the industry and the government made an offer, which was too good to refuse for many of the guys. It was also at a time [when] the move from fortified wines through to table wines and the value of Barossa's old vines and the value of Barossa red wasn't necessarily well known and it certainly wasn't on the world stage at that point in a big way – so very devastating. People that did pull out some of those vines must be kicking themselves virtually to this day. But again, that is the short sightedness – not so much of the growers involved, they are farmers and doing the best they can in many respects – but of government intervention. So if industry can look after itself by and large and self-regulate and work out its own problems, it will do a lot better than when the government comes in with these schemes (Wine industry representative 3).

5.6.12 Tourism Industry

Interviewees discussed challenges that particularly related to the tourism industry, which included: small population base; viability of restaurants; lack of tourism infrastructure; packaging; tourism support; and the role of tourism in the region.

5.6.12.1   Small population base

A few interviewees specifically commented that the small population base of Adelaide, as a major source market, was a barrier for development. As one interviewee stated:

> That's one of the biggest barriers is the numbers of visitors here compared to the Hunter and the Yarra that have that broader population (Tourism industry representative 1).

Another interviewee supported this view, commenting that:

> Adelaide doesn't have that population base to support those operation hours. I think that's what businesses really struggle with…and some certain times of the year visitation is really good but then it can drop off in winter (Tourism industry representative 4).

One interviewee provided insights into the impacts of seasonality, by saying:

> They'll do special things of an evening in the high season but not year round. There is not the demand for it unfortunately (Wine industry representative 3).

5.6.12.2   Viability of restaurants

Interviewees purported that visitor numbers, critical mass and local support were some of the reasons restaurants in the region struggled to remain viable. Although the Barossa is a food and wine region, it has a small number of restaurants that capture a weekend market. However, it is more difficult to attract patrons during the week. One interviewee described the issues as follows:

> It's very difficult to make a living in food. Your costs are high. I've looked at a lot of costs with a lot of people with restaurants and it's difficult to make it work. Part of the reason is because our local culture is not necessarily a go-out

culture and restaurants have to rely on locals in this region (Food industry representative 9).

One interviewee attributed this barrier to critical mass, by stating:

> With the restaurants, it's difficult. It's a critical mass thing again where a restaurant needs to be profitable during the week as well as on a weekend. And it's been difficult in the region because they don't have a critical mass of people all the time there that are going to go out to restaurants all the time (Tourism industry representative 4).

Another interviewee added that the inherent culture contributes to this barrier, and explained that:

> In the evening people go home with the kids instead of out to restaurants so it is difficult for the restaurants to be supported midweek (Economic development representative 1).

Others identified a gap in the restaurant market, with one interviewee commenting that:

> …we need a wine bar in this part of the world. If I want to go out, I'm either at a pub or a really good restaurant. There is nothing in between. And that's difficult, so how do you make that happen?…You need the locals to support that. So how do you get the locals to support that? I don't have the answer. It's a challenge (Wine industry representative 6).

Another interviewee supported this view, and stated that:

> This is something not unknown and there are people trying to deal with it like Barossa Valley Brewing where they put something a bit better than pub grub lunch menu on…Something that is still accessible to families whilst not having to have everything deep-fried (Food industry representative 8).

Restaurants can be an important activity for tourists to participate in regional food and wine experiences, and a lack of restaurants can lessen the visibility and accessibility of the

regional cuisine to tourists, adding to the barriers associated with product diversity and a small scale food industry. It also demonstrates how the Barossa is yet to transition from a day trip destination to an overnight stay.

5.6.12.3   *Lack of tourism infrastructure – Accommodation*

Compounded by issues regarding product diversity and transport, interviewees discussed how existing accommodation types have been a barrier to development. One interviewee described the issue as follows:

> We had issues where every second house in the Barossa was a B&B at one stage and probably still is. I moved back here from Sydney. Every auction I went to try and buy a house was bought and turned into a B&B (Wine industry representative 6).

Another interviewee highlighted a gap in the accommodation offering, stating that:

> There is plenty of B&Bs in the Barossa and I don't think it needs too many more. What there isn't, is enough really good high end. And that sort of four-and-a-half star really good boutique accommodations. So yes we've got the Novotel but there is a need for something else in that space (Wine industry representative 3).

This barrier was supported by another interviewee, who added that:

> I suppose the biggest barrier would continue to be infrastructure as well. In my view we need five star hotel facility at some point (LGA representative 1).

Having the right mix of available accommodation types is not only important for drawing visitors to the region, but also in developing the Barossa as a destination that requires an overnight-stay rather than simply being a day trip.

5.6.12.4 **Packaging**

Other interviewees made specific reference to the need for packaging of tourism experiences, which are tailored to meet the needs of market demand. One interviewee commented that:

> With the food – I guess one of the other things where I see there is room to develop further, and we are finding people are asking for, is the accommodation option with the restaurant, with the winery and the vineyard and the whole kit and caboodle in one. And so we've got a few places that have nearly got it. But not quite (Tourism industry representative 1).

Another interviewee shared this perspective, and described the issue as follows:

> From a tourism perspective, you want people here, you want them overnight or to stay two to three days. The Barossa is slowly getting its head around packaging and putting packages together…But that is relatively new over the last few years. They've got a long way to go with that as well (Wine industry representative 3).

One interviewee highlighted the importance of accessibility and understanding in packaging, and explained that:

> I think it's about having things packaged for accessibility. I'm talking a decade ago, we would say, 'Look, Barossa is a great food region.' Then someone would fly in or drive in or whatever and say, 'Well, on Tuesday night I was looking for a restaurant to be open.' So what they saw a food region meaning and what we lived in a food way were two different things (Food industry representative 3).

5.6.12.5 **Tourism support – Infrastructure & priority at a state level**

The tourism industry in South Australia was restructured in 2011. It has had a considerable impact on the Barossa tourism region. One interviewee identified the challenges posed by the restructure, stating that:

Then SATC [South Australian Tourism Commission] also restructured for their regional tourism growth plan…So when they did their restructure, they not only took away the $100 000 of other funding they had in there for visitor guides and other things they had in their list, they actually took that staff away which was the biggest impact of all (Tourism industry representative 4).

Another interviewee confirmed the difficulties, and added further insight, saying:

…when the resources were withdrawn from the region, local operators contributed to the [tourism manager] position…But previously when it was state funded, we had a tourism manager and an admin project person working with her and taking that position away means it is very difficult for the tourism manager to do everything. Bearing in mind it is a member-based organisation and members have needs and wants (Economic development representative 1).

5.6.12.6   *Access to information*

One interviewee commented on accessing information, adding that a lack of good advice was a barrier, by stating:

Other things that impact over time as well are things like advice from SATC or other people in regards to where to put your advertising dollar…So our marketing is working but the people we aren't marketing to are losing us off the map…Some things like that along the way where you think you are taking the right feedback or right support from an area, sometimes that can have an effect (Tourism industry representative 4).

5.6.12.7   *Role of tourism in the region*

Interviewees made observations about the Barossa with regard to tourism and its role in the community. One interviewee stated that:

The main thing that goes on in the Barossa is that people are living. It's not a stage for tourism. But there is a lot for tourists to enjoy and experience here. That includes local culture. The traditions and the history, the food, the wine and landscapes. But most of that has an everyday function for people too. So for

people to understand what is interesting for the visitor and to make it accessible, and to have the time to make it accessible is of course the challenge and is where the organising challenge comes in (Economic development representative 1).

Another interviewee commented on this issue from a business perspective, saying:

There are many weekends when you can't book here anymore – weddings and stuff. I think there is that risk too. What happens is you end up having a winery that is primarily a restaurant or functions centre and they make wine as an adjunct to that (Wine industry representative 2).

5.6.13 Legislation and Regulations

5.6.13.1 Legislation

Interviewees discussed the barriers that are imposed due to legislative and regulatory requirements, particularly on the food industry. Major issues included food safety and handling, licensing requirements, the use of volunteers and the costs associated with complying. As one interviewee explained:

And in food manufacturing there's a lot of tight regulations now and compliance requirement and you just can't be in business unless you are achieving those compliance regulations. But to do that you need to be able to be selling a certain amount as well. It's tough (Food industry representative 2).

One interviewee commented on there being a role for Council, stating that:

I would suggest that council has a lot to answer for in that respect in terms of making it easier for small producers to start businesses in the Barossa. It's very difficult, a lot of red tape (Food industry representative 5).

Another interviewee explained the result of legislative requirements on the industry, saying:

And people just couldn't be bothered [preparing food] with their own refrigeration and inspections and all that stuff. That's why it's dying out (Wine industry representative 2).

Another interviewee discussed how legislation is restricting the use of volunteers, by stating:

It is very strong in rural areas I think – the strong recognition for council. We are in the order of 500-600 volunteers under our umbrella alone including in tourism, which is great, but we need to nurture that in what is becoming a more legislative climate. And they are ageing so there are dual issues. There are some challenges around it (LGA representative 1).

5.6.13.2 *Planning regulations*

Limitations imposed by planning regulations were also commented on as a barrier. Interviewees identified a need to address tourism development in planning regulations, both now and into the future. One interviewee described the importance of planning for tourism, stating that:

However, a while ago, the accommodation question was seen as a legitimate activity to sit with farming, and the policies are written so that B&Bs within existing buildings, so a bit of a distinction, as opposed to building cabins and things, is very easy to get consent…That still has some barriers…Neighbours can get upset about those questions. They can complicate it. Because it's got those complications, it adds to the cost – the application cost and time (Food industry representative 6).

Another interviewee commented on the need for planning from a regional perspective, especially in the early stages of tourism development, saying:

For any new or young region or town, they really need to sit back and think, 'Right, where is the town's growth going to be? What's the traffic management plan? How do we want it to look? How do we make all that happen?' And there are quite clever ways to do it (Wine industry representative 6).

270

5.6.13.3   *Transport infrastructure*

Interviewees (Food industry representative 1; Tourism industry representative 4) from the food, wine and tourism industries identified transport infrastructure as a barrier to tourism development. One interviewee described the cost aspect, stating that:

> And there are cost barriers around transport and things – being outside of the metro area – costs of infrastructure, things like that (Food industry representative 8).

Another interviewee described the need for transport to support the region's economic industries, saying:

> That's one area – that infrastructure around it which you need…This is a wine region and we need to move wine and grapes and in big double semis. That's what drives this region. Seventy percent of it is wine – unfortunately it's not that romantic…So we have to think about our traffic flow and management…How do we logistically move that around and still allow the towns to keep their character and for people to enjoy them? (Wine industry representative 6)

5.6.14 Lack of Drivers

Just as the presence of the drivers can enhance development, the absence of these same drivers in a region can in turn create barriers. The following subthemes demonstrate how the Barossa's internal culture, identified as the underpinning driver of tourism in the region (see Section 5.3.1), can also be a barrier.

5.6.14.1   *Lack of local support*

While local support has been identified as a driver (see Section 5.3.1.7), a lack of local support can become a barrier, as one interviewee explained:

> On the flipside is the locals that still go and buy generic home brand or they will buy the cheap dollar milk as opposed to supporting the local producer. It is very much two different types of people. It's interesting because you can tell

who sits where just by asking and whether or not they want a Maccas in the Valley (Food industry representative 8).

5.6.14.2 *Lack of government support*

Another interviewee highlighted that a lack of government support can also hinder development, by stating:

There is government recognition but they still don't understand it. So they are recognising there is good stories and great photo opportunities and everything else but there is still spin on it rather than structure building on it. I think that's pretty disappointing at the moment but we'll keep working on it (Food industry representative 3).

5.6.14.3 *Commercialisation*

While most interviewees discussed the importance of the Barossa culture as a driver, a few made specific reference to commercialisation as a barrier to development, particularly development centred on the region's cultural heritage and values of authenticity. One interviewee stated that:

So I guess now they are trying to redevelop their domestic market…That's why you see all these little cellar doors are opening up again, promoting hand-made wine from this little single vineyard – old fruit, all of that stuff. And then food goes along with that...So yeah, it's starting to turn around. But I think they need to be very careful that we don't get commercial about it and it's real. That's the key thing (Wine industry representative 2).

Another interviewee commented on the potential of commercialisation to erode the region's culture, commenting that:

But we've also got the chance that we are heading in and becoming a bit more Americanised and ignoring what we had around us and becoming a bit more factory orientated. For me, that concept of look at what we've got, look at the offering that we have and we can do something here. We can actually make a choice of going down that beautiful, historical, what I think is an interesting

path. Or we can start going down that mass market (Food industry representative 2).

5.6.14.4 *Loss of traditions*

A few interviewees commented on the very real threat of losing the region's cultural traditions, due to generational and lifestyle change. They discussed their concerns, particularly in relation to the food industry. One interviewee commented that:

> I think, as happens in a lot of cultures, the generation doesn't value it like sometimes the next generation…They sort of want to change. That's a generalisation, but a lot of people don't value that [food tradition] as much as tourists do, as they see it as quite unique. But we've always just had it here (Wine industry representative 2).

Another interviewee agreed with this notion, providing further insights to this issue by adding that:

> Younger generations…don't have the same, necessarily as strong, connections as perhaps some of the historical connections have been. That to me is part of our challenge – to grow that part of the community. I think it also comes back to…the lifestyles we are living. We've got bigger mortgages and greater economic pressures on us (LGA representative 1).

Building on the idea of community, another interviewee commented that:

> And it's that sense of community in the sense of communal living, of sharing, that is alive and prevalent and ubiquitous almost amongst that generation. But it is true that we are losing that (Food industry representative 5).

5.7 Summary of Barriers

The Barossa case has demonstrated how a range of barriers affected the development of tourism at a regional level. To understand the diversity, impact and interactions of barriers on development, each barrier identified through thematic analysis has been discussed in detail. The barriers faced by the Barossa in developing tourism included: financial

constraints; competitive market environment; boundaries; branding; environmental threats; barriers to product development; changes in market demand; scale of small business; food industry related barriers; corporatisation; vine pull; tourism industry related barriers; legislation and regulations; and a lack of drivers.

Although the region has been able to overcome some of these barriers, others have continued to hinder tourism development. For example, the region has a strong wine and food brand, with a recent campaign launch focusing on the latter. However, there are concerns as to the ability of the region to deliver on the promises of this marketing, because of difficulties in communicating the offering; accessing the tourism product; delivering experiences that meet tourists' expectations; and having an adequate supply of product that meets the region's quality expectations. The Barossa has a number of quality food and wine tourism products and experience available. However, the region is conscious of growing and/or expanding the diversity of the tourism offerings in a way that meets their cultural expectations of quality, integrity and hospitality as well as those expectations of the tourist.

5.8 Conclusion

This chapter has provided a historical narrative that described how the Barossa developed, in conjunction with the main findings that identified those drivers of and barriers to tourism development. In doing so, this chapter has addressed Research Objective One and Two respectively, providing an in-depth understanding of tourism development in the second case study. These findings can now be used as the foundation of the cross-case synthesis in Chapter Six.

CHAPTER 6:   DISCUSSION

6   Introduction

The aim of this research was to identify the role that agricultural resources can play in the development of tourism in agricultural regions. Analysis undertaken in the previous two chapters has identified the role of drivers and barriers in the development of tourism in Margaret River and the Barossa. This chapter draws on the results from each case study to identify the role of drivers and barriers, addressing Research Objectives One and Two respectively. The interactions between these are also represented visually in two models. The chapter then develops a theoretical model, addressing Research Objective Three, which captures those factors that enable agricultural regions to transform their agricultural resources into tourism experiences. The chapter concludes by developing a management model, addressing Research Objective Four, illustrating how agricultural regions may develop tourism based on agricultural resources.

6.1   Objective One: Role of Drivers

The first objective of this research was to identify the role that drivers may play in shaping the development of tourism in agricultural regions. As defined by Prideaux (2009), drivers are those factors that underpin and cause change. Some literature has focused on identifying a range of success factors for agri-tourism (see Section 2.4.2) and food tourism development (see Section 2.5.2), which have been recognised as drivers in this research. For the purposes of this research, drivers are defined as those factors central to the development of tourism, and determine how tourism develops in a region. While drivers may be perceived to be largely positive, this may not always be the case; drivers determine how tourism develops while simultaneously determining what type of development does not proceed.

In addition to identifying a range of drivers, findings in Chapters Four and Five proposed two tiers of drivers, to better organise and reflect the emphasis given to particular drivers involved in tourism development. By triangulating evidence from multiple sources (see Section 3.3.4.3), Tier One drivers were widely reported as the most influential forces. As a

consequence, these drivers were described as central to development, and both the presence and effectiveness of these drivers was important in shaping development. For instance, the presence and strength of drivers in Tier One drive development. Conversely, the absence or weakness of these drivers creates barriers to development. Findings from Chapters Four and Five also revealed support for Tier Two drivers. As previously outlined (see Section 4.4), these are a diverse range of drivers that more accurately describe how Tier One drivers may operate in an agricultural region. Compared with Tier One, less emphasis was given to Tier Two drivers. Although a number of Tier Two drivers were shared between the cases (see Table 6.1), the level of emphasis or importance attributed to each differed between the case studies. This may be explained by the influence of factors in the context of the wider tourism system and external environment on Tier One drivers, which can be identified by adopting a place-based systems approach (see Section 2.1.1).

Cross-case synthesis compared the two tiers of drivers to examine those that may influence tourism development in agricultural regions more generally. Table 6.1 summarises the drivers and how each was reported to have affected the development of tourism. The *ticks* shown in Table 6.1 indicate the presence of the driver in each case, followed by a short description explaining how the driver shaped development. The cross-case comparison (see Section 3.3.4.5) highlights several similarities across the two case studies, providing a more in-depth understanding of the role of drivers in tourism development in agricultural regions more generally. For example, both cases share a core set of Tier One drivers comprised of: geography; innovation; networks; collaboration; branding; and internal culture. Similarly, both regions share a number of Tier Two drivers, including: product diversity; financial capacity; external culture; vision for the region; and regional distribution channels including farmers' markets. Although there are similarities between Tier One and Tier Two drivers, each case has developed differently due to the relative importance of each driver and how it interacts with other drivers. Additionally, these drivers interact with the tourism system and external environment (place) within which development for each region occurred. This interaction shaped how agricultural resources were transformed into tourism experiences, demonstrating that the presence of the same drivers results in the development of two different food and wine regions.

276

Table 6.1: Comparison of drivers across case studies

DRIVERS	CASE STUDY REGION	
	Margaret River	Barossa
Tier One Drivers		
Geography *Landscape*	✔ Natural backdrop for agriculture and tourism	✔ Provides agriculture and visual amenity
Location	Isolated at first, which necessitated innovation. 3.5 hr drive to Perth contributed to developing as 2-3 night stay	Isolated at first – retained culture 1 hr drive to Adelaide - developed as day trip (largely)
Innovation	✔ Demonstrated across agriculture (food and wine) and tourism industries	✔ Demonstrated across agriculture (food and wine) and tourism industries, with heritage values
Networks *How formed?* *Informal – formal* *Within – across* *industries*	✔ Formed from wine interests (pioneers) Informal to formal by establishing associations Moved from within to across industries	✔ Formed from community ties as well as industry underpinned by culture Network through associations, also encourages within and across industries
Collaboration *With whom? How?*	✔ More recent development, within and across industries, collaborative marketing	✔ Within and across industries, especially with new joint marketing campaign
Branding *Building reputation* *Leveraging brand*	✔ Food and wine region Wine brand leveraged by tourism and food-less developed	✔ Food and wine region Wine brand leveraged by tourism and food
Internal Culture	✔ Value driven, especially in terms of the environment: Hippy/alternative lifestyle and surfing culture Passionate people Local support	✔ Heritage/tradition and values at core of Barossa, demonstrated through: Settlement and heritage Food culture Changing food culture Attraction of food culture Regional story Passionate people Local support Sense of community
Tier Two Drivers		
Product diversity	✔ Bundle of complementary tourism	✔ Recognised need more than wine,

	attributes Wider appeal to segments	including complementary and authentic experiences
Investing in the region *Financial capacity* *Building capacity*	✔ Wealth of both individuals and the state of Western Australia Tax incentives have contributed to investment Mining industry boom has created discretionary funds and demand	✔ As well as financial capacity, interviewees discussed investment in skills, knowledge, mentoring
External Culture	✔ Development paralleled changes in Australian culture	✔ At forefront and responded to market demand
Government support *In-kind* *Admin.* *Funding*	✔ Recognised as important Government/grant funding a bonus, but not relied upon	✔ Recognised as important at local, regional and state level, but recent restricting in tourism has contributed to it as a perceived barrier
Success of wine industry Success of other industries	✔ Wine industry economic driver Enhances investment in and branding of region Mining industry also perceived to create demand	✔ Wine industry economic driver Assisted complementary development of food and tourism Success of the wine industry expressed more clearly
Vision for the region	✔ Shaped by early wine pioneers Industries adopting a more strategic approach moving forward	✔ Vision shaped by cultural heritage - look to the future while maintaining past values
Promoting the region	✔ Discussed in branding, promotion shifted from nature-based tourism, to wine, to a food and wine region plus more	✔ Importance of regional identity More coordinated and established as it's a mature tourism destination
Contributing Tier Two Drivers		
Local and/or regional distribution channels	✔ Direct to market sales and distribution important to viability of agriculture	✔ Enhances local support
Farmers' markets	✔ Discussed as a vital distribution channel that created more opportunities for production Local function as well as a tourist attraction	✔ Valuable distribution channel, build customer relationships, showcases regional culture Local function as well as a tourist attraction
Match product to	✔	✔

demand	Respond to changes in market demand Adding food onto wine experiences Slow food a part of that	Respond to changes in market demand Changing wine tastes Embracing food and wine experiences (regional cuisine)
Organisational roles and responsibilities	✔ Organisations dovetail together – support, collaborate	✔ Developing regional capacity, encouraging engagement, providing network support
Sense of place	✔ Culmination of natural environment, infrastructure and lifestyle	✔ Component of internal culture, expressed through a sense of community
Strive for excellence	✔ Not specifically discussed, but demonstrated in innovation - focus on producing premium wine, complemented by quality food and tourism experiences	✔ Extension of cultural values - strive to be better and/or become more efficient, successful in business, whether wine, food or tourism
Industry champions	✔ Role of individuals in driving and leading development *Relates to internal culture*	✔ Discussed as passionate people who are willing to take action and provide leadership *Relates to internal culture*
Transport infrastructure	✔ Access via road and air	NA Not discussed as a driver – more so a perceived barrier
Slow food	✔ By-product of demand	✔ Part of internal cultural (values) and food culture
Drink driving	NA Mentioned as a barrier	✔ Necessitated food offering
Luck and timing	✔ Development has paralleled changes in Australian culture – eating/drinking and travel habits	NA Not specifically mentioned *Relates to external culture and matching product with demand*

Note: The tick (✔) indicates the presence of a driver in each case study region.

