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The Development and Integration Strategy of the Sport Tourism in Taiwan

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Abstract—The purpose of this study was aimed to explore the development of the sport tourism, sport tourism policy development and personnel training, and summarize the integration of the sport tourism development strategies. The method of this study is literature review and summarization of the sport tourism. Based on the results of analysis, the conclusions are as follows: 1) According to Taiwanese participation, types, motivations and obstacles in sport tourism, the case analysis shows that Taiwan has got into a stage of development in sport tourism. 2) From the policy integration perspective of development in sport tourism, it indicates that the main policy is to increase the population participating in sport tourism, promoting regular exercising habit to improve citizen's quality of life. 3) Through internal and external environment analysis of development in sport tourism in Taiwan, integrating the development of the sport tourism strategy to be the priority policies, increasing the opportunities for innovation, training sport tourism personnel, promoting the diversification of sport tourism, combining sport and tourism industries, and coordinating the demand and supply of sports tourism with sustainable developmental strategies have been purposed. Based on the results above, this study suggests that sport tourism development strategies should be based on the market mechanisms and government policies, in order to utilize most of natural and human resources in Taiwan to reach the development of sport tourism.

Keywords—sport tourism, integration strategy, tourism policy

台湾运动观光发展与整合策略

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摘要 研究目的在于探讨台湾运动观光发展状况、运动观光政策发展与人才培育情形, 并归纳台湾运动观光发展之整合策略。本研究方法系以文献分析法, 整理归纳台湾运动观光发展相关文献, 本研究结果如下: (1)台湾民众参与运动观光之参与率、类型、动机与阻碍因素及花费情形分析, 显示台湾运动观光已进入发展阶段; (2)从台湾运动观光发展之政策规划整合构面, 显示主要政策在透过运动与观光扩大运动人口、建立国民规律运动的习惯, 以提升国民生活质量; (3)经由台湾发展运动观光的内外在环境之分析, 综合提出发展台湾运动观光的整合策略为订定优先推动的运动观光政策、运动观光机会之创新与促进、运动观光人才的培养、多元化观光角度推动运动观光、运动产业与观光产业共生结合、运动观光需求与供给配合及运动观光永续发展策略。根据上述结果, 本研究建议台湾运动观光发展策略, 必须在市场机制与政府政策的基础, 以充分运用台湾资源与人才达成运动观光之发展。

关键词 运动观光、整合策略、观光政策

1. 引言

根据世界观光组织(World Tourism Organization, 2000)报告指出,「观光」已成为许多国家外汇的首要来源,而且总收益亦高居所有国际贸易种类之首位(约 53,300 亿美元),预估至 2020 年全球观光人数将成长至 16 亿 200 万人次,全球观光收益将达到二兆美元^[1]。世界旅游市场虽然在 2008 年受到金融海啸冲击,不过在各国政府的支持下,甚至比以前更加显著增长(如巴西、中国等观光市场)。综合世界之观光市场分析,在主要国际观光客源市场之经济指标都有改善之趋势,2010 年国际观光市场成长 3%至 4%^[2]。显示观光产业对全球或单一国家经济发展之重要性。

以台湾地区民众国内旅游状况分析,2009 年国民国内旅游的比例为 93.4%,平均每人国内旅游次数为 4.85 次,总消费计为美金 55.69 亿元^[3]。随着国民旅游频率的增加,追求更具附加价值的观光体验,促使运动观光成为旅游休闲者重要选择^[4],也使其成为观光产业中最具成长性的部分^[5,6]。台湾运动观光的蓬勃发展情形,如太鲁阁国际马拉

松赛、日月潭泳赛、恒春半岛铁人三项、秀姑峦溪泛舟、绿岛浮潜...等活动,已成为国人旅游活动的另一种新趋势^[7,8,9]。然而达成「运动观光」主要仍依赖「运动观光设施服务」,亦即与民众能否方便取得运动观光资源有关^[10]。因此,有关运动观光整合策略,必须在充分发挥市场机制与政府政策的基础,以达成运动观光之发展。

2. 运动观光的概念与定义

运动观光(sport tourism)比运动或观光等概念的发展更晚。近年来「运动观光」或「运动观光客」名词在文献中出现日益频繁^[11]。显示运动观光需求增加,运动观光现象将成为运动学术重要的探讨议题。

2.1 运动观光概念的发展

运动观光事实可追溯到古奥林匹克时代,而运动观光概念发展可从 1887 年瑞典白尔克将「观光与运动」介绍出来,现代运动观光此名词近年来被用以描述运动有关之休闲旅游。从 1980 年代开始,活动假期(active vacations)的需求逐渐增加,其中与运动、体能活动有关旅行在观光产业