6.1.1   Comparing Drivers to Existing Literature

The drivers listed in Table 6.1 confirm existing literature that has identified success factors that contribute to development (see Section 2.4.2 and Section 2.5.2), including innovation and entrepreneurship (Barbieri & Mshenga, 2008; Haugen & Vik, 2008; Park et al., 2014; Phelan & Sharpley, 2011) and networks and collaboration (Bertella, 2011; Che et al., 2005;

Ecker et al, Hall, 2005; Knowd, 2006). However it also extends current understanding by identifying drivers that have not been as well understood. For example, marketing and branding have received attention across the agri-tourism (Clarke, 1999; Ecker et al., 2010; Haven-Tang & Sedgley, 2014) and food tourism (du Rand, Heath & Alberts, 2003; Frochot, 2003; Henderson, 2009; Okumus, et al., 2007) literature, but this research indicates the role of branding as a driver, in conjunction with promoting the region. Both cases emphasised the importance of branding in developing tourism experiences from their agriculture resources. This was initially based on each region's wine reputation. However, as suggested in food tourism studies (Henderson, 2009; du Rand & Heath, 2006; Okumus et al., 2007; Sparks et al., 2007), becoming branded as food and wine regions has created opportunities to become known for their regional cuisine and to develop new food-related tourism experiences using agricultural resources.

Supply chains (Deale, et al., 2008; Everett & Slocum, 2013; Smith & Xiao, 2008; Thompson & Prideaux, 2010) and alternative food networks (Hinrichs, 2000; Holloway et al., 2006; Marsden, et al., 2000; Mason & O'Mahony, 2007; O'Leary & Stafford, 2013; Renting, et al., 2003) have received considerable attention in the food tourism literature. However, their role as drivers has not been as widely recognised. This research demonstrates that distribution channels, including farmers' markets, also have a role as drivers of tourism development. Findings from each case study highlighted the importance of farmers' markets, in particular, having the dual purposes of distribution outlets and tourism attractions. These cases have illustrated the tendency of farmers' markets to become food events in themselves, supporting previous studies (Joliffe, 2008; Weatherell et al., 2003) into the driving role of events in the food tourism literature. In Margaret River, interviewees commented on the opportunities the Farmers' Market created in creating a distribution channel that then provided an opportunity to grow the number of producers in the region (Food industry representative 1; see Section 4.4.5.5), thereby adding to overall product diversity and tourism experiences. Meanwhile the Barossa Farmers' Market reflected the region's food culture, and was a way of showcasing the regional food culture as well as expressing the region's identity to visitors (see Section 5.4.7.4).

Geography and organisational roles and responsibilities were also identified as drivers in this research, supporting existing literature into the importance of farm attributes (Jones, 2008; Kidd, 2011; Sidali, et al., 2007) and agency support (Davies & Gilbert, 1992; Ecker et al., 2010; Ilbery et al., 1998; Schmitt, 2010). However, these drivers also extended current knowledge, by demonstrating the driving role of the location and attributes (landscape) at the regional level, in addition to the farm. Similarly, the identification of organisational roles and responsibilities as a driver also highlights the importance of government support that O'Leary and Stafford (2013) identified in sustaining food networks, but has not been as widely acknowledged as a driver of tourism development in the agri-tourism literature.

Identifying internal culture as a driver confirms current understanding of farmers' attributes, including their interpersonal and managerial skills (Alonso, 2010; Comen & Foster, n.d.; Phelan & Sharpley, 2011; Sidali et al., 2007). In addition, this research builds on this understanding by recognising other cultural aspects of a region's community as drivers. Examples from the cross-case analysis include internal community culture and values, cultural heritage, regional story, and passionate people. While previous studies have identified the motivation for diversifying into agri-tourism (Getz & Carlsen, 2000; McGehee & Kim, 2004; Nickerson et al., 2001; Ollenburg & Buckley, 2007), this research highlighted the importance of this motivation in individuals to further develop tourism, as these individuals tend to drive development by becoming industry champions or leaders. One example of an industry champion is Maggie Beer, who has been a driving force behind the Barossa's food and tourism development. In both regions, motivated individuals have played an integral role in the development of tourism experiences from the agricultural resources. The case studies illustrate the diverse ways in which tourism experiences have been developed from the agricultural resources, which include: value-added products for distribution at local outlets (including farmers' markets); cellar doors; specialty farm shops; farm tours; and food and wine events. Another important aspect of internal culture is having local support to drive tourism development by generating local demand. In both cases, the farmers' markets exemplify how local and visitor demand for agricultural produce was created through these events.

In addition to recognised attributes such as interpersonal and managerial skills, people have been motivated by an absolute passion for food and for their region that they feel needs to be shared, and tourism is one avenue which allows them to do this. The findings support previous research into food and cultural heritage (Avieli, 2013; Everett & Aitchison, 2008; Timothy & Ron, 2013) and food and regional identity (Bessière, 1998; Fox, 2007; Freidberg, 2003; Sims, 2009; van Keken & Go, 2011). Although considerable tourism literature has been published on aspects of culture, its role as a driver of development has not been widely recognised. The findings from this research suggest otherwise. The case studies have demonstrated how transforming agricultural resources into food-related experiences has been driven by each region's sense of identity and cultural heritage. This is particularly evident in the Barossa where many within the community have a strong regional identity that is connected to its cultural heritage. One of the tangible ways this continues to be expressed is through celebrating the region's cuisine (food and wine).

In addition to providing more in-depth understanding of existing drivers, this research also identified a number of new drivers. Investing in the region, successful industries, product diversity, external culture and matching product to demand have all been identified as important drivers of tourism development. Findings from each region emphasised the importance of financial capacity in particular to invest in tourism development, such as infrastructure for a farm shop or cellar door, facilities for a commercial kitchen, or food-related events. In addition, the success of each region's wine industry was an important driver in growing the region's reputation, stimulating the regional economy and providing an opportunity to reinvest in the region. From a demand-side perspective, the ability of each region to respond to changes in demand in the external culture was also an important driver. Both cases demonstrated this ability by realising the demand for food experiences, and building on their reputations as wine regions to become food and wine regions. For instance, Margaret River's growth into food tourism was described as an extension of the wine experience (see Section 4.1.3), whereas the Barossa has prided itself on having a unique, authentic regional food culture (see Section 5.1.3). To a lesser extent, a sense of place, slow food and transport infrastructure were also found as contributing drivers.

6.1.2 Same Drivers, Different Types of Development

Table 6.1 highlights a number of key drivers and how each influenced development in the regions. Although a number of key drivers are central to development, it does not result in agricultural regions developing tourism in exactly the same way. This is explained by the interactions of drivers with other drivers as well as the tourism system and external environment (place) within which development occurs. Understanding these subtle differences provides further support for the adoption of a place-based systems approach.

For example, a common driver that emerged from both cases was the passion of people across the food and wine industries in particular. This is considered a newly identified driver, as it has not been specifically addressed in the literature. In the early stages of Margaret River's development, there was an underlying motivation to plant vines or other crops in the region, combined with a belief in wanting to produce the highest quality wines or other produce, such as berries, hens and eggs, and meat. Drawn to the region for the lifestyle, surfing and environment, producers in the viticulture and agriculture industries have continued to be driven by a passion and absolute belief in what they are growing.

This passion for quality food and wine is shared by those in the Barossa's food and wine industries. In addition to quality, Barossans have a tendency to be passionate about local, authentic food and wine products and experiences, which reflect their region and cultural heritage. This passion is shared amongst the region's food producers and wine makers, chefs and experience providers, who continually strive for excellence. The Barossa Farmers' Market is an example of how passionate producers showcase the region's food, both fresh produce and value-added products, food culture and story. Although both regions have, and need, passionate and motivated people, these individuals have recognised the inherent comparative advantages of the region's agricultural resources and developed these into a competitive tourism product.

Another common driver was a region's internal culture, comprised of shared philosophies, values and heritage, which is often expressed through the cuisine. In this research, internal culture refers to the culture of the region, or those socio-cultural aspects that contribute to a

region's identity and sense of place. While the relationship between cultural heritage and food has been a theme in the food tourism literature (Avieli, 2013; Everett & Aitchison, 2008; Timothy & Ron, 2013), this research has identified its role as a driver of tourism development. Margaret River's natural attractions and lifestyle have attracted new residents, many of which share common principles and values. Among these individuals, there is a conscious appreciation and value of the natural environment and resources on which the region bases its main industries, agriculture (including viticulture) and tourism. The residents have a respect for and appreciation of the environment, and based on these values, are willing to act to protect the environment from any potential threats. A recent example of this is the community coming together to fight the proposed coal seam gas mining that could threaten the environment on which the agriculture, including viticulture, and tourism industries are based. Analysis of the findings identified the importance of sustainable development, particularly with respect to new infrastructure, which should be balanced with environmental needs (see Section 4.6.3.1). These values of sustainability also extended to supporting the local community, with further analysis highlighting the importance of buying locally and supporting local producers and wine makers (see Section 4.3.6.3). This internal culture is a critical driver given the small, boutique scale of both the food and wine industries.

The internal culture of the Barossa has also been an important driver in shaping its tourism development. This case demonstrates the symbiotic nature between the region's agriculture and internal culture: where the agriculture is a function of the traditional heritage and customs, and the culture is maintained through agricultural and food production. The regional cuisine is an expression of the regional culture, where the food continues to embody the essence of cultural values, heritage and traditions of the past (see Section 5.3.3.2). For many Barossans, food and wine is not only a celebration, but a lifestyle, and an important means of recognising and connecting with their cultural heritage. For example, the attitudes towards agricultural production, fresh produce, the practices of preserving and value-adding to produce, sharing in times of abundance, the role of food in social gatherings and festivals all enhance the sense of community that is integral to the fabric of the Barossa and its culture (see Section 5.3.1). These attitudes extend to how

agricultural resources are developed into tourism experiences. Rather than reproduce commodified and commercialised tourism experiences en-mass, there is a conscious and concerted effort to maintain their cultural integrity and authenticity by delivering experiences that reflect the true nature of their regional culture, which includes their food culture. As a determining driver of development, the internal culture can also become a barrier, in terms of controlling not only what can be developed, but what types of experiences cannot be developed as per their cultural values.

Many Barossans share a set of beliefs and values, an extension of their Germanic and Lutheran heritage, which influence their attitudes to the environment, community, and business relations. These values include a strong work ethic, sense of community, being environmental custodians for the next generation and principles of self-sufficiency. These principles have influenced the regional food traditions of 'waste not, want not', preserving in times of abundance, and sharing food and wine with friends over a long table. A recent example described by interviewees that demonstrates these attitudes was the proposal for a McDonalds in the region. This was opposed on the basis of its development and presence clashing with the ideology and principles of the regional food culture, as well as the sense of place from a community and tourism perspective. Interviewees had discussed how proposed developments would be opposed if they did not align with cultural values and norms of the region. Some interviewees (Food industry representatives 3, 5 and 8) commented on the community's opposition to a proposed McDonalds, which was perceived by many as unfavourable in light of the region's cultural values and the importance of its regional food culture. As the region has been dominated by the industrial scale of its wine production, tourism is a comparatively small industry with emerging importance (see Section 5.2.3). However, how agricultural resources are developed into tourism experiences has, and continues to be, shaped by the internal culture and what is determined to be in the best interest of the region, its industries and community, moving forward.

These examples demonstrate the complex nature and roles each driver has in developing tourism. However, each region developed very differently because of the varying

importance and/or emphasis of drivers within the context of each case. For example, although regional culture is celebrated in each region, there are inherent differences as to: what the culture is; how it is achieved; how it is expressed; and how it reflects each region's unique sense of place. While a driver may be identified as central to the development of both regions, how it drives development differs depending on the role it plays within each region. This role may be dominant or supporting, and is also affected by interactions with other drivers, as well as interactions with factors in a region's tourism system and external environment. To better understand the dynamic interactions between these driving forces, a Wheel of Drivers was developed.

6.1.3   Wheel of Drivers

The Wheel of Drivers is a visual representation of how the drivers identified in Table 6.1 shape tourism development. Rather than simply identifying a series of drivers, this research focused on understanding how and why these drivers shape development. This requires identifying what drives development, as well as understanding the interactions between these drivers and the wider context (tourism system) and environment in which development occurs.

The cross-case synthesis highlighted the need for a theoretical model that conveyed the following:

- reflected the importance of place, in line with a place-based approach (Barca et al., 2012; Turnour et al., 2014)
- adopted a systems approach (Carlsen, 1999; Kidd, 2011; Leiper, 1979; McDonald, 2006; McKercher, 1999; Mill & Morrison, 1985, 1998), recognising the influence of the tourism system and factors in a region's external environment
- demonstrated the different degrees of emphasis between Tier One and Tier Two drivers
- demonstrated the potential interactivity between drivers, whether this was between Tier One drivers or Tier One and Tier Two drivers
- illustrated the evolutionary nature of development, and the changes that can occur due to in influence of temporal, spatial and governance aspects.

Reflecting on the findings and considering the intended role of the model, it became evident a level of dynamism was required to convey the complexities of tourism development. The simplest way to visually represent this level of complexity in a two-dimensional model was to incorporate a three-dimensional component. Based on the findings and research approach used, a wheel was determined to be the most suitable method of explaining the complexities of tourism development. As a visual tool, a wheel illustrates the dynamic nature and interactivity between factors by spinning, contributing to the three-dimensional nature of the concept. Although not previously used in the agri-tourism literature, wheels have been applied in the wider tourism literature to demonstrate relationships and change (Davidson, 1998; Mendoza-Ramos, 2012; Mendoza-Ramos & Prideaux, 2014). For example, Mendoza-Ramos & Prideaux (2014) developed a wheel of empowerment as a conceptual framework to explain the roles of different stakeholders in empowering local communities to participate in ecotourism. In this research, the Wheel of Drivers (see Figure 6.1) was developed by organising the drivers identified in Table 6.1 in a way that depicted the two tiers, the level of importance, and the interactions that occur between these drivers and the external environment.

Figure 6.1: Wheel of drivers

The design of the Wheel of Drivers reflects the place-based (see Section 2.1.1.3), systems approach (see Section 2.1.1.2) adopted for this research. In doing so, it acknowledges the role of the wider tourism system and a region's geographic context in shaping regional development. Within the external environment, there are also temporal, spatial and administrative and governance aspects that are constantly evolving. Changes in this external environment over time can also influence the drivers, and their ability to drive tourism development. By acknowledging the impact of the external environment, the Wheel is dynamic rather than static, as it incorporates the evolving nature of those drivers

shaping development. While most research has examined specific drivers of agri-tourism (see Section 2.4.2) and food tourism (see Section 2.5.2), such as the role entrepreneurship or networks, these factors are considered static. However in reality, these factors are constantly interacting, and this evolution is reflected in recognising the role of drivers as dynamic forces rather than static factors. The largely static treatment of factors may have contributed to a lack of models that demonstrate the changes within and interactions between drivers. This highlights the need for a dynamic model that represents the dynamism of the interactions and changes in these drivers. While the Wheel of Drivers represents dynamism, a characteristic is that the factors represented can be drivers and/or barriers to development. For example, a driver can have a negative effect on tourism development as a result of changes in the external environment, whereas it previously had a more positive influence. It is also important to note that models are a simplified version of a much more complex reality. While the Wheel has been designed to convey a certain level of complexity, it is limited in its ability to accurately represent and account for the multi-faceted nature of reality.

6.1.3.1 Tier one drivers

At the centre of the Wheel of Drivers (see Figure 6.1) is the agricultural region, which acknowledges the physical and human elements within a spatial context. Constructing the drivers in the Wheel around place reflects the place-based systems approach (Barca et al., 2012; Kidd, 2011; Leiper, 1979; McDonald, 2006; McKercher, 1999; Mill & Morrison, 1985, 1998; Turnour et al., 2014) that has informed this research and enhances a more holistic understanding of the role of a region and its attributes in tourism development. This research has shown that the unique, contextual environment of an agricultural region influences not only the presence or absence of Tier One and Tier Two drivers, but how these shape tourism development within a region.

Surrounding the regional context are six Tier One drivers that were identified as central to the development of tourism: geography; innovation; networks and collaboration; branding; and internal culture. Tier One drivers depicted in the Wheel are based on the cross-case synthesis of drivers. For the purposes of the Wheel, the closely related concepts of

networks and collaboration were combined into a single driver and the people-related aspects within internal culture were separated and categorised as an additional driver (people). While each driver has been acknowledged as important individually, these drivers are not mutually exclusive, and interact with the spatial context as well as other Tier One drivers.

For example, the development of Margaret River was significantly influenced by the introduction of viticulture in the 1967. Until this point in time, the region had attracted some nature and surf related tourists, but remained relatively undeveloped in terms of its tourism infrastructure (see Section 4.1.3). Geographically, the region was well-suited to viticulture. However it was not until this was recognised by innovative people, who were willing to trial vine plantings, that the potential of the region was realised. As viticulture became established and experienced early success, new residents were attracted to the region for the wine and surf. Growth of the resident population contributed to the evolution of the internal culture and the opportunities to expand regional and sectoral networks. The success of the wine industry cemented the region's reputation and established a wine brand that has become synonymous with the region, and leveraged by the tourism and food industries.

The Barossa case study exemplifies how one driver, internal culture, has underpinned decision-making regarding the region's tourism development. How the region's internal culture underpinned and interacted with geography, people, network development, collaboration and branding is exemplified throughout Chapter Five. The culture of the region, particularly the food culture, continues to embrace and express the cultural heritage and traditions of its Germanic settlers. Many Barossans share a passion for tradition and heritage that is reflected in their lifestyles, values and attitudes to food and wine as discussed in Section 6.1.2. Many of the food-related tourism experiences embody the cultural heritage of the region. Not only does culture emphasise the importance of offering regional and authentic food experiences, it continues to shape attitudes towards the land and landscape that provides the produce (provenance). Preservation of the agricultural landscape for future generations, demonstrated through the agricultural practices used, the

demarcation of the wine geographic indicator (GI) and the introduction of a Character Preservation Act (see Section 5.1.3), reflect the links between the drivers of culture and geography.

The Barossa has also demonstrated innovative development, which has been achieved while simultaneously respecting traditional values, beliefs and heritage (part of the internal culture). Increased efficiencies in wine manufacturing, and the diversification of the food and wine industries into tourism, exemplify the innovative nature of region. Culture also underlies network development in the Barossa, where established community and religious (Lutheran) networks have been formalised at the enterprise and industry level. In addition to geography, innovation and networks, branding the region as 'Australia's only authentic regional food culture' demonstrates the underlying influence of internal culture (cultural heritage and traditions) on other drivers of tourism development in the Barossa.

6.1.3.2 Tier two drivers

The outer circle of the Wheel shows a diverse range of Tier Two drivers (see Figure 6.1). Although important, Tier Two drivers were not given the same emphasis as Tier One drivers. More importantly, the findings indicate that each Tier Two driver could be used to explain more than one Tier One driver. The drivers depicted in the Wheel are meant to be indicative of the types of Tier Two drivers that may be present in a region. Also, the Wheel shows that Tier Two drivers are not mutually exclusive, and may influence more than one Tier One driver. The dynamism of the Wheel demonstrates this interaction, as the outer wheel of Tier Two drivers rotates or spins around Tier One. For example, product diversity is a function of geography, but as the wheel spins, it may also contribute to innovation, people, culture, networks and branding.

The following example demonstrates the dynamism of the Wheel. Product diversity was reported by interviewees as a key driver of tourism development in both case studies, and is shown in Tier Two of Figure 6.1. In Margaret River, product diversity was a result of the region's geography, as the landscape supports certain types of agricultural produce which can grow or limit the diversity of produce and value-added products. Further affecting the

diversity of product is people's passion for and willingness to try new crops, which also requires a level of entrepreneurship and innovation. When the original owners of the Berry Farm first started, they worked with the Department of Agriculture and Food trialling berries, a new crop to the region at that time. However, they innovated from crop production and value-added with products (jams and preserves) and tours that became a key part of their Berry Farm. Product diversity is also a function of networks and collaboration, where again, people may recognise the potential for a new tourism product and/or experience and come together to develop it. This was exemplified in both cases with opportunities for tour operators to package a day tour, bringing together a diverse range of food-related experiences. Finally, product diversity can also be reflected in a region's branding and marketing. In Margaret River, having a bundle of tourism attributes is a key feature of their brand, as they have tried to build on the attraction of the region's wine. Similarly in the Barossa, a recent marketing campaign has focused on building greater diversity into their current brand with an emphasis on regional food.

6.1.3.3 Wheel of drivers and the external environment

The Wheel of Drivers is an important tool in understanding the role of drivers in developing tourism, and the interaction of these drivers with each other. It is indicative of the relationships between the inner and outer wheel but does not include a universal list of drivers. Instead, the Wheel in Figure 6.1 demonstrates the type of relationships that can be expected between drivers, as illustrated in the preceding examples. It should also be noted that the Wheel demonstrates the interactions between drivers and the wider tourism system and environment in which tourism development occurs. Aspects within the external environment include temporal, spatial and administrative or governance arrangements. Each of these three aspects is addressed in the following discussion.

Temporal

While the Wheel demonstrates the interactions between different drivers, how drivers interact with each other can change due to temporal aspects. For instance, the introduction of viticulture changed the interactions between Tier One drivers of geography, people, innovation and internal culture. Once the potential of the Margaret River region for wine

growing was recognised (innovation), and early success realised at regional wine shows for example, people began planting vines and tourism was one way the region could promote its wine as well as the wider region (branding). These relationships continued to change with the growth of wine tourism and other tourism experiences which were used to promote the Margaret River region as well as Margaret River wine. Similarly in the Barossa, although the culture has remained largely traditional over time, there is evidence of evolutionary change. While staying true to the essence of the food culture, and what it represents, traditional recipes and flavours have been adapted to accommodate changing social structures and tastes over time. Similarly, the introduction of innovative and modern wine making techniques has contributed to the Barossa's becoming a world leader in wine production. While striving for innovation, the Barossa has retained the integrity and philosophies of wine making traditions that have underpinned the region's development and point of difference. The region's inherent food culture, based largely on self-sufficiency principles, has attracted a number of like-minded individuals who value these principles and recognise the significance of this lifestyle. These individuals have been motivated to adopt a similar lifestyle, and some have become further motivated to preserve it: activating networks to maintain the region's heritage and traditions; practising traditional methods of food preparation and preservation; and developing tourism activities and experiences that celebrate the region's heritage and food culture.

Spatial

Similarly, the Wheel indicates how spatial factors can also affect the relationships between different drivers over time as well as within a region. As the Margaret River case study incorporated two Local Government Areas (LGAs) the impact of spatial factors on tourism development became evident. The majority of the tourist accommodation and some attractions, including prominent cellar doors, are located in the northern City of Busselton area. While the Shire of Augusta Margaret River is considerably less developed in terms of accommodation, it has a large proportion of the tourist attractions. This pattern of tourism development is in part explained by the township of Margaret River, situated in the Shire of Augusta Margaret River, sharing the same name as the wine region: where tourists are drawn to the brand name and do not recognise the administrative boundaries that overlay

the spatial context. A similar situation occurred in the Barossa, where the case study area was positioned across the boundary of two LGAs, each with its own development and zoning plans. The spatial context of the region reflects this structure. One LGA is better resourced and is perceived to have more favourable (zoning) conditions in terms of tourism development than the other. However, the regions will continue to change as a result of spatial and temporal aspects, as stakeholders have realised the importance of working collaboratively across perceived boundaries to drive tourism development into the future.

Administrative and Governance

Finally, the Wheel indicates how administrative and governance arrangements affect the interactions between drivers. The previous examples have alluded to the impact that the overarching governance structures and administrative operations can have on tourism development. Governance refers to the structural environment within which regions all have to operate, and how this is enforced through administrative requirements. For example, zoning laws dictate the use of land and the type of allowable development. However, given the impacts of time and space, governance changes can be made that allow for increased residential development to ease the pressures of a growing resident population. Administrative requirements direct what can be done to ensure development occurs within the governance framework. Balancing changing developmental needs, whether residential or commercial, with the existing natural environment and agricultural landscape has been an issue in both regions. These can work as either barriers or drivers. In both case studies, having local government support was identified as a driver, which included having a supportive planning framework. In Margaret River, planning regulations have allowed certain types of tourism development without damaging certain aspects of the natural landscape that attracts tourists to the region. Similarly in the Barossa, the recent introduction of the Character Preservation Act (see Table 6.1) demonstrates the types of governance that can positively affect tourism development into the future. The Act has been designed to protect the agricultural landscape on which the region's main industries, including tourism, are based.

All three aspects of the external environment influence the role of and interaction between the drivers. The Wheel has been developed to represent how a region's drivers interact and evolve over time, space and governance. Consequently, the Wheel of Drivers is dynamic rather than static, as it can incorporate the evolving nature of those drivers shaping tourism development. Furthermore, as the outer and inner wheels spin, this two-dimensional model has the capacity to represent a three-dimensional multi-linkage reality.

6.2   Objective Two: Role of Barriers

The second objective of this research was to identify the role that barriers may play in shaping the development of tourism in agricultural regions. Barriers have been referred to as obstacles, such as internal constraints or external barriers (McGehee, 2007), which include a lack of communication, ineffective marketing and promotion, and technological knowledge and skills. Based on previous studies (McGehee, 2007; Prideaux, 2009), this this research defined barriers as those factors that hinder development and need to be overcome by drivers for development to occur. Barriers can be a part of the tourism system and include people, processes or products, or the external environment, including economic, environmental or socio-cultural aspects (see Section 1.7).

A cross-case comparison analysed the barriers in a similar process to that described for drivers (see Section 6.1). Table 6.2 contains a summary of the barriers that were identified in the each case study region, with a *tick* indicating the barriers presence in each region, followed by a description of how each barrier hindered tourism development. Comparing barriers between the cases highlights the diversity as well as the similarity of challenges faced in each region. Table 6.2 also shows the diverse range of barriers that regions must overcome, and these were grouped into thematic categories based on themes identified in the literature (see Section 2.4.3 and 2.5.3) to provide a logical structure and more meaningful results. As a result, Table 6.2 provides important insights into how and why these barriers hindered tourism development. This dual understanding is similar to that described for drivers (see Section 6.1.2), where the same types of barriers may hinder tourism development, but how development is hindered differs in each region. This is due to the interactions of these barriers with each other, as well as the tourism system and other

factors in the wider region (or external environment). Examples from each cases study are discussed in Section 6.2.2.

Table 6.2: Comparison of barriers across case studies

	CASE STUDY REGION	
BARRIERS	**Margaret River**	**Barossa**
Financial Constraints	✔ Economic climate High cost of living Viability of agriculture Insurance premiums Wine Equalisation Tax (WET)	✔ Economic climate High cost of living Viability of agriculture Insurance premiums
Boundaries	✔ Overlapping government, wine and tourism designated boundaries Food not as well defined	✔ Awareness of potential conflict of overlapping government, wine, food and tourism Recent shifting of tourism boundary
Branding	✔ Maintain brand integrity Cashing in on the brand – complicated by boundaries	✔ Maintaining authenticity and integrity, especially with food
Environmental threats	✔ Balanced approach to development Threatened by mining industry Lack of natural resources Climate change	✔ Balancing development with agriculture Conflicting land use Character Preservation Act
Competitive market environment	✔ Competition from other destinations that are 'cheaper', compounded by tough economic times (financial constraints)	✔ Competition from other destinations that are 'cheaper' Need to embrace technology
Product development	✔ Not expressly stated Relates to barriers in food and tourism industries which could contribute to the region's ability to develop products, particularly from agricultural resources	✔ Grow diversity while maintaining authenticity/integrity
Changes in market demand	✔ Supply is demand driven, affected by external forces including financial Changes in visitors travel behaviour and patterns	✔ Declining visitor numbers Need to cater to new market segments
Food industry	✔ Myth of food Sourcing local produce	✔ Myth of food Accessibility

	Traditional distribution channels (at expense of local)	Communicate the offering Delivering the promise Sourcing local produce Export
Tourism industry	✔ Seasonality Mix of accommodation Viability of restaurants Packaging Lack of statistics	✔ Small population base Lack of tourism infrastructure Viability of restaurants Packaging Access to information Tourism support at govt level Understanding role of tourism
Legislation & Regulations	✔ Legislation – food industry Planning regulations Transport infrastructure	✔ Legislation Planning regulations Transport infrastructure
Lack of drivers	✔ Exemplified in other barriers: boundaries; branding; environmental (geography driver); changes in demand (socio-cultural); Lack of govt support and funding Lack of networks	✔ Exemplified in other barriers: boundaries; branding; and internal culture, resulting in: Lack of local support Commercialisation Lack of govt support Loss of traditions
Corporatisation	✔ Affect the viability of small, family-owned operators Implications for the region's brand and financial viability of region (income not retained) Contributed to wine glut	✔ Especially in wine industry, it can contribute to pressure on grape growers
Scale of small business	*Not expressly mentioned* *Relates to corporatisation threatening small business*	✔ Small business – limited capacity, lack of understanding
Technology	✔ Access to technology to remain competitive and innovative Lack of ICT communications in regions	✔ Need to embrace technology to be competitive (see competitive market environment)
Major events	✔ Wine glut	✔ Vine pull (1987)
Workforce	✔ Attracting & maintaining staff, especially with mining boom	*Not expressly stated, but may be some competition between industries for staffing*
Wine Glut	✔ Wine can't be sold and many properties are on the market Contributes to financial instability of region	*Not expressly stated, but became apparent in historical narrative with changes in demand and supply over time*

Drink driving	✔ Mentioned in the viability of restaurants	*Mentioned as a driver rather than a barrier*

Note: The tick (✔) indicates the presence of a barrier in each case study region.

6.2.1 Comparing Barriers to Existing Literature

Many of the barriers listed in Table 6.2 confirm findings in the agri-tourism (see Section 2.4.3) and food tourism (see Section 2.5.3) literature. This research confirms previous studies showing a number of factors can become barriers to development, including: financial constraints (Ecker et al., 2010; Hepburn, 2009; Jensen et al., 2014; Knowd, 2001; Weaver & Fennell, 1997), especially insurance (Ecker et al., Jensen et al., 2014, Weaver & Fennell, 1997); the regulatory framework (Hepburn, 2009; Knowd, 2001; Weaver & Fennell, 1997) particularly in relation to food and safety (Ecker et al., 2010); governance (Everett & Slocum, 2013; Hepburn, 2009; Weaver & Fennell, 1997); a lack of transport infrastructure (Ecker et al, 2010; Hepburn, 2009; Weaver & Fennell, 1997), and changes in demand (Ecker et al., 2010; Green & Dougherty, 2008; Stewart, et al., 2008) can become barriers to tourism development. A lack of support and internal restructuring, whether from government or tourism industry agencies, was highlighted as a barrier in this research, supporting both national (Ecker et al., 2010) and international (Everett & Slocum, 2013; Jensen et al., 2014) studies that also identified these as barriers. This research also confirms other studies that have identified barriers such as a lack of awareness (Ecker et al., 2010) or communication (Everett & Slocum, 2013; Hepburn, 2009; Stewart et al., 2008) between businesses in a region. This barrier became evident in the case studies, particularly among small businesses that may have a limited capacity for involvement in tourism development.

To a lesser extent, this research has confirmed previous studies identifying a lack of tourism infrastructure, for example signage issues (Ecker et al., 2010; Hall, Smith & Sharples, 2003; Jensen et al., 2014; Stewart et al., 2008) and crises (Ecker et al., 2010) as barriers. In this research, the vine pull in the Barossa was considered a major event with potentially detrimental consequences on development, and signage issues were discussed, but within the context of the food industry and the need to communicate the offering. The need for access to industry research and statistics was also raised in this research,

298

confirming Stewart et al.'s (2008) research into key challenges in wine and culinary tourism.

Finally, this research supports other studies (Alonso, 2010; Busby & Rendle, 200; Che et al., 2005; Colton & Bissix, 2005; Ecker et al., 2010; Everett & Slocum, 2013; Fox, 2007; Green & Dougherty, 2008; Nilsson, 2002; O'Leary & Stafford, 2013; Stewart et al., 2008; Thompson & Prideaux, 2010) that recognise how a lack of drivers can create barriers. For example, a lack of supply chain development (Everett & Slocum, 2013; Green & Dougherty, 2008; Thompson & Prideaux, 2010), knowledge and skills (Ecker et al., 2010; Everett & Slocum, 2013; Hall, Sharples & Smith, 2003; O'Leary & Stafford, 2013; Stewart et al., 2008), networking and co-operation (Che et al., 2005; Everett & Slocum, 2013; Hall, Sharples & Smith, 2003; O'Leary & Stafford, 2013; Stewart et al., 2008) have been identified as barriers to development, which has been confirmed by this research (see Table 6.2). While the absence of these factors can be considered a barrier, this research also identified the presence and effectiveness of local supply chains (networks), knowledge (people), networking and co-operation (networking and collaboration) as drivers (see Table 6.1). This dual function is also demonstrated in branding, in which the strength of the brand drives development, while at the same time presents challenges in terms of maintaining its integrity. Previous studies (Che et al., 2005; Colton & Bissix, 2005; Nilsson, 2002) have identified the closely related area of marketing as a barrier to tourism development, particularly in terms of creating regional identity associated with food-related tourism experiences (Everett & Slocum, 2013; Fox 2007; Hall, Sharples & Smith, 2003; Stewart et al., 2008).

In addition to confirming previous studies, the findings from this research also extend current knowledge. Specifically, this research recognises the role of barriers in hindering tourism development at a regional level (as opposed to an enterprise like much of the existing literature). Furthermore, this research has identified a number of barriers not specifically addressed in the agri-tourism or food tourism literature. The following barriers may be examined elsewhere, for instance in the wine tourism or tourism and regional development literature. However, this research demonstrates their applicability to tourism

development within agricultural regions, and suggests that these barriers are considered in conjunction with existing literature on agri-tourism and food tourism. Barriers identified in this research include: overlapping boundaries; environmental threats; issues around product development; barriers specific to the food industry; barriers specific to the tourism industry; corporatisation; technology; workforce; wine glut and drink driving.

6.2.2   Similar Barriers, Different Types of Development

The multiple case study design highlights the level of similarity between barriers that have been encountered by developing tourism in two agricultural regions. Margaret River and the Barossa are located in different states, geographic environments and with varying proximity to a major source market (3.5 hour drive versus 1 hour drive respectively). Despite these differences, both regions have experienced similar types of barriers. However, the manner in which each region has responded, and its development has been affected, is different. For example, both regions have dealt with threats to the environment from residential and commercial development. Margaret River has focused on ensuring development does not come at the cost of the environment, including its agricultural resources, through the revision of planning regulations and the community's lobbying against the introduction of developments such as Woolworths and mining exploration. Similarly, some in the Barossa are focused on preserving their townscape from development by lobbying against the introduction of chains such as Coles, Woolworths and McDonalds. The introduction of new legislation (the Character Preservation Act) will also preserve their agricultural landscape from further development. There are mixed views on the impact of this legislation. However, the idea behind it is to preserve the agricultural land from any further encroaching residential or large scale development. In turn, this Act preserves the agricultural resources on which the region's industries rely, including tourism.

Both regions have reputable brands that have been identified as drivers (see Table 6.1), but at the same time can create barriers. Being synonymous with quality wine has, in both cases, overshadowed the availability of other experiences in the region, especially the food offering. Having recognised changes in demand, for more food-related experiences, both

300

regions are now focusing on the complementarity of the food and wine experience, rather than food taking a backseat to the wine experience. In Margaret River, this occurred in the 1990s with the introduction of winery restaurants (see Table 4.1). While the Barossa has always had a regional food culture, the food component has only recently been marketed and promoted, and the regional food experiences are growing in number and diversity (see Table 5.1). Another aspect of having a successful and desirable brand is the opportunity for others to use it. While each has its own distinct brand, both regions have raised concerns about maintaining the brand, its integrity and association with quality.

6.2.3   Wheel of Barriers

To enhance the understanding of how and why barriers hinder tourism development, a Wheel of Barriers was developed (see Figure 6.2) using a similar process to the Wheel of Drivers (see Section 6.1.3). The Wheel was designed by adopting a place-based systems approach (Barca et al., 2012; Kidd, 2011; Leiper, 1979; McDonald, 2006; McKercher, 1999; Mill & Morrison, 1985, 1998; Turnour et al., 2014) that acknowledges the role of the wider tourism system and a region's geographic context. This approach also aligns with the largely external nature of perceived barriers. In addition to temporal, spatial and administrative and governance aspects, there are other socio-cultural, environmental and economic aspects within the external environment that present barriers to tourism development. Including these external environmental aspects in the Wheel's development conveys an understanding of the complexity of barriers, as well as how and why they may hinder tourism development. Furthermore, it adds to the dynamism of the Wheel, recognising the evolving nature of those barriers on tourism development in agricultural regions. Similar to the Wheel of Drivers, a characteristic of the Wheel of Barriers is that the factors represented can be barriers at one point in time or drivers at another point in time, due to changes in the external environment.

By organising the barriers into a Wheel, it was possible to identify and categorise the diverse range of barriers and visually represent the interactions that occur. While this research confirmed many of the barriers identified in the existing literature (see Section 6.2.1), there was a need to better organise these barriers to enhance current understanding

of their role in tourism development. Furthermore, as a number of barriers were perceived to be external, or a part of the environment within which development occurs, the Wheel enhanced an understanding of how barriers in the external environment hinder tourism development. The barriers listed in Table 6.2 were organised in a way that allowed the complex diversity of the barriers to be categorised and displayed in an orderly way.

As with drivers, the diversity of barriers identified needed to be organised in a way that visually represented their presence and interactions with each other. Using a Wheel similar to the Wheel of Drivers enables the dynamism necessary to convey both a level of complexity and interaction to be captured. The two tier structure also enables the Wheel of Barriers to incorporate both internal and external nature of barriers. McGehee (2007) reported that barriers can be perceived as external obstacles or internal constraints. Tier One and Tier Two of the Wheel reflects this perception, and illustrates that barriers are often external threats over which individuals have little control. The introduction of product-related barriers acknowledges that internal constraints or barriers are also presented, and to a large extent represents a lack of drivers reported in Table 6.2.

Similar to drivers, Figure 6.2 shows the agricultural region at the centre of the Wheel recognising the spatial context (physical and human elements) within which these barriers operate. This is an important consideration given the impact of the external environment and the tourism system on tourism development. As mentioned in Section 6.1.3.1, the uniqueness of each agricultural region forms part of the geographical context adopted in a place-based approach (Barca et al., 2012), which influences the types of barriers encountered and how development occurs. Similar to the Wheel of Drivers, barriers were organised into two tiers: Tier One and Tier Two barriers. Sharing a similar structure to the Wheel of Drivers, the Wheel of Barriers also shares its limitations. Although it is able to organise barriers to development in an organised way, conveying a level of complexity, it remains a simplified version of reality.

Figure 6.2: Wheel of barriers

6.2.3.1 Tier one barriers

The Wheel is comprised of six main Tier One barrier categories that were created to organise the diverse range of barriers identified in the analysis. The literature (see Section 2.4.3 and 2.5.3) has identified various barriers, but there is still a need to organise these to better understand how and why development is stifled. This research's ability to enhance understanding required knowledge of what barriers were present and how these interacted within an agricultural region.

Based on the literature and range of barriers identified in the thematic analysis (shown in Table 6.2), barriers were organised into six Tier One categories: economic; environmental; socio-cultural; administrative; regulatory; and product-based. Using examples from Table 6.2 demonstrates how the barrier categories were organised. For example, financial constraints can be categorised as an economic barrier, changes in demand aligns as a socio-cultural barrier, and product-development barriers are categorised as product-based. In addition to organising the diversity of barriers identified, the categories described in Tier One also reflect the influences of the tourism system (such as products) and external environment (including socio-cultural, environmental and economic) that contribute to the perceived internal and external nature of barriers.

The Wheel of Barriers in Figure 6.2 illustrates how the six Tier One barrier categories surround the spatial context in a similar manner to the Wheel of Drivers (shown in Figure 6.1). The Wheel of Barriers also shows that the barrier categories are not static, and can change over time, by being introduced or overcome by drivers. Organising barriers into two tiers of the Wheel was important to convey the diversity of barriers agricultural regions may face, as well as the effect of these barriers on tourism development. This influence is not limited to one barrier or another, but it includes the interactions between barriers. Similar to the Wheel of Drivers, these barriers are not mutually exclusive, and Tier One barriers can influence and interact with other barriers. For example, the presence of an economic barrier can also negatively impact Tier One barriers including the product, environment, socio-culture or regulatory framework. This interaction is most likely to occur through Tier Two barriers, and examples are provided in the following discussion (6.2.3.2).

6.2.3.2 Tier two barriers

Tier Two barriers surround Tier One categories, and are indicative of the types of barriers that can be found within each category. Tier Two barriers are comprised of the barriers identified from the cross-case analysis (see Table 6.2), and further describe the types of barriers that could occur within each Tier One barrier category. For example, Figure 6.2 shows that the Tier One economic barrier category is comprised of the viability of agriculture and (lack of) investment. Environmental barriers include aspects such as a lack

of (natural) resources and balancing development with the environment. It is important to note that the Tier Two barriers shown in the Wheel are indicative of the types of barriers that may occur in an agricultural region.

Furthermore, Tier Two barriers are not mutually exclusive, and may influence more than one main category of Tier One barriers. This dynamic interaction is demonstrated by the outer wheel spinning around the inner wheel. For instance, a lack of (natural or agricultural) resources has been categorised within the environmental barrier category, but may also create barriers in terms of limiting product development, changing socio-cultural structures within a region and consequently, reducing regional economic viability.

In the Margaret River case, some interviewees shared the view that there is limited agricultural production outside of viticulture (see Section 4.6.3.3). In addition to being an environmental barrier, a lack of agricultural resources limits the economic viability of the agricultural industry (economic barrier). It can cause residents to look for alternative business options or leave the region due to a loss of income (socio-cultural barrier). It also limits the ability to develop, grow and diversify the value-added products and tourism experiences (product-based barrier). Margaret River has been able to overcome this barrier through the presence of other drivers, including: how the region has been branded; innovative and motivated people working on the profile of food in the region; and bundling the current food offering with other tourism attributes, such as the wine and landscape.

Similar to the Wheel of Drivers, Tier Two barriers further describe the types of barriers that can be encountered within each Tier One barrier category. Also, Tier Two barriers provide insights into the evolution of barriers that can occur in a region over time. Although these may not be consistently present, the presence of Tier One barrier categories indicates the overarching framework within which Tier Two barriers may occur. Due to changes that can occur in the external environment, Tier Two barriers may be perceived to be barriers at one point in time, yet have the potential to enhance and aid tourism development at other times. For example, planning regulations were discussed in both cases as a barrier to developing tourism. However, as Councils review their town planning guidelines, changes have been

introduced that can accommodate the changing nature of the region's socio-cultural, industrial and economic needs. For example, in Margaret River during the 1980s, provisions within the Augusta Margaret River Council allowed two to three chalets to be built on farming properties without requiring rezoning (Economic development representative 1). This resulted farm stay accommodation being developed on individual properties, and some initial economic return. However in the long-term, this has left the region with small scale B&B style accommodation and property owners with non-viable economic investment. In another example in the Barossa, changes to regulations within the meat industry and food and safety regulations have meant that the traditional methods of preserving meats is becoming increasingly difficult to operate economically. This lack of infrastructure not only affects the food production, but tourism experiences based on the regional food culture.

6.2.3.3 Wheel of barriers and the external environment

It is important to note the Wheel of Barriers shares many of the characteristics as the Wheel of Drivers. This is not surprising because a review of the literature found that barriers are either caused by a lack of or ineffective drivers (Alonso, 2010; Busby & Rendle, 2000; Che et al., Colton & Bissix, 2005; Ecker et al., 2010; Everett & Slocum, 2013; Fox, 2007; Nilsson, 2002; O'Leary & Stafford, 2013; Thompson & Prideaux, 2010). Previous studies have also identified a range of barriers that are perceived to be a part of the external environment (Ecker et al., 2010; Everett & Slocum, 2013; Green & Dougherty, 2008; Hall, Sharples & Smith, 2003; Hepburn, 2009; Knowd, 2001; Stewart et al., 2008; Weaver & Fennell, 1997). Consequently, Tier One barrier categories reflect many aspects of the external environment. Tier Two barriers can be used to describe the types of barriers that occur within these categories. The environment is comprised of the economic, environmental, socio-cultural and regulatory aspects that influence a tourism system (see Section 6.1.3.3), and therefore tourism development. Temporal, spatial and governance/administrative aspects shape development by providing an environment in which drivers can overcome barriers (as discussed in Section 6.1.3.3) or barriers outweigh drivers and ultimately, hinder development.

Tourism development in agricultural regions will continue to be hindered by a number of barriers, as described above, until these are overcome by enhancing the capacity of the region's drivers. Armed with knowledge of both drivers and barriers, agricultural regions can adopt a more strategic approach to developing tourism, including an ability to make informed decisions in the early stages of planning and development that can avoid, or perhaps overcome, anticipated barriers. Hence, the importance of acknowledging the interactions of drivers and barriers with each other and understanding the process by which agricultural resources are transformed into tourism experiences.

6.3   Objective Three: Development of a Theoretical Model

The third objective of this research was to develop a theoretical model that captures those factors that enable agricultural regions to transform their agricultural resources into tourism experiences. The Wheel of Drivers and Wheel of Barriers illustrate the complexity of drivers and barriers that are determinants of tourism development. In addition to illustrating the interaction between these drivers or barriers at a regional level (spatial context), the Wheels provide insights into the influence of temporal, spatial and governance/administrative aspects. However, a theoretical model is required to better understand how drivers, barriers and aspects within the external environment (temporal, spatial and governance/administrative) affect the transformation of a region's agricultural resources (comparative advantages) into tourism experiences (competitive advantages).

Taking a place-based systems approach, both drivers and barriers need to be considered within a regional context, including the resource base of tourism development. The resource base refers to those comparative advantages, or factor endowments, that a region has, whether natural or created (Crouch & Ritchie, 1999; Ritchie & Crouch, 2003). The focus of this research was on understanding the role that agricultural resources specifically can play in developing tourism. To achieve development requires understanding how comparative advantages can be transformed into competitive advantages, which Crouch and Ritchie (1999) described as the ability to effectively utilise these resources in the long-term. Previous research (Giaoutzi & Nijkamp, 200; Sharpley & Telfer, 2002) has highlighted that the development of tourism has not always been successful, and can result

in unintended negative impacts. However, by understanding how the process of transformation occurs, it is anticipated that agricultural regions may have enhanced ability to develop tourism from its agricultural resources.

The theoretical model in Figure 6.3 shows how a region's comparative advantages (agricultural resources) are the foundation on which tourism experiences may be developed. However, for tourism experiences to be developed, agricultural resources must undergo a process of transformation that is influenced by a number of factors, including: drivers; barriers; and spatial, temporal and administrative aspects in the external environment. Collectively, drivers, barriers and environmental factors have a cumulative influence, determining whether or not the process of transformation is successful. This influence contributes to a region's ability to harness its potential by creating tourism experiences that exhibit a competitive advantage.

Figure 6.3: Theoretical model transforming agricultural resources into tourism experiences
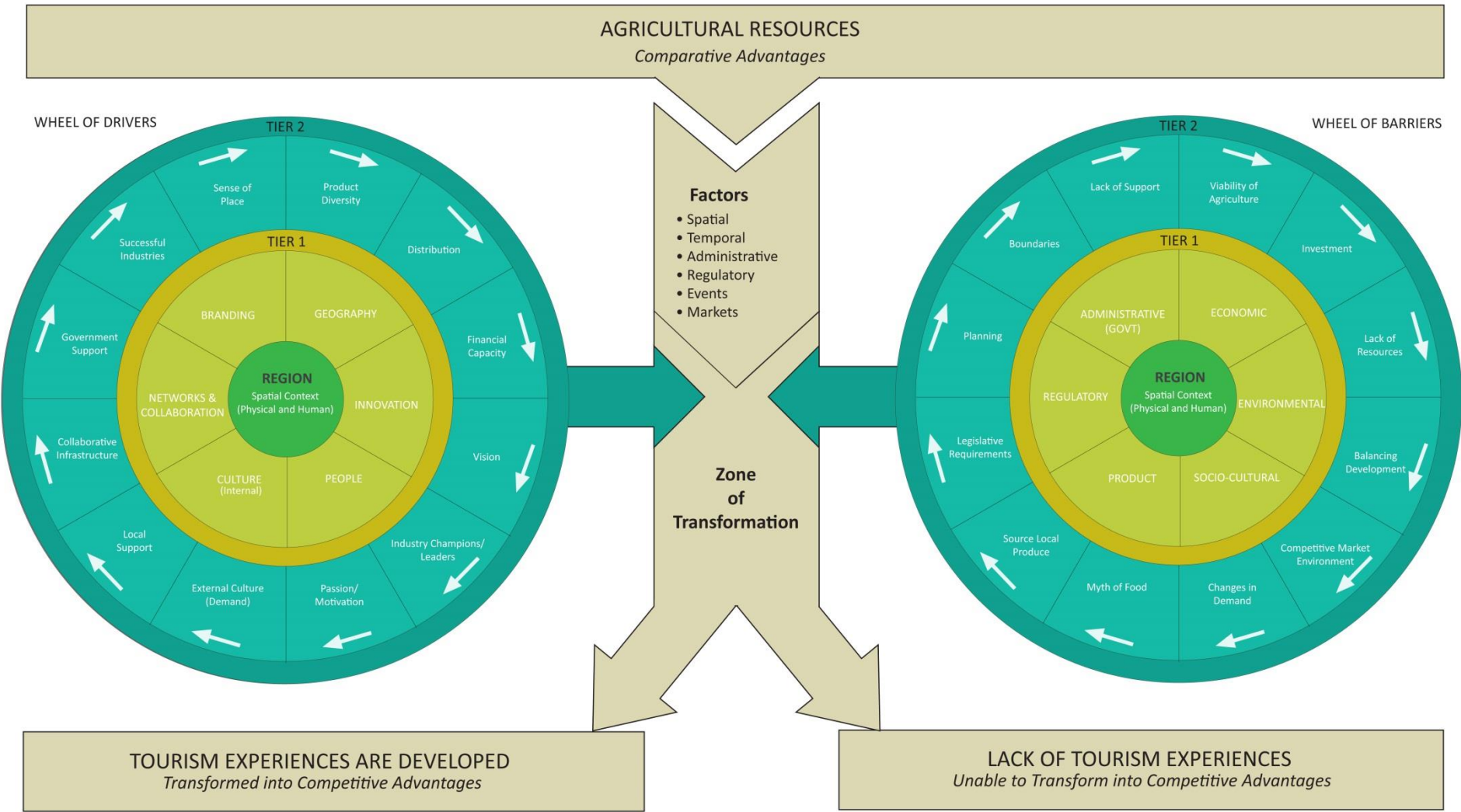
Figure 6.3 builds on the understanding of the Wheels to show the interactions that occur within each Wheel. However, the model also demonstrates the interaction of drivers and barriers between the Wheels, and how these affect the transformation process. For example, having stronger drivers in a region overcomes potential barriers, allowing transformation to occur and a competitive advantage to be reached. This is shown in Figure 6.3 as a successful transformation process, where a region's comparative advantages have been transformed into a competitive advantage through the development of tourism experiences. In contrast, the presence of barriers can hinder tourism development, making the transformation process more difficult, which can result in a loss of competitive advantage. This is shown in Figure 6.3 as an unsuccessful transformation process, where little or no tourism experiences are developed due to an inability to convert comparative advantages into a competitive advantage. Although numerous drivers and barriers are present in a region, it is not until drivers overcome the barriers that transformation occurs from a comparative into competitive advantage. This partially explains how and why regions that have few comparative advantages are able to maximise their competitive advantages, as the driving forces in the region have allowed them to make this transformation and overcome the presence of any barriers.

In addition to the competing interactions of complex drivers and barriers, agricultural resources are subject to changes in the external environment. These changes include temporal, spatial and governance aspects, that may occur inside or outside of the region, as well as events, such as natural disasters or crop disease. The model in Figure 6.3 demonstrates the influence of drivers and barriers at one point in time. However, it also has the capacity to show that over time, the drivers and barriers affecting the transformation process are also subject to change. Furthermore, spatial changes, such as the designation of new administrative boundaries, changes in the regulatory and administrative framework, or unexpected changes occurring from events can also influence the transformation process. Changes to the temporal, spatial and governance aspects of an agricultural region, as well as events that occur can influence the presence or absence, strengths or weaknesses, of both drivers and barriers. This can result in growing support of drivers or creating barriers that, in turn, affect the transformation process and a region's ability to create competitive

advantages. Examples that demonstrate how this occurred in the case studies are discussed in Sections 6.3.2 and 6.3.3.

The model shown in Figure 6.3 enhances current understanding of the complexity of tourism development. Although the process of transformation is the same, the chaotic nature and complexity of the factors involved (McKercher, 1999) will result in a different outcome in different regions at different periods of time. In other words, comparative advantages are subjected to various drivers, barriers and other factors in the transformation process. However, as these factors change over time and are influenced by the external environment, there is a degree of variability in whether competitive advantage can be achieved at the end of the transformation process. The model also explains why it is sometimes difficult to convert apparent comparative advantages into competitive advantages. For instance, a region may have considerable comparative advantages but lacks the capacity to transform these into competitive advantages; where an overwhelming presence of barriers, in conjunction with other factors, have yet to be overcome.

6.3.1 Comparing the Theoretical Model to Existing Literature

The theoretical model developed in this research provides a more holistic understanding of tourism development in agricultural regions, rather than at the enterprise level. While some models in the literature have adopted a niche approach (du Rand & Heath, 2006; Evans & Ilbery, 1989; Morley et al., 2000), few have adopted a systems approach that provides a holistic perspective (Getz et al., 2014; Kidd, 2011; McGehee, 2007; Porcaro, 2010). The explanatory nature of the theoretical model developed from this research enhances the understanding of how transformation occurs, which builds on Kidd's (2011) largely descriptive farm tourism systems model that provided a holistic overview of the system's component parts. It also supports Getz et al.'s (2014) description of comparative and competitive advantages of food tourism, providing further indications as to how regions can transform their inherited features (comparative advantages) into competitive advantages. The model shown in Figure 6.3 illustrates this by explaining how drivers and barriers affect an agricultural region's ability to transform its agricultural resources (comparative advantages) into tourism experiences (competitive advantages), within the broader contexts

of the tourism system and the external environment. The theoretical model in Figure 6.3 also emphasises a region-wide approach, rather than farm-centric approach as is more commonly found in the literature (Evans & Ilbery, 1989; Francesconi & Stein, 2011), explaining how tourism operates and develops beyond the farm gate.

However, the theoretical model presented in Figure 6.3 shares similar limitations as other theoretical models (Getz, 1986; McKercher, 1999), including an inability to be operationalised in a practical situation. This model has been specifically designed as a communication tool that enhances conceptual understanding of a process by explaining: what the transformation process is; how it occurs through the interactions of drivers, barriers and aspects in the external environment; the influence of these factors on transforming comparative and competitive advantage; and why transformation occurs in this way. The model is indicative of the interactions between drivers, barriers and other factors in the external environment on the transformation process.

More importantly, it can explain why transformation is not achieved and competitive advantage is not developed. Figure 6.3 highlights how regions with greater comparative advantages may not have the ability to transform these into competitive advantage due to an inability of drivers to overcome the barriers. Through the transformation process, drivers and barriers are interacting in conjunction with changes in the external environment, including temporal, spatial and administrative aspects. The interactions of these factors affect a region's ability to transform its comparative agricultural resources into a competitive tourism experience. Although ample comparative advantages are available, a lack of drivers, unexpected disruptions from changes in government structures, regulations or unexpected events, can create barriers that cannot be overcome by drivers in the region. Therefore, the transformation process is more difficult to complete and limits a region's ability to transform its comparative resources in agriculture into a competitive tourism advantage. By understanding how transformation occurs, and what is needed, agricultural regions can better understand why tourism may not be developing from agricultural resources in the way intended. The following sections provide examples to demonstrate

how the theoretical model can been used to explain tourism development in Margaret River and the Barossa.

6.3.2   Theoretical Model and Margaret River

The model can be used to explain how Margaret River developed as a tourism destination, with an emphasis on food and wine. Until the 1960s, Margaret River was a largely agricultural region with some tourism as its potential for viticulture (wine) was not recognised. As the success and scale of the wine industry grew, it conferred a comparative advantage to the region that was quickly converted into a competitive advantage, as various barriers were overcome and increasingly effective drivers enabled transformation to occur. The production of wine soon expanded to include additional competitive advantages such as cellar doors, winery concerts and wine festivals that promoted the wine and the region, attracting tourists by offering of a bundle of tourism attributes.

More recently, the region has converted its comparative advantage in other agricultural crops and established food-related tourism activities and experiences (competitive advantages). Although micro-scale, the region's fresh produce and value-added products can be experienced in a number of ways: thorough fine dining at winery restaurants; restaurants in the township; at providores; specialty farm shops; farm tourism experiences; and at the Margaret River Farmers' Market. Although a local distribution outlet, the Farmers' Market has also grown into a tourism attraction. This transformation of agricultural resources (food and wine) into tourism experiences has meant that the region's drivers have been able to develop and overcome barriers, which have included: isolation, particularly in the early days; environmental threats, such as lack of water; overcome financial pressures, such as the lack of funding and/or the viability of agriculture; complying with changing regulatory framework; and the need to protect others cashing in on the Margaret River brand.

6.3.3   Theoretical Model and the Barossa

The model can also be used to explain the development of tourism in the Barossa. Previous discussions (see Section 5.3.1) have demonstrated the importance of internal culture as a

driver since settlement. From the case study findings (see Chapter Five), it can be argued that the inherent culture is a comparative advantage on which competitive advantage is founded, whether this is through the region's story (see Section 5.3.1.5), food culture (see Section 5.3.1.2), and so on. In terms of agricultural resources, the Barossa has transformed the industrial scale of its viticulture industry into a competitive advantage through export and to a lesser extent tourism. Although less significant for large scale wineries, cellar door experiences are important for smaller wineries. Here, the comparative advantages of wine, food and story of the region's heritage are included in the tourist experience and transformed into competitive advantages.

The Barossa also has considerable comparative advantages in its other agricultural resources, including fresh produce and value-added products. In addition to being locally available, the food reflects the region's cultural heritage (regional food culture). This combination means that the region's food is a considerable comparative advantage that has the potential to be transformed into a competitive advantage. This has been somewhat realised with regional food experiences that include: platters at the cellar door; the Butcher Baker Winemaker trail; the Barossa Farmers' Market; specialty cheese cellar and butchers; and a small number of restaurants. However, there are opportunities to further develop competitive advantages based on the region's food (culture) so that it is more accessible to tourists. This potential has been realised and there is a renewed emphasis on having the region's food culture central to tourism experiences, whether based on agricultural or other resources, such as accommodation, recreational activities or retail.

Although the complementarity of food and wine has always formed a part of the region's lifestyle, transforming this comparative advantage into a competitive advantage that tourists can experience is ongoing. For instance, there is an opportunity to improve the diversity (see Section 5.6.6) and availability (see Section 5.6.9) of food tourism experiences, particularly given the launch of the 'Be Consumed' campaign (see Table 5.1) which has incorporated food into the region's brand. While there is considerable potential to drive development of regional food experiences, there are still some barriers that have to be

overcome, such as the government support and structuring of the tourism industry, which the Barossa is addressing as it moves forward.

The Barossa case study demonstrates how the theoretical model works, and highlights the role of drivers and barriers in the transformation process. Furthermore, it helps to explain how considerable comparative advantages are not necessarily transformed into competitive advantages, owing to the presence of barriers that have yet to be overcome by the region's drivers.

6.4   Objective Four: Development of a Management Model

The fourth objective of this research was to develop a management model that illustrates how agricultural regions may develop tourism based on agricultural resources. This model can also be operationalised and used as a planning tool by agricultural regions developing tourism based on agricultural resources. Getz (1986, p. 23) described models as "building blocks to theory". Although theoretical models can be descriptive, explanatory or predictive in nature, management models can take a more complex approach, demonstrating a planning or management process (Getz, 1986). Understanding the functionalities of theoretical and management models is important in ensuring each is developed and applied for its intended purpose (Getz, 1986; McKercher, 1999). As this research aimed to understand and develop a model of the process by which tourism can be developed from agricultural resources, it was necessary to develop both theoretical and management models.

Adopting a place-based systems approach enables the theoretical model shown in Figure 6.3 to provide a more holistic, conceptual understanding. However, as a theoretical model, it cannot be operationalised as a planning tool in agricultural regions. This limitation should not mean that the knowledge gained should not be considered in the development of the management model. An important part of developing tourism in agricultural regions is understanding how development occurs. Therefore, the conceptual understanding explained in the theoretical model (see Figure 6.3) was used to inform the development of the management model shown in Figure 6.4.

To develop tourism strategically and effectively requires a management model that guides agricultural regions through a step-by-step implementation process. A lack of management models was highlighted as a research gap (see Section 2.6), as there are few examples to draw on in the literature. However, the management model in Figure 6.4 was able to draw on the situational analysis component of du Rand and Heath's (2006) destination marketing model (see Section 2.5.4). A review of the wider tourism literature identified Prideaux, Thompson and Harwood's (accepted) action sequence model, which places a series of actions into a particular sequence to increase the successful development of tourism as a replacement industry. Recognising that tourism development from agricultural resources forms part of a larger tourism planning process, the management model developed in this research (see Figure 6.4) is based on a modified version of Prideaux et al.'s (accepted) action sequence model.

The management model shown in Figure 6.4 is comprised of eight steps that guide agricultural regions through the process of developing tourism. This process occurs within, and is impacted by, factors in the external environment and broader planning context. For example, demand, governance, temporal and spatial aspects. The number of steps is indicative and may change based on the characteristics and attributes of a region.

The steps are as follows:

1) an awareness of tourism potential

2) a demand-side analysis

3) a supply-side analysis

4) a decision to proceed (or not) with development

5) policy response phase, including development of experiences

6) development of tourism experiences

7) implementation of developed experiences

8) an evaluation of the management process.

Planning Context: Temporal, Spatial, Administrative, Governance, Demand

Step 1

Awareness:

Decision to explore tourism as a form of development

Step 2

Determine Type & Level of Demand:
- Now
- Future

Step 3

Determine Type & Level of Supply:
- Comparitive advantages
- Competitive advantages
- Point of difference
- Competitors

Step 4

Decision to Support Further Development Based on Asking:
- Types of tourism?
- How does this fit into the vision for the region?
- What level of development?
- What are the proposed development outcomes?
- How to proceed?
- Is tourism wanted by the community?
- What drivers does the region have?
- What barriers does the region have to overcome?

No → **Do Not Proceed**

Yes

Wheel of Drivers

Wheel of Barriers

Step 5

Policy Response:
- Bring in consultant
- Infrastructure requirements
- Management structure
- Investment
- Community buy-in
- Affordability
- Government regulations

No → **Do Not Proceed**

Yes

Step 6

Development:
- Determine who builds infrastructure
- Identify investors
- Identify community involvement
- Determine governance (LGA regulations)

No → **Do Not Proceed**

Yes

Step 7

Implementation:
- Delivery
- Communication

Step 8 - Evaluation:
- Evaluate
- Review
- Re-assess

External Environment

Figure 6.4: Management model of tourism development in agricultural regions

317

Step One

Step One begins with an increased level of awareness, which could result from changes in a region's external environment or recognition of a region's potential for tourism development. For example, a downturn in the regional economy or restrictions resulting from administrative or regulatory changes might act as the catalyst for regional stakeholders to consider diversifying the region's economic base (Prideaux et al., accepted). In this step, a decision is made to actively explore tourism as a form of development.

Step Two

Step Two requires an assessment of the external environment through the identification of demand for tourism experiences based on agricultural resources, with consideration of current and future demand. While not a focus of this research, the role of demand was acknowledged as important to the development of tourism (see Section 2.3). Hence, the inclusion of demand as an important part in the management process where developing tourism experiences from agricultural resources adopts a more strategic and targeted approach. Recognising the importance of demand can also inform the development of desirable food-related tourism experiences that create a match between a region's agricultural resources and a potential target market.

Step Three

Step Three is a supply-side analysis which identifies the comparative advantages available to a region and determines the competitive advantage that can be developed. Part of this assessment requires identifying a point of difference within the region that distinguishes it from its competitors. This step involves the need to identify which of a region's agricultural resources have the capacity to be transformed into competitive tourism experiences. In doing so, the region will be working to strategically analyse which of these food-related tourism experiences also offer a point of difference that can be used to provide a sense of regional identity for residents and tourists (Bessière, 1998; Fox, 2007; Freidberg, 2003; Sims, 2009; van Keken & Go, 2011).

Step Four

Having assessed the aspects of supply and demand in Steps Two and Three, a region's stakeholders then need to determine the potential for further development and make a decision to proceed or not. In Step Four, the decision-making process requires consultation with identified stakeholder groups in the region, including: representative agencies for the tourism and agriculture industries; operators in the tourism and agriculture industries; local Council and/or economic development agencies; and community members. Decision-making will also be informed by considering the drivers and barriers that are present in the region, and whether the strength of the drivers outweighs the barriers. A region's stakeholders need to ask the following types of questions to determine the type of tourism development that the region will proceed with:

- Does the region, including the community, want to develop tourism?
- If so, what types of tourism should be developed? To what extent?
- How does this tourism development fit into the region's vision for the future?
- What are the proposed development outcomes?
- What drivers are present in the region to assist transformation?
- What barriers are present in the region that may hinder transformation?
- Does the region proceed?
- If Yes, how does the region proceed?

At the end of Step Four, a decision is made to proceed or not with tourism development. If the decision is not to proceed, no further action is taken. However, the process can be used again in the future if a change in circumstances results in the pursuit of tourism development being considered.

Step Five

Step Five of the model details the policy response phase of development. This step requires regional stakeholders to determine what course of action should be taken to achieve the desired development outcomes agreed to in Step Four. For example, a consultant may be brought in to conduct environmental impact assessments (EIAs), or assist in determining: infrastructure requirements; management structure; affordability; investment required; and

community buy-in. Potential changes in government regulations also need to be identified to ensure there is a supportive policy framework that enables tourism development to proceed. During this step, the presence of and changes in drivers and barriers continue to affect how policy response is implemented. The policy response step will need to respond to the drivers and barriers influencing the development of food-tourism related experiences, allowing the transformation process to occur and development to proceed. However, if barriers cannot be overcome or the required policy changes cannot be made, regional stakeholders may choose not to proceed with tourism development.

Step Six

Having determined what policy response actions are required in Step Five, Step Six identifies who is responsible for making these changes. Examples include identifying the individuals, agencies and government departments required to: build the new infrastructure; invest in new development; instigate new governance arrangements; and who becomes involved from a community perspective. However, the development of tourism experiences, and the process of transformation, is shaped by the interactions and changes in drivers, barriers and the external environment.

At the end of this step, a region needs to decide whether to proceed or not with developing tourism experiences. Regions facing difficulties developing tourism experiences will not proceed to the next step. However, regions that achieve successful transformation of agricultural resources will proceed to Step 7. Hence, Steps Five and Six closely resemble the conceptual understanding outlined in the theoretical model shown in Figure 6.3, which explains how agricultural resources are transformed and developed into tourism experiences (as outlined in 6.3.1). Although the theoretical model shown in Figure 6.3 cannot be applied, the management model in Figure 6.4 takes this understanding and incorporates it into the planning process. In doing so, the theoretical model in Figure 6.3 is built into, and informs, the management model in Figure 6.4.

Step Seven

Having transformed and developed a number of agricultural resources into tourism experiences, Step Seven outlines the communication (marketing) and delivery of tourism experiences. Once developed, the marketing and delivery of these experiences to a target market identified in Step Two is critical in generating further demand for tourism experiences based on agricultural resources. In addition to the quality of the tourism experiences that are delivered, is the need to recognise and incorporate these experiences into the wider set of tourism attributes within the region. Thus, food-related experiences should be developed with other types of experiences, which are part of a wider tourism system that operates in a region.

Step Eight

Step Eight provides regions with a mechanism for evaluating the management process. During this step, the development and implementation of tourism experiences from agricultural resources is reviewed and re-assessed, before moving through the cycle of initiating the process through an awareness of the potential, or need, for tourism development (Step One). Over time, the development of food-related experiences and their implementation needs to be reviewed to ensure the economic viability and suitability to the changing tastes of the target market. Reviewing the tourism product within a region is an important step ensuring quality tourism experiences are maintained and are matched to the needs and wants of the target market. The review process is shown as a feedback loop that acknowledges the changes that can occur over time, where the desirability of current, and need for new, tourism experiences is based on reassessing the external environment (supply and demand).

The management model in Figure 6.4 uses a place-based systems approach, and provides a simplified step-by-step overview of the decision-making, planning and implementation phases of tourism development. In conjunction with this management model, it is recognised that there are a number of processes that have to occur within each step. This model does not show these processes in detail, but it acknowledges that the complexity of tourism development at each stage requires strategising and decision-making. Within the

literature there may be models that identify and explain each stage in more detail. One example is du Rand and Heath's (2006) framework for developing and implementing food tourism (shown in Figure 2.7). Other models could then be utilised at the corresponding stages to further inform the process outlined in Figure 6.4.

Having discussed the operationalisability of the model, there are additional functional aspects that need consideration. Although it provides an overview, this model is particularly useful in the early stages of planning, and is best suited to emerging agricultural regions investigating the tourism potential of their agricultural resources. Furthermore, the process outlined in Figure 6.4 was emerged from the findings of this research and as such, can only be retrofitted in broad detail. Therefore, inherent in the model's simplicity is an understanding of the complexities of this process in a real world setting. This strengthens the value and operationalisability of the model in different agricultural settings. Finally, the management model integrates the understanding of transformation detailed in the theoretical model in Step Four; indicating that the process by which agricultural regions develop and implement tourism by operationalising the management model (Figure 6.4) requires a conceptual understanding of the broader context (both the tourism system and external environment) within which transformation occurs. It is anticipated that this conceptual understanding will enhance the overall capacity of agricultural regions to successfully develop tourism experiences, and improve the operationalisability of the management model (Figure 6.4).

6.5   Conclusion

This chapter has discussed the findings from the case studies, addressing the research aim and objectives. The drivers (Research Objective One) and barriers (Research Objective Two) identified in the case studies were compared and contrasted, before being incorporated into a Wheel of Drivers and a Wheel of Barriers. These Wheels showed the factors that drive and hinder tourism development, and more importantly, how these factors interact with each other. Next, a theoretical model provided a conceptual understanding of how tourism develops in agricultural regions (Research Objective Three), and the types of influence drivers, barriers and the environment have on the transformation of agricultural

resources into food-related tourism experiences. Finally, a management model was developed that can be used by agricultural regions to guide the development of tourism from their agricultural resources (Research Objective Four).

CHAPTER 7:   CONCLUSION

7   Introduction

This chapter discusses the theoretical and practical contributions made by this research. The aim of this research was to identify the role that agricultural resources can play in the development of tourism in agricultural regions. To achieve this aim, the research adopted a place-based systems approach based on case study methodology and developed four research objectives. Thematic analysis of historical records, documents and semi-structured interviews identified a series of drivers and barriers, and the varying degrees to which these drivers and barriers shaped tourism development in two case study regions. The research also found that agricultural resources can be used in developing tourism, where the agricultural resources are transformed into tourism experiences. This process is influenced by a series of drivers, barriers and other factors in the external environment. After discussing how each research objective was addressed and the respective key findings, the chapter outlines the contributions made by this research before concluding with the opportunities for future research.

7.1   Research Objectives

7.1.1   Research Objective One

The first research objective identified the role that drivers may play in shaping the development of tourism in agricultural regions. For the purposes of this research, drivers are defined as those factors central to the development of tourism. While drivers may be perceived to be largely positive, this may not always be the case. Drivers determine how tourism develops while simultaneously determining what type of development does not proceed (see Section 1.7). Based on the findings of the two case studies, a consolidated list of drivers was identified in Table 6.1 and was used to inform the development of the Wheel of Drivers (see Figure 6.1). It should be noted that while comprehensive, the drivers in Table 6.1 and the Wheel are based on those identified in the case studies. As a result, the drivers identified in this research may not apply to all agricultural regions and some drivers may exist that are yet to be identified.

This research confirms previous studies that identified the role of entrepreneurship and innovation (Barbieri & Mshenga, 2008; Haugen & Vik, 2008; Park et al., 2014; Phelan & Sharpley, 2011), networks and collaboration (Bertella, 2011; Che et al., 2005; Ecker et al., 2010; Hall, 2005; Knowd, 2001; Schmitt, 2010), support agencies (Davies & Gilbert, 1992; Ecker et al., 2010; Ilbery et al., 1998), and farmers' attributes (Alonso, 2010; Jones, 2008; Kidd, 2011; Sidali et al., 2007) as drivers. However, this research also extends current knowledge of drivers of tourism development.

While other studies have examined aspects of culture (Avieli, 2013; Everett & Aitchison, 2008; Timothy & Ron, 2013), marketing and branding (du Rand et al., 2003; Frochot, 2003; Henderson, 2009; Okumus et al., 2007), alternative food networks (Hinrichs, 2000; Holloway et al., 2006; Joliffe, 2008; Marsden, Banks & Bristow, 2000; O'Leary & Stafford, 2013; Renting, Marsden & Banks, 2003), and local supply chains (Deale, Norman & Jodice, 2008; Everett & Slocum, 2013; Smith & Xiao, 2008), the role of these factors in driving development has not been as well understood. This research has added to current knowledge, by highlighting the role of people, culture (both internal and external), branding and distribution channels as drivers.

Other drivers of tourism development have been identified as a result of this research, and include: geography; financial capacity; product diversity; matching product to demand; successful industries; vision; sense of place; organisational roles and responsibilities local support; and passionate and motivated leaders. In addition to identifying a range of drivers, this research developed a Wheel of Drivers that organised drivers into two tiers, indicating how their interactions shape tourism development (see Figure 6.1).

7.1.2 Research Objective Two

The second research objective identified the role that barriers may play in shaping the development of tourism in agricultural regions. For the purposes of this research, barriers are defined as those factors that hinder development and need to be overcome by drivers for development to occur (see Section1.7). Using the same analytic techniques used to identify drivers, this research identified a range of barriers to tourism development in the

agricultural regions examined. Based on the findings of the two case studies, a consolidated list of barriers was identified in Table 6.2 and then used to inform the development of the Wheel of Barriers (see Figure 6.2). It should be noted that while comprehensive, the barriers in Table 6.2 and the Wheel are based on those identified in the case studies. As a result, the barriers identified in this research may not apply to all agricultural regions and some barriers may exist that are yet to be identified.

This research supports existing studies into barriers, identifying a range of barriers to tourism development, including: financial constraints (Ecker et al., 2010; Hepburn, 2009; Jensen et al., 2014; Knowd, 2001; Weaver & Fennell, 1997); the regulatory framework (Hepburn, 2009; Knowd, 2001; Weaver & Fennell, 1997), particularly in relation to food and safety (Ecker et al., 2010); governance (Everett & Slocum, 2013; Hepburn, 2009; Weaver & Fennell, 1997); a lack of transport infrastructure (Ecker et al, 2010; Hepburn, 2009; Weaver & Fennell, 1997); and changes in demand (Ecker et al., 2010; Green & Dougherty, 2008; Stewart, et al., 2008). The results of this research also confirm previous studies that identified a lack of support (Ecker et al., 2010; Everett & Slocum, 2013; Jensen et al., 2014), awareness (Ecker et al., 2010) and communication (Everett & Slocum, 2013; Hepburn, 2009; Stewart et al., 2008) as barriers. To a lesser extent, this research has confirmed previous studies identifying a lack of tourism infrastructure, such as signage (Ecker et al., 2010; Jensen et al., 2014; Stewart et al., 2008) and crises (Ecker et al., 2010) as barriers. Furthermore, this research supports the notion of earlier studies (Alonso, 2010; Colton & Bissix, 2005; Che et al., 2005; Ecker et al., 2010; Everett & Slocum, 2013; Green & Dougherty, 2008; Nilsson, 2002; O'Leary & Stafford, 2013; Stewart et al., 2008; Thompson & Prideaux, 2010) arguing that a lack of drivers can also become barriers to tourism development.

In addition to supporting existing literature, the findings from this research also extend current knowledge. This research has identified a number of barriers not specifically addressed in the agri-tourism or food tourism literature. Barriers identified in this research include: overlapping boundaries; environmental threats; issues around product development; barriers specific to the food industry; barriers specific to the tourism industry;

corporatisation; technology; workforce; wine glut and drink driving. Furthermore, this research organised the barriers identified into a Wheel of Barriers to enhance the understanding of the range of barriers faced by agricultural regions, and how their interactions influenced tourism development (see Figure 6.2).

7.1.3   Research Objective Three

The third research objective developed a theoretical model that captures those factors that enable agricultural regions to transform their agricultural resources into tourism experiences. While some theoretical models have been developed (Hall & Sharples, 2003; Evans & Ilbery, 1989; Morley et al., 2000) few adopt a place-based systems approach that provides a holistic conceptual understanding of how tourism develops from agricultural resources (with the exception of Kidd, 2011; McGehee, 2007; Porcaro, 2010). Furthermore, few demonstrate the process by which transformation occurs (Kidd, 2011; Getz et al., 2014). As a result, the theoretical model developed in this research enhances conceptual understanding of tourism development at a regional level, rather than at an enterprise level, and demonstrates the process of transformation and those factors that influence it. Figure 6.3 shows how a region's comparative advantages (agricultural resources) are influenced by drivers, barriers, and the external environment, as they are transformed into tourism experiences and their competitive advantage realised. The model builds on the concept of the Wheels in Research Objectives One and Two, and demonstrates how the drivers and barriers are influenced by each other, as well as the external environment, including temporal, spatial and governance aspects. Although a powerful tool for explaining and enhancing conceptual understanding, the theoretical model developed in this research cannot be operationalised (Getz, 1986). This limitation highlighted the need for a management model that has practical applications in Research Objective Four.

7.1.4   Research Objective Four

The fourth research objective developed a management model that illustrates how agricultural regions may develop tourism based on agricultural resources. Within the literature, there is a paucity of management models that can be operationalised and used by agricultural regions as a planning tool (Kidd, 2011). Although du Rand and Heath (2006)

have developed a process model for developing food tourism, it focuses specifically on destination marketing. Using the conceptual understanding gained from Research Objective Four, this research developed a management model (shown in Figure 6.4) that can be used as a planning tool to guide the development of agricultural regions developing tourism from their agricultural resources.

Working through a series of eight steps, the model outlines how agricultural regions become aware of the potential for tourism development, identify the demand for food-related experiences, and match this to the supply of agricultural resources available in the region. Stakeholders then need to decide whether or not to proceed with developing tourism, and the type of development that is to occur, based on the strengths of drivers and barriers. Having considered the drivers, barriers and policy response, tourism experiences can be developed based on the conceptual understanding provided in the theoretical model (see Figure 6.3). Next, the tourism experiences are implemented and reviewed, to ensure the region's tourism offering matches the changing market demands. The eight steps outlined in the model are cyclical, and at a date in the future, an agricultural region may choose to redevelop their tourism experiences and can use this process again.

7.2   Contributions of this Research

This research has made a number of theoretical contributions to the literature and practical contributions to industry, thereby addressing the research gaps identified during the research process, which included:

- a lack of a clear definition of agri-tourism that has contributed to a lack of understanding of the phenomenon from a place-based systems approach
- identifying the range of drivers and barriers to tourism development: there may be additional drivers and barriers that have not yet been identified
- a lack of understanding of the complex nature of and interactions between drivers and barriers from a holistic perspective
- the role of drivers and barriers in enabling agricultural regions to transform agricultural resources into tourism experiences

- a lack of a theoretical model that adopts a holistic perspective to explain how agricultural regions can develop tourism experiences from agricultural resources

- a lack of a management model that adopts a holistic perspective and can be used by agricultural regions as a planning tool to guide tourism development.

The following discussion summarises the contributions made by this research and how these research gaps have been addressed.

7.2.1 Theoretical Contributions

This research moved away from current academic debate about agri-tourism and used the concept of tourism in agricultural regions (TAR). While agri-tourism is a term more suited to the enterprise level, it has limited capacity to be used at a regional level. When applied at a regional level, debate has tended to arise about what can or cannot be classified as an agri-tourism experience (Flanigan et al., 2014; Gil Arroyo et al., 2013; Phillip et al., 2010; Wicks & Merrett; 2003). As Thompson et al. (accepted) argue, the current pre-occupation with defining agri-tourism has essentially failed to satisfactorily describe the phenomenon of tourism activity in agricultural regions. Due to the debate surrounding this term, and the need to adopt a more holistic approach to development, the use of TAR was deemed more appropriate to convey an understanding of tourism development at a regional level.

Introducing TAR was also important in conveying a holistic understanding. Agri-tourism has often been used to define SIT activity that occurs on-farm (Barbieri & Mshenga, 2008; Carpio et al., 2008; Ilbery et al, 1998; Marques, 2006; McGehee, 2007; McGehee, et al., 2007). However, the concept of TAR acknowledges that tourism is a system and provides a more holistic understanding than previous SIT classifications. Furthermore, TAR is defined as a range of tourism activities and experiences developed from an agricultural region's resources, including nature, history, heritage and agriculture. TAR recognises that developing agricultural resources into tourism experiences should occur within the context of the wider tourism system and the external environment (place). Although the concept of TAR is more holistic, this research has been limited to examining one component of the TAR system: the transformation of agricultural resources into tourism experiences.

The use of TAR has enabled this research to adopt a place-based systems approach that has resulted in a more holistic understanding of tourism development in agricultural regions. The literature has called for more research to use place-based (Barca et al., 2012; Turnour et al., 2014) and systems (Carlsen, 1999; Kidd, 2011; Leiper, 1979; McKercher, 1999; Mill & Morrison, 1985, 1998) approaches in regional development studies, thereby accounting for the complexities in, and enhancing a holistic understanding of, tourism development. However, there is a tendency in the literature to adopt a reductionist approach (McDonald, 2006) that contributes to a myopic perspective, where a research problem is only partially understood due to it being considered in isolation of its context (McKercher et al., 2008). This is also the case in special interest tourism (SIT) research, which has had a tendency to examine a tourism niche in isolation of the wider tourism system (McKercher, 1999; McKercher et al., 2008). To overcome this limitation, this research shifted the focus from the SIT activity to the system (TAR) and place (region) in which the activity occurred, encompassing a more inclusive and holistic approach to understanding the research problem. Adopting a place-based systems approach has enabled a more in-depth understanding of the complex and chaotic nature of the driver and barriers that shape tourism development in agricultural regions.

This research has also made important contributions to current knowledge on the drivers of tourism development. As discussed (see Sections 7.1.1 and 7.1.2), this research identified a series of drivers that confirm existing literature, including innovation, networks and collaboration. However, other drivers have been identified that were not as widely recognised, such as internal culture, branding and alternative food networks. Furthermore, this research organised the drivers identified into a Wheel of Drivers, comprised of two tiers (see Figure 6.1), which demonstrates the interactions between these drivers and the external environment. Organising the drivers into the Wheel has enhanced the depth of understanding about the drivers, and how their interactions shape tourism development in agricultural regions. Although previous studies have identified some drivers, it has tended to be from a reductionist approach (McDonald, 2006), where a driver is examined in isolation of other factors. However, this research has enhanced a holistic understanding of the complex nature of drivers, and how their interactions influence tourism development in

agricultural regions. In turn, the Wheel of Drivers enhances current knowledge and understanding of the role agricultural resources can play in driving tourism development.

A similar contribution has been made in terms of barriers to tourism development. This research identified a series of barriers that support existing knowledge. Examples of barriers include a lack of infrastructure, financial and regulatory constraints. This research also confirmed the view of previous studies recognising that a lack of drivers can also become barriers to development. However, this research has extended current knowledge on barriers, identifying issues around product development, and barriers specific to the food and tourism industries. Furthermore, this research has thematically organised the series of barriers faced by the agricultural regions examined in a way that allows a more in-depth understanding of how the interactions between these barriers shape tourism development. The Wheel of Barriers (shown in Figure 6.2) is comprised of Tier One and Tier Two barriers, and demonstrates how tourism development is influenced by the complexity of and interactivity between different barriers, whether part of the tourism system or in the external environment.

This research developed a theoretical model (see Figure 6.3) that demonstrates the process by which agricultural resources are transformed into tourism experiences. Some theoretical models are available in the agri-tourism and food tourism literature that provide a conceptual understanding, but are often reductionist, rather than holistic, in nature and focused on a part of the SIT niche. Of those models that present a more holistic perspective (Getz, 2014; Kidd, 2011; McGehee, 2007; Porcaro), there is a need to explain how agricultural regions can transform their agricultural resources into tourism experiences, thus converting a comparative advantage into a competitive advantage. This research has identified a range of drivers and barriers and using the theoretical model, illustrated the role that these factors can play in the transformation process. This model explains how these factors influence the transformation of a region's agricultural resources into tourism experiences, providing new knowledge that enhances current conceptual understanding.

The theoretical model also provides a degree of holistic understanding, as the way in which transformation occurs is understood at the wider regional level. The model incorporates a range of drivers and barriers that shape the process, as well as other factors within the tourism system and external environment: specifically spatial, temporal and governance aspects. Although models can only represent a simplified reality, encompassing a range of factors enables the theoretical model to convey a level of complexity and mobility that has not been widely captured in the literature. In addition to developing the theoretical model (shown in Figure 6.3), this research has proved that it works, by explaining the development of Margaret River and the Barossa. The model makes an important contribution to the literature, as it enhances the holistic understanding that currently exists about tourism in agricultural regions, by adopting a place-based systems approach that is often underutilised in tourism research.

While the theoretical model provides theoretical contributions, its application in an applied sense is limited. This limitation of all theoretical models, to explain rather than be operationalised (Getz, 1986), necessitated the development of a management model that has practical applications (see Section 7.2.2). However, the conceptual understanding provided by the theoretical model was fundamental to the development of the management model shown in Figure 6.4. To apply the steps in the management model requires the conceptual understanding explained in the theoretical model. Another contribution of this research is the incorporation of the theoretical model into the management model, reinforcing the concept that a conceptual understanding of tourism in agricultural regions is integral to the process of developing these experiences on the ground (in practice).

7.2.2 Practical Contributions

This research has also made a number of practical contributions that build on the theoretical contributions (see Section 7.2.1). In a practical sense, the concept of TAR provides a more accurate representation of the types of food-related experiences that are developed in agricultural regions. Rather than become caught up in academic debate about what can and cannot be classified as agri-tourism, TAR adopts a regional perspective that enables stakeholders in the agriculture and tourism industries to understand how development may proceed from a more inclusive and holistic perspective. For agricultural regions developing

niche, food-related tourism experiences, in isolation of the wider tourism system and other existing tourism attributes, will be more difficult at an enterprise or activity level. However, TAR overcomes this difficulty by encouraging development that is more holistic and at a region-wide level. The place-based systems approach adopted by TAR enhances the development of food-related experiences that complement the region's key resources and where applicable, existing tourism products. As TAR adopts a regional approach, the emphasis moves from the niche activity to the place, and has the capacity to encompass a diverse range of tourism products. While this research focused specifically on agricultural resources, TAR acknowledges that tourism is a system comprised of many components, such as nature and heritage tourism, as well as infrastructure.

The development of the management model also has important practical contributions, as it can be operationalised by agricultural regions considering tourism development. While there are some theoretical models in the agri-tourism and food tourism literature, there is a paucity of management models available, especially those that adopt a place-based systems approach (Barca et al., 2012; Kidd, 2011; Leiper, 1979; McDonald, 2006; McKercher, 1999; Mill & Morrison, 1985, 1998; Turnour et al., 2014). The management model (shown in Figure 6.4) developed in this research is an important practical tool that can enhance a region's ability to successfully develop tourism from agricultural resources. The model steps regions through a process of strategically developing tourism based on an assessment of demand, supply and regional attributes. An important part of this process is understanding the drivers and barriers that determine whether agricultural resources can be transformed into tourism experiences, as outlined in the theoretical model (see Figure 6.3). The management model not only describes the process of transformation, by incorporating the theoretical model, but can be operationalised as a tool and used throughout the development process. For agricultural regions, the management model provides important information as to the process by which tourism can be developed at a regional level, rather than at an enterprise level. This place-based systems approach greatly enhances the ability of a region to develop complementary tourism experiences across the region, rather than on an ad-hoc basis. It also provides a platform from which individual operators can engage

334

with the wider tourism system in their region, which has been identified as an important driver of tourism development in this research.

7.3   Future Research

While this research has made several contributions to the literature, there are future research opportunities that can enhance current understanding. This research was limited to two case studies and the theoretical contributions from this research would benefit from additional studies of other agricultural regions. Replicating the case study methodology in additional agricultural regions would enhance the reliability and generalisability of the findings of this research by confirming and/or adding new knowledge of the theoretical foundations underpinning the development of the Wheels, theoretical and management models. Additional case studies could be used to confirm whether the types of drivers and barriers identified in this research are found in other agricultural regions in Australia, for example. Of further interest may be identifying agricultural regions without viticulture, to test whether similar drivers and barriers are identified in agricultural regions that are less suited to wine and are focused on other agricultural crops. Furthermore, additional case studies in locations outside of Australia would also be beneficial in growing understanding of tourism development in an international context. As the findings of this research are limited to an Australian context, it is unclear of the applications and implications for destinations on a global scale.

Further research is also required to test the management model (see Figure 6.4) developed in this research. Although the theoretical model's ability to explain how tourism developed in the two case study regions was tested, the management model is yet to be tested. Applying the development process outlined in the management model is an important next step in testing its operationalisability. It is recommended that the management model is tested in Australia and overseas, to determine its applicability in developing tourism within and outside of Australia. For example, the Atherton Tablelands in North Queensland, Australia could be used as a case study to test the operationalisability of the management model. The Tablelands region is a tropical Australian landscape that supports a diversity of agricultural crops. However it is less suited to viticulture. Outside of an Australian setting,

New Zealand or China may be suitable options to test the internationalisation of the theoretical and practical contributions made by the findings of this research. Additionally, there is future scope to test whether the model has applications to regions that have failed, providing insights into and drawing comparisons between how the model may be applied to developing, successful and failed regions.

Although this research was developed under the more holistic concept of TAR, it was limited to examining one type of resource for tourism development rather than the range of resources an agricultural region has available. As a result, there are opportunities for future research to test the robustness of the theoretical knowledge developed in this research. For example, investigating whether the models developed can be applied to tourism development based on resources other than agriculture, such as nature, history/heritage or health. Research of this type would provide theoretical contributions in terms of understanding how tourism develops in agricultural regions more broadly, rather than from a myopic, SIT perspective. Furthermore, the practical implications of this knowledge would be beneficial to tourism development. Further research would determine whether the theoretical and management models have an ability to be generalised to a broader range of tourism experiences beyond those that are food-related.

By adopting a place-based systems approach this research has moved beyond identifying a series of drivers and barriers to understanding how the interactions between these factors shape tourism development in agricultural regions. Based on the conceptual understanding of the interactions between drivers and barriers, future research can examine drivers, barriers and their interactions on a one-on-one basis. For example, each of the six key drivers or barriers could be become the focus of future research. Based on the holistic understanding gained from this research, future research can focus on understanding a driver or barrier in-depth, but also its relationship to other drivers and barriers. Additionally, there is an opportunity for future research to draw on literature beyond the tourism literature that underpinned this research. For example, a case study focused on innovation could draw on entrepreneurship and management studies, while another study into geography as a driver may be based within the contexts of regional development,

environmental sciences or climate change. Similarly, in-depth research into networks and collaboration could be based on social network analysis. Similarly, leadership, human resources management and organisational culture could underpin future research into the key drivers of people and internal culture. This research has provided an opportunity for future studies to focus on particular drivers and barriers but gain an increasingly holistic understanding of the complex, chaotic and inter-connected nature of the drivers and barriers involved in the development process.

7.4   Conclusion

This research has challenged existing knowledge of agri-tourism and adopted the more holistic concept of TAR. Having identified a number of drivers and barriers responsible for influencing tourism development, a Wheel of Drivers and a Wheel of Barriers was developed. The development of the Wheels has extended current knowledge by indicating how the interactions between these factors shape tourism development in a regional context. Building on these two Wheels, a theoretical model was developed that explains how and why tourism may be developed in agricultural regions. This research shows how development can be achieved by harnessing a region's resources (comparative advantages) and transforming these into tourism experiences (competitive advantages). Finally, the research used the conceptual understanding gained from the theoretical model to develop a management model. The eight step process outlined in this model has the ability to be operationalised as a planning tool by agricultural regions developing tourism from their agricultural resources.

The place-based systems approach that underpins this research has been integral to the research process, allowing a more holistic understanding of how tourism develops in agricultural regions. This approach has enabled significant theoretical and practical contributions to be made to the current literature and to industry practitioners respectively. It is anticipated that the knowledge and understanding gained from this research is used to inform future research into tourism development, particularly in agricultural regions, and can support a move away from a myopic, reductionist approach that is generally adopted in tourism studies. Examining old research problems from new perspectives has the potential

to significantly enhance the ability to identify new solutions. For those pursuing tourism development in agricultural regions, it is anticipated that this research provides valuable insights into how development can be conceptualised and realised by understanding the processes required to develop in a strategically desirable way.

REFERENCES

Ainley, S., & Phelan, C., & Kline, C. (2011). *Beyond positivism: studying the experience of farm families engaged in agritourism*. In: Proceedings of the 42nd Annual Travel and Tourism Research Association (TTRA) International Conference, 19-21 June, 2011, London, Ontario, Canada. Retrieved from: ttp://ttra.omnibooksonline.com/2011/49727-ttra-1.6022/2011-t-001-1.6241/6-a-1.6374/6-a-1.6375

Aldrian-Moyle, S., & Hanley, L. (2011). Chefs of the Margaret River region. Margaret River, Western Australia: Margaret River Press.

Alonso, A.D. (2010). Olives, hospitality and tourism: a Western Australian perspective. *British Food Journal, 112*(1), 55-68. doi:10.1108/00070701011011209

AMR Mail. (2013, February 7). 100 Years of Margaret River: timeline. *Augusta-Margaret River Mail*. Retrieved from http://www.margaretrivermail.com.au/story/1286597/100-years-of-margaret-river-timeline/

Andrijich, F., Forrestal, P. & Joran, R. (2003). *Margaret River*. Fremantle, Australia: Fremantle Arts Centre Press.

Augusta Margaret River Tourism Association (AMRTA). (2011). *Margaretriver.com* [website]. Retrieved October 10, 2011, from www.margaretriver.com

Augusta Margaret River Tourism Association (AMRTA). (2012). *MargaretRiver.com: 2012 visitor guide*. Author: Australia.

Australian Bureau of Statistics (ABS). (2012a). *National regional profiles by ASGS, annual (2008-09 to 2012-13), Augusta Margaret River-Busselton* (No. 50101). Retrieved from www.abs.gov.au

Australian Bureau of Statistics (ABS). (2012b). *Value of agricultural commodities produced – Western Australia* (No. 7503). Retrieved from http://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/7503.02010-11?OpenDocument

Australian Bureau of Statistics (ABS). (2012c). *Value of agricultural commodities produced – South Australia* (No. 7503). Retrieved from http://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/7503.02010-11?OpenDocument

Australian Bureau of Statistics (ABS). (2012d). *Vineyards estimates – Australia* (No. 1329.0.55.002). Retrieved from http://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/1329.0.55.0022011-12?OpenDocument

Australian Bureau of Statistics (ABS). (2013a). *Data by region – Augusta Margaret River*. Retrieved from http://stat.abs.gov.au/itt/r.jsp?databyregion

Australian Bureau of Statistics (ABS). (2013b). *Data by region – Barossa*. Retrieved from http://stat.abs.gov.au/itt/r.jsp?databyregion

Australian Bureau of Statistics (ABS). (2013c). *Data by region – Busselton*. Retrieved from http://stat.abs.gov.au/itt/r.jsp?databyregion

Australian Taxation Office (ATO). (2015). *Wine Equalisation Tax*. Retrieved from https://www.ato.gov.au/Business/Wine-equalisation-tax/

Avieli, N. (2013). What is 'local food?' Dynamic culinary heritage in the world heritage site of Hoi AN, Vietnam. *Journal of Heritage Tourism, 8*(2-3), 120-132.

Babbie, E. (2001). *The practice of social research* (9th ed.). Belmont: Wadsworth Thomson Learning.

Baker, T. (1997). *A heritage of innovation: Orlando Wines 1847-1997*. Adelaide, Australia: Anvil Press.

Barbieri, C., & Mshenga, P.M. (2008). The role of firm and owner characteristics on the performance of agritourism farms. *Sociologia Ruralis,48*(2), 166–183. doi:10.1111/j.1467-9523.2008.00450.x

Barca, F., McCann, P., & Rodríguez-Pose, A. (2012). The case for regional development intervention: place-based versus place-neutral approaches. *Journal of Regional Science, 52*(1), 134-152. doi:10.1111/j.1467-9787.2011.00756.x

Barker, S., Heathcote, L., & Ward, B. (Eds.). (2003). *Discover the Barossa*. Richmond, Australia: Hyde Park Press.

Barossa Council. (2013). *The Barossa Council: Industry sector of employment*. Retrieved from http://profile.id.com.au/barossa/industries

Barossa Council. (2014). *The Barossa Council* [website]. Retrieved April 10, 2014, from www.barossa.sa.gov.au

Barossa Grape and Wine Association (BGWA). (2013a). *Barossa vintages: a wine history from 1842*. Retrieved from http://barossavintages.com/

Barossa Grape and Wine Association (BGWA). (2013b). *Barossa Grape and Wine Association: annual report 2012-2013*. Retrieved from http://www.barossa.com/barossa-grape-and-wine-association/agm

Beer, A., Maude, A., & Pritchard, B. (2003). *Developing Australia's regions: theory and practice*. Sydney, Australia: University NSW Press.

Beeton, S. (2002). Entrepreneurship in rural tourism? Australian landcare programs as a destination marketing tool. *Journal of Travel Research, 41*, 206-209. doi:10.1177/004728702237420

Bėlisle, F. (1983). Tourism and food production in the Caribbean. *Annals of Tourism Research, 10*, 497-513. doi:10.1016/0160-7383(83)90005-1

Bertella, G. (2011). Knowledge and food tourism: the case of Lofoten & Maremma Toscana. *Current Issues in Tourism, 14*(4), 355-371. doi:10.1080/13683500.2010.489638

Bessière, J. (1998). Local development and heritage: traditional food and cuisine as tourist attractions in rural areas. *Sociologia Ruralis, 38*(1), 21–34. doi:10.1111/1467-9523.00061

Blaikie, N. (2004a). Ontology. In M.S. Lewis-Beck, A. Bryman, & T. Futing Liao (Eds.), *The SAGE encyclopedia of social science research methods*. doi:10.4135/9781412950589

Blaikie, N. (2004b). Epistemology. In M.S. Lewis-Beck, A. Bryman, & T. Futing Liao (Eds.), *The SAGE encyclopedia of social science research methods*. Retrieved from doi:10.4135/9781412950589

Boniface, P. (2003). *Tasting tourism: travelling for food and drink*. Burlington: Ashgate Publishing Co.

Boyne, D., & Hall, C.M. (2003). Managing food and tourism developments: issues for planning and opportunities to add value. In C.M. Hall, L. Sharples, R. Mitchell, N. Macionis, & B. Cambourne (Eds.), *Food tourism around the world: Development, management and markets* (pp. 285-295). Oxford: Butterworth-Heinemann.

Busby, G., & Rendle, S. (2000). Transition from tourism on farms to farm tourism. *Tourism Management, 21*(6), 635–642. doi:10.1016/S0261-5177(00)00011-X

Cantin, B., Thie, J., Cook, D., Oborne, B., Harcourt, M., Bachtler, J., … Olfert, R. (2010). *Sustainable places: Integrated place-based approaches for sustainable development*. Retrieved from http://dspace.cigilibrary.org/jspui/handle/123456789/29242

Carley, M., & Christie, I. (2000). *Managing sustainable development* (2nd ed.). London: Earthscan.

Carlsen, J. (1999). A systems approach to island tourism destination management. *Systems Research and Behavioural Science 16*, 321-327. Retrieved from http://search.proquest.com/openview/5221d217c8c30581ec3e04a484bbe411/1?pq-origsite=gscholar

Carlsen, J. (2004). A review of global wine tourism research. *Journal of Wine Research, 15*(1), 5-13. doi:10.1080/0957126042000300281

Carpio, C.E., Wohlgenant, M.K. & Boonsaeng, T. (2008). The demand for agritourism in the United States. *Journal of Agricultural and Resource Economics, 33*(2), 254-269. Retrieved from http://www.jstor.org/stable/41220626

Chambers, S., Lobb, A., Butler, L., Harvey, K., & Traill, W.B. (2007). Local, national and imported foods: A qualitative study. *Appetite, 49*, 208-213. doi:10.1016/j.appet.2007.02.003

Charters, S., & Ali-Knight, J. (2002). Who is the wine tourist? *Tourism Management, 23*(3), 311-19. doi:10.1016/S0261-5177(01)00079-6

Che, D., Veeck, A., & Veeck, G. (2005). Sustaining production and strengthening the agritourism product: linkages among Michigan agritourism destinations. *Agriculture and Human Values, 22*, 225–234. doi:10.1007/s10460-004-8282-0

Chinner, B. (2010). *The fruits of Angaston*. Angaton, Australia: Author.

Ciervo, M. (2013). Agritourism in Italy and the local impact referring to Itria Valley. The organic firm 'Raggio Verde' and its ecological agritourism project. *European Countryside, 5*(4), 322–338. doi:10.2478/euco-2013-0021

Clarke, J. (1999). Marketing structures for farm tourism: beyond the individual provider of rural tourism. *Journal of Sustainable Tourism, 7*(1), 26-47. doi:10.1080/09669589908667325

Colton, J.W., & Bissix, G. (2005). Developing agritourism in Nova Scotia: issues and challenges. *Journal of Sustainable Agriculture, 27*(1), 91-112. doi10.1300/J064v27n01_06

Comen, T., & Foster, D. (n.d.). *Agricultural diversification and agritourism: critical success factors. Interim report.* Retrieved from University of Vermont website: https://www.uvm.edu/~snrvtdc/agtour/publications/Agritourism%20Report.pdf

Creswell, J.W. (2013). *Qualitative inquiry and research design: choosing among five approaches* (3rd ed.). London: Sage.

Crouch, G.I., & Ritchie, J.R. (1999). Tourism, competitiveness, and societal prosperity. *Journal of Business Research, 44*(3), 137-152. doi:10.1016/S0148-2963(97)00196-3

Cullen, D. M. (1997, May 13). Interview by M. Dawson [Tape recording]. A project of the J.S. Battye Library of West Australian History and the Oral History Group of the Busselton Historical Society. Busselton Library, Australia.

Davidson, S. (1998). Spinning the wheel of empowerment. *Planning, 1262*, 14-15. Retrieved from http://www.sarkissian.com.au/wp-content/uploads/2009/06/Davidson-Spinning-wheel-article1998.pdf

Davies, E.T, & Gilbert, D.C. (1992). A case study of the development of farm tourism in Wales. *Tourism Management, 13*(1), 56-63.

Deale, C., Norman, W.C., & Jodice, L.W. (2008). Marketing locally harvested shrimp to South Carolina coastal visitors: the development of a culinary tourism supply chain. *Journal of Culinary Science & Technology, 6*(1), 5-23. doi:10.1080/15428050701884121

Decrop, A. (1999). Triangulation in qualitative tourism research. *Tourism Management 20*, 157-161. doi:10.1016/S0261-5177(98)00102-2

Department of Regional Development (DRD). (2014). *Royalties for regions* [website]. Retrieved from http://www.drd.wa.gov.au/rfr/whatisrfr/Pages/default.aspx

Department of Resources, Energy and Tourism (DRET). (2011). *Barossa product gap audit: investment and regulatory reform working group*. Retrieved from http://www.tourism.sa.gov.au/assets/documents/Barossa_Product_Gap_Audit.pdf

du Rand, G.E., & Heath, E. (2006). Towards a framework for food tourism as an element of destination marketing. *Current Issues in Tourism, 9*(3), 206-234. doi:10.2164/cit/226.0

du Rand, G.E., Heath, E., & Alberts, N. (2003). The role of local and regional food in destination marketing: a South African situation analysis. In C.M. Hall (Ed.), *Wine, food and tourism marketing* (pp. 97-112). Binghamton: Haworth Hospitality Press.

Ecker, S., Clarke, R., Cartwright, S., Kancans, R., Please, P., & Binks, B. (2010) *Drivers of regional agritourism and food tourism in Australia.* Retrieved http://data.daff.gov.au/brs/data/warehouse/pe_abarebrs99001744/Agritourism_2010_REPORT_11a.pdf

Egan, D. J., & Nield, K. (2003). The economic impacts of tourism – a critical review. *Journal of Hospitality & Tourism Management, 10*(2), 170-177.

Eriksson, P., & Kovalainen, A. (2008). *Qualitative methods in business research*. doi:10.4135/9780857028044

Erlich, R. (2005a). A sense of region: the meaning of regional food in Australia. In R. Erlich, R. Riddell, & M. Wahlqvist (Eds.), *Regional foods: Australia's health and wealth* (pp. 7-13). Barton, Australia: RIRDC.

Erlich, R. (2005b). Western Australia: Margaret River. In R. Erlich, R. Riddell, & M. Wahlqvist (Eds), *Regional foods: Australia's health and wealth* (pp. 78-90). Barton, Australia: RIRDC.

Evans, N.J., & Ilbery, B.W. (1989). A conceptual framework for investigating farm-based accommodation and tourism in Britain. *Journal of Rural Studies, 5*(3), 257-266. doi:10.1016/0743-0167(89)90004-1

Everett, S. (2014). Beyond the visual gaze? The pursuit of an embodied experience through food tourism. *Tourist Studies, 8*(3), 337-358. doi:10.1177/1468797608100594

Everett, S., & Aitchison, C. (2008). The role of food tourism in sustaining regional identity: a case study of Cornwall, South West England. *Journal of Sustainable Tourism, 16*(2), 150-167. doi:10.2167/jost696.0

Everett, S., & Slocum, S.L. (2013). Food and tourism: an effective partnership? A UK-based review. *Journal of Sustainable Tourism, 21*(6), 789-809. doi:10.1080/09669582.2012.741601

Flanigan, S., Blackstock, K., & Hunter, C. (2014). Agritourism from the perspective of providers and visitors: a typology-based study. *Tourism Management, 40*, 394-405. doi:10.1016/j.tourman.2013.07.004

Fox, R. (2007). Reinventing the gastronomic identity of Croatian tourist destinations**.** *International Journal of Hospitality Management, 26*(3), 546-559. doi:10.1016/j.ijhm.2006.03.001

Francesconi, W., & Stein, T. (2011). *Expanding Florida's farming business to incorporate tourism* (Document FOR187). Retrieved from University of Florida, Institute of Food and Agricultural Sciences website: https://edis.ifas.ufl.edu/pdffiles/FR/FR24200.pdf

Freidberg, S. (2003). Not all sweetness and light: New cultural geographies of food. *Social and Cultural Geography, 4*(1), 3–6. doi:10.1080/14649360320000049270

Frochot, I. (2003). An analysis of regional positioning and its associated food images in French tourism regional brochures. In C.M. Hall (Ed.), *Wine, food and tourism marketing* (pp. 77-96). Binghamton, NY: Haworth Hospitality Press.

Geographe Bay Tourism Association (GBTA). (2011). Geographe Bay: 2011 travel guide. Author: Australia

Geographe Bay Tourism Association (GBTA). (2012). Geographe Bay: 2012 travel guide. Author: Australia

Germov, J., Williams, L., & Freji, M. (2010). Portrayal of the slow food movement in the Australian print media: conviviality, localism and romanticism. *Journal of Sociology, 47*(1), 89-106. doi:10.1177/1440783310369021 2011 47: 89

Getz, D. (1986). Models in tourism planning: towards integration of theory and practice. *Tourism Management,7*(1), 21-32. doi:10.1016/0261-5177(86)90054-3

Getz, D. (2000) *Explore wine tourism: management, development and destinations*. New York: Cognizant Communication Corporation.

Getz, D., & Carlsen, J. (2000). Characteristics and goals of family and owner-operated businesses in the rural tourism and hospitality sectors. *Tourism Management, 21*, 547-560. doi:10.1016/S0261-5177(00)00004-2

Getz, D., Robinson, R., Andersson, T., & Vujicic, S. (2014). *Foodies and food tourism*. Oxford: Goodfellow Publishers.

Giaoutzi, M., & Nijkamp, P. (Eds.). (2006). *Tourism and regional development*. England: Ashgate.

Gil Arroyo, C., Barbieri, C., & Rozier Rich, S. (2013). Defining agritourism: a comparative study of stakeholders' perceptions in Missouri and North Carolina. *Tourism Management, 37*, 39-47, doi:10.1016/j.tourman.2012.12.007

Gladstones, J.S. (1965). The climate and soils of South Western Australia in relation to vine growing. *The Journal of the Australian Institute of Agricultural Science*, December, 275-288.

Gladstones, J.S. (1990). Interview by E. Happ. [Tape recording]. A project of the Oral History Group of the Busselton Historical Society. Busselton Library, Australia.

Gladstones, J.S. (2011). *Wine, terroir and climate change*. Kent Town, Australia: Wakefield Press.

Government of South Australia. (2012). *Character Preservation (Barossa Valley) Act 2012*. Retrieved from http://www.legislation.sa.gov.au/LZ/C/A/CHARACTER%20PRESER VATION%20(BAROSSA%20VALLEY)%20ACT%202012.aspx

Green, G.P., & Dougherty, M.L. (2008). Localizing linkages for food and tourism: culinary tourism as a community development strategy. *Community Development, 39*(3), 148-158. doi:10.1080/15575330809489674

Gregory, J., & Gothard, J. (2009). *Historical Encyclopaedia of Western Australia*. Crawley, Australia: University of WA Press.

Guba, E.G., & Lincoln, Y.S. (1994). Competing paradigms in qualitative research. In N.K. Denzin & Y.S. Lincoln (Eds.), *Handbook of qualitative research* (pp. 105-117). Thousand Oaks, CA: Sage.

Guba, E.G., & Lincoln. Y.S. (2005). Paradigmatic controversies, contradictions, and emerging confluences. In N.K. Denzin & Y.S. Lincoln (Eds.), *The SAGE handbook of qualitative research* (3rd ed.) (pp. 191-215). Thousand Oaks, CA: Sage.

Hall, C.M. (2005). Rural wine and food tourism cluster and network development. In D. Hall, I. Kirkpatrick, & M. Mitchell (Eds.), *Rural tourism and sustainable business* (pp. 149-164). Clevedon: Channel View Publications.

Hall, C.M. (2007). *Introduction to tourism in Australia: development, issues and change* (5th ed.). Frenchs Forest: Pearson Education Australia.

Hall, C.M., & Mitchell, R. (2001). Wine and food tourism. In N. Douglas, N. Douglas, & R. Derrett (Eds.), *Special interest tourism: context and cases* (pp. 307-329). Milton: John Wiley & Sons.

Hall, C.M., Mitchell, R., & Sharples, L. (2003). Consuming places: the role of food, wine and tourism in regional development. In C.M. Hall, L. Sharples, R. Mitchell, N. Macionis, & B. Cambourne (Eds.), *Food tourism around the world: development, management and markets* (pp. 25-59). Oxford: Butterworth-Heinemann.

Hall, C.M., & Sharples, L. (2003). The consumption of experiences or the experience of consumption? An introduction to the tourism of taste. In C.M. Hall, L. Sharples, R. Mitchell, N. Macionis, & B. Cambourne (Eds.), *Food tourism around the world: development, management and markets* (pp. 1-24). Oxford: Butterworth-Heinemann.

Hall, C.M., Sharples, L., Cambourne, B., & Macionis, N. (Eds.). (2000). *Wine tourism around the world: development, management and markets*. Oxford: Butterworth-Heinemann.

Hall, C.M., Sharples, L., Mitchell, R., Macionis, N. & Cambourne, B. (Eds.). (2003). *Food tourism around the world: development, management and markets*. Oxford: Butterworth-Heinemann.

Hall, C.M., Sharples, L., & Smith, A. (2003). The experience of consumption or the consumption of experiences? Challenges and issues in food tourism. In C.M. Hall, L. Sharples, R. Mitchell, N. Macionis, & B. Cambourne (Eds.), *Food tourism around the world: development, management and markets* (pp. 314-335). Oxford: Butterworth-Heinemann.

Haugen, M.S., & Vik, J. (2008). Farmers as entrepreneurs: the case of farm-based tourism. *International Journal of Entrepreneurship and Small Business, 6*(3), 321-336. doi:10.1504/IJESB.2008.01913

Haven-Tang, C., & Sedgley, D. (2014). Partnership working in enhancing the destination brand of rural areas: a case study of Made in Monmouthshire, Wales, UK. *Journal of Destination Marketing and Management, 3*(1), 59-67. doi:10.1016/j.jdmm.2013.12.001

Henderson, J.C. (2009). Food tourism reviewed. *British Food Journal, 111*(4), 317-326. doi:10.1108/00070700910951470

Hepburn, E. (2009). *Agri-tourism: a modern development in Bahamian agriculture*. In: Proceedings of the 28th West Indies Agricultural Economics Conference/2009 Barbados National Agricultural Conference, -10 July, 2009, Bridgetown, Barbados. Retrieved from http://ageconsearch.umn.edu/handle/122656

Heuzenroeder, A. (2002). *Barossa food*. Adelaide: Wakefield Press.

Heuzenroeder, A. (2006). A region, its recipes and their meaning: the birth of the Barossa cookery book. *History Australia, 3*(2), 4.1-46.13. doi:10.2104/ha060046.

Hinrichs, C. (2000). Embeddedness and local food systems: notes on two types of direct agricultural market. *Journal of Rural Studies 16*(3), 295-303. doi:10.1016/S0743-0167(99)00063-7

Hjalager, A.M., & Richards, G. (Eds.). (2002). *Tourism and gastronomy*. London: Routledge.

Holloway, L., Cox, R., Venn, L., Kneafsey, M., Dowlers, E., & Tuomainens, H. (2006). Managing sustainable farmed landscape through 'alternative' food networks: a case study from Italy. *The Geographical Journal, 172*(3), 219-229. doi:10.1111/j.1475-4959.2006.00205.x

Hopkins, N. (2001). *The Barossa: Australian wine regions*. Singapore: R. Ian Lloyd Productions.

Ioannou, N. (2000). *Barossa journeys: into a valley of tradition*. Australia: New Holland Publishers.

Ilbery, B., Bowler, I., Clark, G., Crockett, A., & Shaw, A. (1998). Farm-based tourism as an alternative farm. *Regional Studies, 32*(4), 355-364. doi:10.1080/00343409850117816

Jeffery, K.G. (2000). An architecture for grey literature in a R&D context. *International Journal on Grey Literature,1*(2), 64-72. doi:10.1108/14666180010327429

Jenkins, T. (1997). *A vision of fine wine: stories from 30 years of Margaret River winemaking*. Burswood: Travprint.

Jennings, G. (2010). *Tourism research* (2nd ed.). Milton, Australia: Wiley.

Jensen, K.L., Bruch, M., Menard, R.J., & English, B.C. (2014). *Analysis of factors influencing agritourism businesses in expansion*. Paper presented at the Southern Agricultural Economics Association Meetings, February 1-4, 2014, Dallas, Texas. Retrieved from http://ageconsearch.umn.edu/bitstream/161401/2/Agritourism%20SAEA%20Paper.pdf

Joliffe, L. (2008). Connecting farmers' markets and tourists in New Brunswick, Canada. In C.M. Hall & L. Sharples (Eds.), *Food and wine festivals and events around the world: development, management and markets* (pp. 232-248). Oxford: Elsevier.

Jones, D. (2008). *The role of agriculture and farm household diversification in the rural economy of Australia.* Retrieved from the OECD website: http://www.oecd.org/agriculture/agricultural-policies/43244973.pdf

Kidd, J.N. (2011). *Hospitality on the farm: the development of a systems model of farm tourism.* Retrieved from http://www.researchgate.net/publication/266147222_Hospitality_on_the_Farm_The_Development_of_a_Systems_Model_of_Farm_Tourism

Killion, L. (2001). Rural tourism. In N. Douglas, N. Douglas, & R. Derrett (Eds.), *Special interest tourism* (pp. 165-187). Milton, Australia: John Wiley & Sons.

Kim, Y.G., Eves, A., & Scarles, C. (2009). Building a model of local food consumption on trips and holidays: a grounded theory approach. *International Journal of Hospitality Management, 28*, 423-431. doi:10.1016/j.ijhm.2008.11.005

Kizos, T., & Iosifides, T. (2007). The contradictions of agrotourism development in Greece: evidence from three case studies. *South European Society and Politics, 12*(1), 59-77. doi:10.1080/13608740601155443

Knowd, I. (2001). *Rural tourism: panacea & paradox*. Paper presented at the Geography Teachers' Curriculum Workshop, hosted by the University of Western Sydney, July 2001. Retrieved from http://www.hsc.csu.edu.au/geography/activity/local/tourism/FRURALTO.pdf

Knowd, I. (2006). Tourism as a mechanism for farm survival. *Journal of Sustainable Tourism,14*(1), 24-42. doi:10.1080/09669580608668589

Koutsoukis, A.J. (2002). *A brief history of Western Australia*. Willeton: A & M Bookshop.

Lack, K.J. (2007). Agri-tourism development in British Columbia (Master's thesis, Simon Fraser University). Retrieved from http://www.nlc-bnc.ca/obj/s4/f2/dsk2/ftp04/mq24176.pdf

Lane, B. (1994). What is rural tourism? *Journal of Sustainable Tourism, 2*(1-2), 7-21. doi:10.1080/09669589409510680

Langworthy, A., Howard, J., & Mawson, F. (2006). *Building the relationship between agriculture and tourism: models and benefits of co-operation*. Retrieved from The Centre for Regional Development, Swinburne University of Technology website: http://researchbank.swinburne.edu.au/vital/access/manager/Repository/swin:7187

Lehmann, P., & Lehmann, M. (1992, October 8). Interview by A. Heuzenroeder [Tape recording]. Barons of Barossa: Oral History Project. Barossa Council Library, Nuriootpa, Australia.

Leiper, N. (1979). The framework of tourism: towards a definition of tourism, tourist, and the tourism industry. *Annals of Tourism Research, 6*, 390-407. doi:10.1016/0160-7383(79)90003-3

Lin, Y-C., Pearson, T.E., & Cai, L.P. (2011). Food as a form of destination identity. *Tourism and Hospitality Research,* 11**,** 30–48. doi10.1057/thr.2010.22

Lincoln, Y.S., Lynham, S.A., & Guba, E.G.(2011). Paradigmatic controversies, contradictions, and emerging confluences, revisited. In N.K. Denzin & Y.S. Lincoln (Eds.), *The SAGE handbook of qualitative research* (4th ed.) (pp. 97-128). Thousand Oaks, CA: Sage.

Mak, A.H.N., Lumbers, M., & Eves, A. (2012). Globalisation and food consumption in tourism. *Annals of Tourism Research, 39*(1), 171-196. doi:10.1016/j.annals.2011.05.010

Malecki, E. (1997). *Technology and economic development* (2nd ed.). Harlow: Longman.

Margaret River and Districts Historical Society (MRDHS). (2013). *Margaret River and districts historical society* [website]. Retrieved April 23, 2013, from http://www.mrdhs.com.au/?file=kop1.php.

Margaret River Busselton Tourism Association (MRBTA). (2015). The Margaret River Busselton tourism association: about us. Retrieved from www.margaretriver.com/

Margaret River Wine Industry Association (MRWIA). (2011). *About Margaret River, its wines and its industry association*. Copy of documents in possession of the author.

Marques, H. (2006). Searching for complementarities between agriculture and tourism – the demarcated wine-producing regions of northern Portugal. *Tourism Economics, 12*, 147–155. doi:10.5367/000000006776387141

Marsden, T., Banks, J., & Bristow, G. (2000). Food supply chain approaches: exploring their role in rural development. *Sociologia Ruralis, 40*(4), 424-439. doi:10.1111/1467-9523.00158

Marshall, C., & Rossman, G.B. (2006). *Designing qualitative research* (4th ed.). London: SAGE.

Mason, M.C., & Paggiaro, A. (2009). Celebrating local products: the role of food events. *Journal of Foodservice Business Research, 12*(4), 364-383. doi:10.1080/15378020903344323

Mason, R., & O'Mahony, B. (2007) On the trail of food and wine: the tourist search for meaningful experience. *Annals of Leisure Research, 10*(3), 498-517. doi:10.1080/11745398.2007.9686778

Matasar, A.B. (200). *Women of wine: the rise of women in the global wine industry*. London: University of California Press.

Mayaka, M., & Akama, J.S. (2007). Systems approach to tourism training and education: the Kenyan case study. *Tourism Management, 28*(1), 298-306. doi:10.1016/j.tourman.2005.12.023

McDonald, J. (2006). *Understanding sustainable tourism development from a complex systems perspective: a case study of the Swan River, Western Australia* (Doctoral dissertation). Retrieved from http://ro.ecu.edu.au/theses/82

McGehee, N.G. (2007). An agritourism systems model: a Weberian perspective. *Journal of Sustainable Tourism, 15*(2), 111-124. doi:10.2167/jost634.0

McGehee, N.G., & Kim, K. (2004). Motivation for agri-tourism entrepreneurship. *Journal of Travel Research, 43*, 161-170. doi:10.1177/0047287504268245

McGehee, N.G., Kim, K., & Jennings, G.R. (2007). Gender and motivation for agri-tourism entrepreneurship. *Tourism Management, 28*, 280-289. doi:10.1016/j.tourman.2005.12.022

McIlvaine-Newsad, H., Merrett, C.D., Maakestad, W., & McLaughlin, P. (2008). Slow food lessons in the fast food Midwest. *Southern Rural Sociology, 23*(1), 72-93. Retrieved from http://ag.auburn.edu/auxiliary/srsa/pages/Articles/SRS%202008%2023/1/SRS%202008%2023%201%2072-93.pdf

McKercher, B. (1999). A chaos approach to tourism. *Tourism Management, 20*(4), 425-434. doi:10.1016/S0261-5177(99)00008-4

McKercher, B., Okumus, F., & Okumus, B. (2008). Food tourism as a viable market segment: It's all how you cook the numbers! *Journal of Travel and Tourism Marketing, 25*(2), 137-148. doi:10.1080/10548400802402404

Mendoza-Ramos, A. (2012). *The use of Mayan rainforests for ecotourism development: an empowerment approach for local communities* (Doctoral dissertation). Retrieved from http://researchonline.jcu.edu.au/31253/

Mendoza-Ramos, A., & Prideaux, B. (2014). Indigenous ecotourism in the Mayan rainforest of Palenque: empowerment issues in sustainable development. *Journal of Sustainable Tourism, 22*(3), 461-479. doi:10.1080/09669582.2013.828730

Mihalič, T. (2002). Tourism and economic development issues. In R. Sharpley & D.J. Telfer (Eds.), *Tourism and development: concepts and issues* (pp. 81-111). Clevedon: Channel View Publications.

Mill, R.C. & Morrison, A.M. (1985). *The tourism system: an introductory text*. New Jersey: Prentice Hall.

Mill, R.C. & Morrison, A.M. (1998). *The tourism system* (4th ed.). New Jersey: Prentice Hall.

Mir, R., & Watson, A . (2000). Strategic management and the philosophy of science: the case for a constructivist methodology. *Strategic Management Journal, 21*, 941-953. doi:10.1002/1097-0266(200009)

Mitchell, R., & Hall, C.M. (2003). Consuming tourists: food tourism consumer behaviour. In C.M. Hall, L. Sharples, R. Mitchell, N. Macionis, & B. Cambourne (Eds.), *Food tourism around the world: development, management and markets* (pp. 60-80). Oxford: Butterworth-Heinemann.

Mitchell, R., & Hall, C.M. (2006) Wine tourism research: the state of play. *Tourism Review International, 9*, 307-332. doi:10.3727/154427206776330535

Moilanen, T., & Rainisto, S. (2009). *How to brand nations, cities and destinations: a planning book for place branding*. Basingstoke, England: Palgrave Macmillan.

Morley, A., Sparkes, A., & Thomas, B. (2000). Strategic and regional initiatives in the agri-food industry in Wales. *British Food Journal, 102*(4), 274-289. doi:10.1108/00070700010327689

Müller, D.K., & Jansson, B. (Eds.). (2007). *Tourism in peripheries: perspectives from the Far North and South*. Oxfordshire: CABI.

Munchenberg, R.S., Proeve, H.F.W., Ross, D.A., Hausler, E.A., Saegenschnitter, G.B., Ioannou, N., & Tuesner, R.E. (2001). *The Barossa: a vision realised. The nineteenth century story*. Adelaide, Australia: Openbook Publishers.

Neuman, W.L. (2004). *Basics of social research: qualitative and quantitative approaches.* Boston; Allyn & Bacon.

Nickerson, N.P., Black, R.J., & McCool, S.F. (2001). Agritourism: motivations behind farm/ranch business diversification. *Journal of Travel Research, 40*, 19-26. doi:10.1177/004728750104000104

Nilsson, P.A. (2002). Staying on farms: an ideological background. *Annals of Tourism Research, 29*(1), 7-24. doi:10.1016/S0160-7383(00)00081-5

Okumus, B., Okumus, F., & McKercher, B. (2007). Incorporating local and international cuisines in the marketing of tourism destinations: the cases of Hong Kong and Turkey. *Tourism Management, 28*(1), 252-261. doi:10.1016/j.tourman.2005.12.020

O'Leary, D.F., & Stafford, M.R. (2013). *Sustaining food tourism networks: barriers and facilitators*. Paper presented at the 9th Annual Tourism and Hospitality Research in Ireland Conference (THRIC), 6-7th June, 2013, Galway: Retrieved from http://hdl.handle.net/10759/346263

Ollenburg, C., & Buckley, R. (2007). Stated economic and social motivations of farm tourism operators. *Journal of Travel Research, 45*(4), 444-452. doi:10.1177/0047287507299574

Park, D-B., Doh, K-R., & Kim, K-H. (2014). Successful managerial behaviour for farm-based tourism: a functional approach. *Tourism Management, 45*, 201-210. doi:10.1016/j.tourman.2014.04.007

Peace, A. (2006). Barossa Slow: the representation and rhetoric of slow food's regional cooking. *Gastronomica, 6*(1), 51-59. doi:10.1525/gfc.2006.6.1.51

Pearce, P. (1990). Farm tourism in New Zealand: a social situation analysis. *Annals of Tourism Research, 17*, 337-352. doi:10.1016/0160-7383(90)90002-9

Pegas, F., Ollenburg, C., & Tynon, J.F. (2013). Cattle ranchers and agritourism in Oregon, USA: motivations, challenges and opportunities from the landowner's perspective. *Tourism Recreation Research, 38*(1), 43-54. doi:10.1080/02508281.2013.11081728

Phelan, C., & Sharpley, R. (2011). Exploring agritourism entrepreneurship in the UK. *Tourism Planning and Development,* 8(2), 121-136. doi:10.1080/21568316.2011.573912

Phillip, S., Hunter, C., & Blackstock. (2010). A typology for defining agritourism. *Tourism Management, 31*, 754-758. doi:10.1016/j.tourman.2009.08.001

Porcaro, P. (2010). *The Italian agritourism model – 3Ps – policy, product and promotion: recommendations for developing agritourism in Australia*. In: Proceedings of the CAUTHE Conference 2010: Tourism and Hospitality: Challenge the Limits. Hobart: School of Management, University of Tasmania.

Prideaux, B. (2009). *Resort destinations: evolution, management and development*. Australia: Butterworth-Heinemann.

Prideaux, B., McKercher, B., & McNamara, K. (2013). Modelling a tourism response to climate change using a four stage problem definition and response framework. *Asia Pacific Journal of Tourism Research, 18*(1-2), 165-182. doi:10.1080/10941665.2012.688516

Prideaux, B., Thompson, M., & Harwood, S. (accepted). Renewing and re-invigorating settlements: a role for tourism? In A. Taylor, D. Carson, P. Ensign, L. Huskey, & R. Rasmussen (Eds.), *Settlements at the edge: remote human settlements in developed nations*. Cheltham: Edward Elgar Publishing.

Reid, D.G. (2003). *Tourism, globalisation and development: responsible tourism planning*. London: Pluto Press.

352

Renting, H., Marsden, T.K., & Banks, J. (2003). Understanding alternative food networks: exploring the role of short food supply chains in rural development. *Environment and Planning, 35*, 393-411. doi: 10.1068/a3510

Ritchie, J.R., & Crouch, G. (2003). *The competitive destination: a sustainable tourism perspective*. London: CABI.

Robinson, M., & Novelli, M. (2005). Niche tourism: an introduction. In M. Novelli (Ed.). *Niche tourism: contemporary issues, trends and cases* (pp. 1-11). Elsevier: Oxford.

Rural Directions. (2009). Co-innovation cluster development around the viability and sustainability of regional agri-food. Situational analysis: agricultural production in the Barossa region. Retrieved from RDA Barossa website: http://www.barossa.org.au/ assets/Uploads/Publications--Reports/Agri-Report-RDA-Copy-Part-One.pdf

Schmitt, M. (2010). Agritourism – from additional income to livelihood strategy and rural development. *The Open Social Science Journal, 3*, 41-50. Retrieved from http://test.benthamopen.com/contents/pdf/TOSSCIJ/TOSSCIJ-3-41.pdf

Sharpley, R., & Sharpley, J. (1997*). Rural tourism: an introduction*. London: International Thomson Business Press.

Sharply, R., & Telfer, D.J. (Eds.). (2002). *Tourism and development: concepts and issues*. Clevedon: Channel View Publications.

Shire of Augusta Margaret River (AMR). (2011). *Shire of Augusta Margaret River* [website]. Retrieved October 10, 2011, from: http://www.amrshire.wa.gov.au/.

Shire of Augusta Margaret River (AMR). (2014). *Shire of Augusta Margaret Local Profile 2014*. Retrieved from http://www.amrshire.wa.gov.au/council/publications.

Shire of Augusta Margaret River (AMR). (2015). *Shire of Augusta Margaret River - region*. Retrieved July 15, 2015, from: http://www.amrshire.wa.gov.au/region.

Sidali, K.L., Schulze, H., & Spiller, A. (2007, March). *Success factors in the development of farm vacation tourism*. Poster session presented at the 105th EAAE Seminar: International Marketing and International Trade of Quality Food Products, Bologna, Italy. Retrieved from http://ageconsearch.umn.edu/bitstream/7887/1/pp07si01.pdf

Sims, R. (2009). Food, place and authenticity: local food and the sustainable tourism experience. *Journal of Sustainable Tourism, 17*(3), 321-336. doi:10.1080/09669580802359293

Smith, E.J. (2004). Interview by M. Winchcombe [Tape recording]. A project of the Oral History Group of the Busselton Historical Society. Busselton Library, Australia.

Smith, S. (2010). *Practical tourism research*. Oxfordshire: CABI.

Smith, S., & Xiao, H. (2008). Culinary tourism supply chains: a preliminary examination. *Journal of Travel Research, 46*, 289-299. doi:10.1177/0047287506303981

Sonnino, R. (2004). For a piece of bread? Interpreting sustainable development through agritourism in Southern Tuscany. *Sociologia Ruralis, 44*(3), 285-300. doi:10.1111/j.1467-9523.2004.00276.x

South Australian Tourism Commission (SATC). (2012a). *The Barossa: destination action plan 2012-2014*. Retrieved from http://www.tourism.sa.gov.au/assets/documents/About%20SATC/barossa-destination-action-plan.pdf

South Australian Tourism Commission (SATC). (2012b). *Barossa: regional tourism profile: June 2010-2012*. Retrieved from http://www.tourism.sa.com/research-reports.aspx

South Australian Tourism Commission (SATC). (2013, October 16). *Barossa campaign lifts tourism*. Retrieved from http://www.tourism.sa.com/media/barossa-campaign-lifts-tourism.aspx

South Australian Tourism Commission (SATC). (2014). *The value of tourism in the Barossa: year ended June 2014*. Retrieved from http://www.tourism.sa.com/research-reports.aspx

South West Development Commission (SWDC). (2011). *South West Development Commission* [website]. Retrieved October 2, 2011, from http://www.swdc.wa.gov.au/

Sparkes, A., & Thomas, B. (2001) The use of the Internet as a critical success factor for the marketing of Welsh agri-food SMEs in the twenty-first century. British Food Journal, 103(5), 331–347. doi:10.1108/00070700110395368

Sparks, B., & Malady, J. (2006). Emerging wine tourism regions: lessons for development. In J. Carlsen & S. Charters (Eds.). *Global wine tourism: research, management and marketing* (pp. 67-79). Oxon: CABI.

Sparks, B., Deery, M., Roberts, L., Davies, J., Brown, L., & Malady, J. (2007). *Good living tourism: selected wine and food regions of Queensland, South Australia and Victoria*. Gold Coast, Australia: Sustainable Tourism CRC.

Sparks, B., Roberts, L., Deery, M., Davies, J., & Brown, L. (2005). *Good living tourism: lifestyle aspects of food and wine tourism*. Gold Coast, Australia: Sustainable Tourism CRC.

Srikatanyoo, N., & Campiranon, K. (2010). Agritourist needs and motivations: the Chiang Mai case. *Journal of Travel and Tourism Marketing, 27*(2), 166-178. doi:10.1080/10548400903579795

Stake, R.E. (1995). *The art of case study research*. Thousand Oaks: Sage Publications.

Stewart, J.W., Bramble, L., & Ziraldo, D. (2008). Key challenges in wine and culinary tourism with practical recommendations. *International Journal of Contemporary Hospitality Management, 20*(3), 303–312. doi:10.1108/09596110810866118

Sznajder, M., Przezbórska, L., & Scrimgeour, F. (2009). *Agritourism*. Oxfordshire, CABI.

Telfer, D.J. (2002). Tourism and regional development issues. In R. Sharpley & D.J. Telfer (Eds.), *Tourism and development: concepts and issues* (pp. 112-148). Clevedon: Channel View Publications.

Telfer, D.J., & Wall, G. (1996). Linkages between tourism and food production. *Annals of Tourism Research, 23*(3), 635-653. doi:10.1016/0160-7383(95)00087-9

Telfer, D.J., & Wall, G. (2000). Strengthening backward economic linkages: local food purchasing by three Indonesian hotels. *Tourism Geographies, 2*(4), 421-427. doi:10.1080/146166800750035521

Tew, C., & Barbieri, C. (2012). The perceived benefits of agritourism: the provider's perspective. *Tourism Management, 33*(1), 215-224. doi:10.1016/j.tourman.2011.02.005

Thompson, M., & Prideaux, B. (2010). *The potential to develop food and wine tourism in the Cairns region.* Cairns: James Cook University.

Thompson, M., & Prideaux, B. (2013). *Tourism in agricultural regions – the role of innovation and networks*. Paper presented at the Tourism Local Foods and Regional Development conference at Linnaeus University School of Business and Economics Kalmar, 30 September-1 October, 2013, Sweden.

Thompson , M & Prideaux, B. (2014). *The significance of cultural heritage in food and wine regions: Stories from the Barossa, Australia.* In: Proceedings of the Global Tourism & Hospitality Conference and 11th Asia Tourism Forum, 18-20 May 2014, Hong Kong.

Thompson, M., Prideaux, B., McShane, C., Turnour, J., Dale, A., & Atkinson, M. (accepted). Tourism development in agricultural landscapes - the case of the Atherton Tablelands, Australia. *Landscape Research*.

Thorpe, R., & Holt, R. (2008). *The SAGE dictionary of qualitative management research*. London: SAGE Publications.

Tikkanen, I. (2007). Maslow's hierarchy and food tourism in Finland: five cases. *British Food Journal, 109*(9), 721-734. doi:10.1108/00070700710780698

Timothy, D.J. (2011). *Cultural heritage and tourism: an introduction*. Bristol: Channel View.

Timothy, D.J., & Ron, A.S. (2013). Understanding heritage cuisines and tourism: identity, image, authenticity, and change. *Journal of Heritage Tourism*, *8*(2-3), 99-104.

Tomaney, J. (2010). *Place-based approaches to regional development: global trends and Australian implications*. Retrieved from http://www.tci-network.org/media/asset_publics/resources/000/004/399/original/place_based_compe titiveness_australia.pdf

Torres, R. (2003). Linkages between tourism and agriculture in Mexico. *Annals of Tourism Research, 30*(3), 546-566. doi:10.1016/S0160-7383(02)00103-2

Torres, R., & Momsen, J. (Eds.). (2011). *Tourism and agriculture: new geographies of consumption, production and rural restructuring*. Oxon: Routledge.

Tosun, C., & Jenkins, C.L. (1996). Regional planning approaches to tourism development: the case of Turkey. *Tourism Management, 17*(7), 519-531. doi:10.1016/S0261-5177(96)00069-6

Tourism Australia. (2014). *Restaurant Australia campaign - factsheet*. Retrieved from http://www.tourism.australia.com/documents/Campaigns/Restaurant_Australia_key_ messages.pdf

Tourism Barossa. (2012). *Barossa visitor guide*. Australia: SATC.

Tourism Barossa. (2013). *Barossa visitor guide*. Australia: SATC.

Tourism Research Australia (TRA). (2013). *Regional tourism profiles 2012/13*. Retrieved from http://www.tra.gov.au/research/Regional-overview.html

Tourism Western Australia (TWA). (2013a). *Augusta – Margaret River: overnight visitor fact sheet, years ending December 2011/12/13*. Retrieved from http://www.tourism.wa.gov.au/Research-Reports/Facts-Profiles/Documents/LGA%20and%20SA2%20Fact%20Sheets/Augusta%20-%20Margaret%20River.pdf

Tourism Western Australia (TWA). (2013b). *Australia's South West: overnight visitor fact sheet, years ending December 2011/12/13*. Retrieved from http://www.tourism.wa.gov.au/Research-Reports/Facts-Profiles/Pages/Facts-Profiles.aspx

Tourism Western Australia (TWA). (2013c). *Busselton: overnight visitor fact sheet, years ending December 2011/12/13*. Retrieved from http://www.tourism.wa.gov.au/Research-Reports/Facts-Profiles/Documents/LGA%20and%20SA2%20Fact%20Sheets/Busselton%20Region. pdf

Turnour, J., McShane, C., Thompson, M., Dale, A., Prideaux, B., & Atkinson, M. (2014). *A place-based agriculture development framework.* Retrieved from RIRDC website: https://rirdc.infoservices.com.au/items/15-003.

van Keken, G., & Go, F. (2011). Close encounters: the role of culinary tourism and festivals in positioning a region. In P.M. Burns & M. Novelli (Eds.), *Tourism and social identities: global frameworks and local realities* (pp. 49-60). Oxon: Routledge.

Veal, A.J. (1997). *Research methods for leisure and tourism: a practical guide* (2nd ed.). London: Pitman.

Veal, A.J. (2005). *Business research methods: a managerial approach* (2nd ed.). Frenchs Forest: Pearson Education Australia.

Veeck, G., Che, D., & Veeck, A. (2006). America's changing farmscape: a study of agricultural tourism in Michigan. *The Professional Geographer, 58*(3), 235-248. doi:10.1111/j.1467-9272.2006.00565.x

Weatherell, C., Tregear, A., & Allinson, J. (2003). In search of the concerned consumer: UK public perceptions of food, farming and buying local. *Journal of Rural Studies, 19*, 233-244. doi:10.1016/S0743-0167(02)00083-9

Weaver, D.B., & Fennell, D.A. (1997). The vacation farm sector in Saskatchewan: a profile of operations. *Tourism Management, 18*(6), 357-365. doi:10.1016/S0261-5177(97)00039-3

Webb, M. (2005). South Australia: the Barossa region. In R. Erlich, R. Riddell, & M. Wahlqvist (Eds.), *Regional foods: Australia's health and wealth* (pp. 105-115). Barton, Australia: RIRDC.

Wicks, B.E., & Merrett, C.D. (2003). Agri-tourism: an economic opportunity for Illinois. *Rural Research Report, 14*(9), 1–8. Retrieved from http://agmrc.org/media/cms/IIRA_RRR_577_5B362BD9BBE05.pdf

Wiltshire, T. (2000). Margaret River: Australian wine regions. Singapore: R. Ian Lloyd Productions.

Yin, R.K. (2009). *Case study research: design and methods* (4th ed.). California: SAGE.

Zekeulich, M. (2001). *Flavours of Margaret River*. Subiaco, Australia: Churchill Press.

APPENDIX A

INFORMATION SHEET

TOURISM IN AGRICULTURAL REGIONS IN AUSTRALIA:
Developing Experiences from Agricultural Resources

You are invited to take part in a research project about the development of agri-tourism in regional Australia, which aims to develop a planning tool that will assist regions develop a viable agri-tourism sector. The study is being conducted by Michelle Thompson and will contribute to the completion of a Doctor of Philosophy (PhD – Tourism) at James Cook University.

If you agree to be involved in the study, you will be invited to be interviewed. The interview, with your consent, will be audio-taped, and should only take approximately 1 hour of your time. The interview will be conducted at your workplace or a venue of your choice in Margaret River / the Barossa.

Taking part in this study is completely voluntary and you can stop taking part in the study at any time without explanation or prejudice. You may also withdraw any unprocessed data from the study.

If you know of others that might be interested in this study, can you please pass on this information sheet to them so they may contact me to volunteer for the study.

Your responses and contact details will be strictly confidential. The data from the study will be used in research publications in tourism journals and reported in the PhD thesis. You will not be identified in any way in these publications.

If you have any questions about the study, please contact Michelle Thompson and Prof Bruce Prideaux.

Principal Investigator:	**Supervisor:**
Michelle Thompson	**Prof. Bruce Prideaux**
School of Business	**School of Business**
James Cook University	**James Cook University**
Phone: 4042 1371	**Phone: 4042 1039**
Mobile: 0414 605 324	**Mobile: 0403 936146**
Email: michelle.thompson@jcu.edu.au	**Email: bruce.prideeaux@jcu.edu.au**

APPENDIX B

INFORMED CONSENT FORM

PRINCIPAL INVESTIGATOR	Michelle Thompson
PROJECT TITLE:	TOURISM IN AGRICULTURAL REGIONS IN AUSTRALIA: Developing Experiences from Agricultural Resources
SCHOOL	Business

I understand the aim of this research study is to find out the drivers and inhibitors to the development of agri-tourism in the region, with an emphasis on agri-food and agri-beverage (wine) products and/or experiences. I consent to participate in this project, the details of which have been explained to me, and I have been provided with a written information sheet to keep.

I understand that my participation will involve an interview, and I agree that the researcher may use the results as described in the information sheet.

I acknowledge that:

- taking part in this study is voluntary and I am aware that I can stop taking part in it at any time without explanation or prejudice and to withdraw any unprocessed data I have provided;

- that any information I give will be kept strictly confidential and that no names will be used to identify me with this study without my approval;

(Please tick to indicate consent)

I consent to be interviewed		Yes		No
I consent for the interview to be audio taped		Yes		No

Name: *(printed)*	
Signature:	**Date:**

Node Structure Report: Margaret River

Hierarchical Name	Nickname	Aggregate	User Assigned Color
Nodes			
Nodes\\Barriers		Yes	None
Nodes\\Barriers\cashing in on the brand		No	None
Nodes\\Barriers\changing visitor market		Yes	None
Nodes\\Barriers\changing visitor market\changing booking patterns		No	None
Nodes\\Barriers\changing visitor market\growing tourist numbers		No	None
Nodes\\Barriers\changing visitor market\more experienced tourists		No	None
Nodes\\Barriers\competition from other destinations		No	None
Nodes\\Barriers\corporate ownership		No	None
Nodes\\Barriers\corporate ownership\oversupply of wine		No	None
Nodes\\Barriers\embracing technology		No	None
Nodes\\Barriers\financial constraints		Yes	None
Nodes\\Barriers\financial constraints\cost of living		No	None
Nodes\\Barriers\financial constraints\cost of production		No	None
Nodes\\Barriers\financial constraints\economic climate		Yes	None
Nodes\\Barriers\financial constraints\economic climate\Australian $$$		No	None
Nodes\\Barriers\financial constraints\economic climate\balancing development & environment		No	None
Nodes\\Barriers\financial constraints\increasing land values		No	None
Nodes\\Barriers\financial constraints\insurance premiums		No	None
Nodes\\Barriers\financial constraints\viability of agriculture		No	None
Nodes\\Barriers\financial constraints\WET Tax		No	None
Nodes\\Barriers\food brand not well defined		No	None
Nodes\\Barriers\food myth		No	None
Nodes\\Barriers\inconsistencies in supplying local food		No	None
Nodes\\Barriers\lack of natural resources		No	None
Nodes\\Barriers\lack of statistics and reporting		No	None
Nodes\\Barriers\mining industry (-)		No	None
Nodes\\Barriers\overlapping boundaries		Yes	None
Nodes\\Barriers\overlapping boundaries\visitor perceptions of boundaries		No	None
Nodes\\Barriers\oversupply of infrastructure		No	None

Hierarchical Name	Nickname	Aggregate	User Assigned Color
Nodes\\Barriers\packaging		No	None
Nodes\\Barriers\seasonality of tourism industry		No	None
Nodes\\Barriers\viability of restaurants		Yes	None
Nodes\\Barriers\viability of restaurants\lack of restaurants in town		No	None
Nodes\\Barriers\workforce		Yes	None
Nodes\\Barriers\workforce\workforce accommodation		No	None
Nodes\\Definition of agri-tourism		No	None
Nodes\\Description of region		No	None
Nodes\\direct to market sales		No	None
Nodes\\distribution channels		No	None
Nodes\\diversifying business		No	None
Nodes\\Drivers		Yes	None
Nodes\\Drivers\brand development & leverage		Yes	None
Nodes\\Drivers\brand development & leverage\wine region reputation		No	None
Nodes\\Drivers\collaboration		Yes	None
Nodes\\Drivers\collaboration\joint marketing activities		No	None
Nodes\\Drivers\culture		Yes	None
Nodes\\Drivers\culture\external culture		Yes	None
Nodes\\Drivers\culture\external culture\Australian drinking culture		No	None
Nodes\\Drivers\culture\external culture\Australian food culture		No	None
Nodes\\Drivers\culture\external culture\Australian travel culture		No	None
Nodes\\Drivers\culture\external culture\visitor culture		No	None
Nodes\\Drivers\culture\internal culture		Yes	None
Nodes\\Drivers\culture\internal culture\lifestyle		No	None
Nodes\\Drivers\culture\internal culture\passionate people - supply and demand		Yes	None
Nodes\\Drivers\culture\internal culture\passionate people - supply and demand\local support		No	None
Nodes\\Drivers\culture\internal culture\passionate people - supply and demand\operators and producers		No	None
Nodes\\Drivers\culture\internal culture\passionate people - supply and demand\role of chef in using local produce		No	None
Nodes\\Drivers\culture\internal culture\slow food		No	None
Nodes\\Drivers\culture\internal culture\surfing		No	None
Nodes\\Drivers\diversity of product		No	None
Nodes\\Drivers\financial capacity		Yes	None
Nodes\\Drivers\financial capacity\grant and govt funding		No	None
Nodes\\Drivers\financial capacity\tax incentives		No	None
Nodes\\Drivers\financial capacity\wealth to stimulate development		No	None

Hierarchical Name	Nickname	Aggregate	User Assigned Color
Nodes\\Drivers\geography		Yes	None
Nodes\\Drivers\geography\location		No	None
Nodes\\Drivers\geography\natural resources		No	None
Nodes\\Drivers\govt support (+)		No	None
Nodes\\Drivers\industry champions		No	None
Nodes\\Drivers\innovation		No	None
Nodes\\Drivers\luck and timing		No	None
Nodes\\Drivers\match product to demand		No	None
Nodes\\Drivers\networking		No	None
Nodes\\Drivers\organisational roles & responsibilities		No	None
Nodes\\Drivers\promoting the region		No	None
Nodes\\Drivers\sense of place		No	None
Nodes\\Drivers\status symbol		No	None
Nodes\\Drivers\successful industries		Yes	None
Nodes\\Drivers\successful industries\mining industry (+)		No	None
Nodes\\Drivers\successful industries\success breeds success		No	None
Nodes\\Drivers\transport infrastructure		No	None
Nodes\\Drivers\vision of pioneers		No	None
Nodes\\farmers markets		No	None
Nodes\\food extension of wine experience		No	None
Nodes\\food industry		No	None
Nodes\\food industry\slow food		No	None
Nodes\\future opportunities		Yes	None
Nodes\\future opportunities\planning for the future		No	None
Nodes\\future opportunities\vision for the region		No	None
Nodes\\Influencers		Yes	None
Nodes\\Influencers\lack of govt support		No	None
Nodes\\Influencers\legislation		No	None
Nodes\\Influencers\planning approvals		No	None
Nodes\\Influencers\planning scheme		No	None
Nodes\\Influencers\regional level funding and involvement		No	None
Nodes\\Influencers\transport access for growing market		No	None
Nodes\\need for better imagery		No	None
Nodes\\Perth market - sales		No	None
Nodes\\Tourism Product		Yes	None
Nodes\\Tourism Product\accommodation		No	None

Hierarchical Name	Nickname	Aggregate	User Assigned Color
Nodes\\Tourism Product\agri-tourism		No	None
Nodes\\Tourism Product\arts tourism		No	None
Nodes\\Tourism Product\event tourism		No	None
Nodes\\Tourism Product\heritage tourism		No	None
Nodes\\Tourism Product\man-made attractions		No	None
Nodes\\Tourism Product\micro-breweries		No	None
Nodes\\Tourism Product\nature-based tourism		No	None
Nodes\\Visitor Profile		Yes	None
Nodes\\Visitor Profile\not cater to family market		No	None
Nodes\\Visitor Profile\reliance on intrastate market		No	None
Nodes\\wine industry		No	None

Node Structure Report: Barossa

Hierarchical Name	Nickname	Aggregate	User Assigned Color
Nodes			
Nodes\\Barriers		Yes	None
Nodes\\Barriers\adopting technology B		No	None
Nodes\\Barriers\boundaries		No	None
Nodes\\Barriers\cashing in on the brand		No	None
Nodes\\Barriers\changing visitor market		Yes	None
Nodes\\Barriers\changing visitor market\falling visitor numbers		No	None
Nodes\\Barriers\changing visitor market\growing tourist numbers		No	None
Nodes\\Barriers\changing visitor market\increase tourist spend B		No	None
Nodes\\Barriers\commercialisation B		No	None
Nodes\\Barriers\communicate the offering		No	None
Nodes\\Barriers\communicate the offering\lack of signage B		No	None
Nodes\\Barriers\competition from other destinations		No	None
Nodes\\Barriers\corporate ownership		No	None
Nodes\\Barriers\corporate ownership\oversupply of wine		No	None
Nodes\\Barriers\delivering the promise		No	None
Nodes\\Barriers\distance from source market		No	None
Nodes\\Barriers\financial constraints		Yes	None
Nodes\\Barriers\financial constraints\cost of living		No	None
Nodes\\Barriers\financial constraints\cost of production		No	None
Nodes\\Barriers\financial constraints\economic climate		Yes	None
Nodes\\Barriers\financial constraints\economic climate\Australian $$$		No	None
Nodes\\Barriers\financial constraints\economic climate\balancing development & environment		No	None
Nodes\\Barriers\financial constraints\EOS Barrier		No	None
Nodes\\Barriers\financial constraints\export challenges B		No	None
Nodes\\Barriers\financial constraints\insurance premiums		No	None
Nodes\\Barriers\financial constraints\viability of agriculture		No	None
Nodes\\Barriers\food myth		No	None
Nodes\\Barriers\food not accessible		No	None
Nodes\\Barriers\good advice - B		No	None
Nodes\\Barriers\gun licensing B		No	None

Hierarchical Name	Nickname	Aggregate	User Assigned Color
Nodes\\Barriers\lack of govt support		No	None
Nodes\\Barriers\lack of local support B		No	None
Nodes\\Barriers\lack of product diversity B		No	None
Nodes\\Barriers\lack of tourism infrastructure-accommodation		No	None
Nodes\\Barriers\loss of regional identity-wine tradition B		No	None
Nodes\\Barriers\loss of tradition on younger generation		Yes	None
Nodes\\Barriers\loss of tradition on younger generation\loss of food traditions B		No	None
Nodes\\Barriers\loss of volunteers		No	None
Nodes\\Barriers\maintain authenticity B		No	None
Nodes\\Barriers\maintain brand integrity B		No	None
Nodes\\Barriers\maintain quality B		No	None
Nodes\\Barriers\not developed for tourism B		No	None
Nodes\\Barriers\packaging		No	None
Nodes\\Barriers\perceived to be expensive - B		No	None
Nodes\\Barriers\regulations B		No	None
Nodes\\Barriers\seasonality of tourism industry		No	None
Nodes\\Barriers\small business B		No	None
Nodes\\Barriers\small business B\attitudes to tourism B		No	None
Nodes\\Barriers\small business B\ignorance of business		Yes	None
Nodes\\Barriers\small population base B		No	None
Nodes\\Barriers\sourcing local food B		No	None
Nodes\\Barriers\supply chain B		No	None
Nodes\\Barriers\transport infrastructure B		No	None
Nodes\\Barriers\viability of restaurants		Yes	None
Nodes\\Barriers\viability of restaurants\lack of restaurant patronage B		No	None
Nodes\\Barriers\viability of restaurants\lack of restaurants in town		No	None
Nodes\\Barriers\vine pull		No	None
Nodes\\changing visitor perceptions		No	None
Nodes\\character preservation I		No	None
Nodes\\Description of region		No	None
Nodes\\direct to market sales		No	None
Nodes\\distribution channels		No	None
Nodes\\Drivers		Yes	None
Nodes\\Drivers\brand development & leverage		Yes	None
Nodes\\Drivers\brand development & leverage\authenticity		No	None

Hierarchical Name	Nickname	Aggregate	User Assigned Color
Nodes\\Drivers\brand development & leverage\barossa trustmark		No	None
Nodes\\Drivers\brand development & leverage\food region reputation		No	None
Nodes\\Drivers\brand development & leverage\wine region reputation		No	None
Nodes\\Drivers\collaboration		Yes	None
Nodes\\Drivers\collaboration\joint marketing activities		No	None
Nodes\\Drivers\culture		Yes	None
Nodes\\Drivers\culture\external culture		Yes	None
Nodes\\Drivers\culture\external culture\Australian drinking culture		No	None
Nodes\\Drivers\culture\external culture\Australian food culture		No	None
Nodes\\Drivers\culture\internal culture		Yes	None
Nodes\\Drivers\culture\internal culture\cultural traditions and heritage		Yes	None
Nodes\\Drivers\culture\internal culture\cultural traditions and heritage\food culture		No	None
Nodes\\Drivers\culture\internal culture\cultural traditions and heritage\Lutheran faith		No	None
Nodes\\Drivers\culture\internal culture\cultural traditions and heritage\story		No	None
Nodes\\Drivers\culture\internal culture\passionate people - supply and demand		Yes	None
Nodes\\Drivers\culture\internal culture\passionate people - supply and demand\industry champions and leaders		No	None
Nodes\\Drivers\culture\internal culture\passionate people - supply and demand\local support		No	None
Nodes\\Drivers\culture\internal culture\passionate people - supply and demand\role of chef in using local produce		No	None
Nodes\\Drivers\culture\internal culture\sense of community		Yes	None
Nodes\\Drivers\culture\internal culture\sense of community\lifestyle		No	None
Nodes\\Drivers\diversity of product		Yes	None
Nodes\\Drivers\diversity of product\complementarity of food and wine		Yes	None
Nodes\\Drivers\diversity of product\complementarity of food and wine\increase LOS D		No	None
Nodes\\Drivers\drink driving D		No	None
Nodes\\Drivers\geography		Yes	None
Nodes\\Drivers\geography\location		No	None
Nodes\\Drivers\geography\natural resources		No	None
Nodes\\Drivers\govt support (+)		No	None
Nodes\\Drivers\innovation		No	None
Nodes\\Drivers\local distribution D		No	None
Nodes\\Drivers\local distribution D\maintain customer relationships D		No	None
Nodes\\Drivers\match product to demand		No	None
Nodes\\Drivers\networking		No	None
Nodes\\Drivers\organisational roles & responsibilities		No	None

366

Hierarchical Name	Nickname	Aggregate	User Assigned Color
Nodes\\Drivers\promoting the region		Yes	None
Nodes\\Drivers\promoting the region\wom referrals - D		No	None
Nodes\\Drivers\regional identity D		No	None
Nodes\\Drivers\regional identity D\POD		No	None
Nodes\\Drivers\regional identity D\sense of place		No	None
Nodes\\Drivers\strive for excellence		No	None
Nodes\\Drivers\successful industries		Yes	None
Nodes\\Drivers\vision for the region		No	None
Nodes\\Drivers\willingness to invest in region		Yes	None
Nodes\\Drivers\willingness to invest in region\investment in region's future D		No	None
Nodes\\Drivers\willingness to invest in region\investment in tourism infrastructure D		No	None
Nodes\\Drivers\willingness to invest in region\tax incentives		No	None
Nodes\\Drivers\willingness to invest in region\wealth to stimulate development		No	None
Nodes\\farmers markets		No	None
Nodes\\food industry		No	None
Nodes\\future opportunities		Yes	None
Nodes\\future opportunities\improving tourism offering		No	None
Nodes\\future opportunities\planning for the future		No	None
Nodes\\Influencers		Yes	None
Nodes\\Influencers\planning approvals		No	None
Nodes\\Influencers\planning scheme		No	None
Nodes\\land use		No	None
Nodes\\tourism industry		No	None
Nodes\\Tourism Product		Yes	None
Nodes\\Tourism Product\accommodation		No	None
Nodes\\Tourism Product\agri-tourism		No	None
Nodes\\Tourism Product\arts tourism		No	None
Nodes\\Tourism Product\cycle tourism TP		No	None
Nodes\\Tourism Product\event tourism		No	None
Nodes\\Tourism Product\heritage tourism		No	None
Nodes\\Tourism Product\nature-based tourism		No	None
Nodes\\vintage festival		No	None
Nodes\\Visitor Profile		Yes	None
Nodes\\Visitor Profile\not cater to family market		No	None
Nodes\\wine industry		No	None