中快速成长,传统海岸度假与风景观光假期成为观光主流,22%旅客选择有运动参与的假期^[12],运动与观光被认为是一种「共生关系(symbiotic relationship)」,两者最有利的组合,可创造出极大运动观光产业之产值^[13]。

2.2 运动观光的定义

有关运动观光的定义,综合相关文献如下:

2.2.1 指「非商业性理由离开平日居住地区,参加旅行或观赏运动活动」,而这些活动又可区分为旅行参加运动与旅行观赏运动^[14]。依此定义,运动观光仅指非商业运动参与(如非职业运动或表演),而涉入运动方式包括主动参加运动与观赏运动等两种方式。

2.2.2 运动观光是指「个人以非商业或职业的理由,离开其日常的居住或工作地点,在偶然机会或组织性方式,从事所有主动或被动运动之旅行」^[15]。依此定义,运动观光包括职业或商务观光。

2.3 运动观光的类型

有关运动观光的类型分类,在相关文献中不同学者提出不同的分类方式^[16,17],以下综合相关文献分述如下:

2.3.1 涉入运动方式分类:依照运动观光参与者涉入运动的方式可区分为:(A)主动性运动观光(active sport tourism):指亲自参与运动^[18],包括纯粹运动假期(如滑雪或打高尔夫)、假期运动(如旅馆中运动健身)、私人运动假期(如沙滩排球);(B)被动性运动观光(passive sport tourism):个人旅行观赏运动^[14],依旅行目的可区分鉴赏者(Connoisseur observers)与偶观赏者(Casual observers)^[19]。

2.3.2 运动观光资源分类:依照运动观光吸引参与者参与方式来区分运动观光的类型^[18,20],可区分为运动观光吸引力、运动观光渡假村、运动观光旅游、运动观光赛会、运动观光游轮、名人(celebrity)与怀旧(nostalgia)运动观光等。

3. 台湾民众参与运动观光之现况

3.1 台湾民众参与运动观光情形

2009年台湾民众国内旅游状况分析,12岁以上国民至少曾从事一次国内旅游约为93.4%,平均每人国内旅游次数为4.85次,总计9,799万旅次。2008年以「健身运动度假」为旅游目的者为5.4%,运动型活动达5.3%^[3]。显示结合运动与休闲的主动休闲(active leisure)受到民众的喜爱,成为观光旅游另一种选择。另依台湾民众参与运动观光的状况^[21],国内年参与率为59.55%,年平均次数为1.64次/年(SD=2.99)。而出国旅游者中,国外运动观光的参与率为61.54%,年平均次数为0.90次/年(SD=1.02)。

3.2 台湾民众参与运动观光类型

台湾民众从事境内主动性运动观光的类型,前十名依序为散步(14.62%)、泡温泉(7.82%)、游泳(7.36%)、篮球(5.80%)、慢跑(5.59%)、羽球(5.16%)、健行(5.07%)、自行车(4.67%)、桌球(3.27%)及水疗SPA(2.91%)^[22]。曾出国者在境外从事运动观光之类型前十名依序为水疗SPA(30.70%)、散步(13.31%)、泡温泉(9.02%)、游泳(4.28%)、健行(3.90%)、慢跑(2.69%)、其他活动(2.47%)、游艇(2.43%)、浮潜(2.28%)、自行车(2.20%)^[23]。

3.3 台湾民众参与运动观光之动机与阻碍因素

影响台湾民众参与运动观光之动机因素,依序为调剂与社交、焦点活动参与、体验新奇事务、运动与健身及消磨与刺激等五项因素,其中尤以调剂与社交及焦点活动参与影响最大^[24],与一般休闲动机比较^[25,26],显示运动观光动机有其特殊的动机。而影响台湾民众参与运动观光之阻碍因素依序为结构因素阻碍、服务因素阻碍及个人因素阻碍,其中以结构因素阻碍及服务因素阻碍最具影响力^[27],与一般休闲阻碍来比较^[28],运动观光的人际阻碍较不明显,反而在「服务因素阻碍」上则较为显著。

3.4 台湾民众运动观光花费情形

台湾民众参与国内运动观光每次平均花费约1533元,约占台湾民众每次国内旅游平均消费(6288元)的32.77%。而台湾民众参与国外运动观光每次平均花费约7419元,约占国人每次国外旅游平均消费(39490元)的18.79%^[29]。对照英国及北美运动观光花费约占旅游花费的25%^[30,31]。显示台湾民众参与国内运动观光平均花费比例高于英美,而参与国外运动观光平均花费比例与英美游客的花费接近。

4. 台湾运动观光政策与人才培育情形

观察台湾运动观光之现况,除了解民众参与的概况外,最佳方式是从政府所推行政策与人才培育加以回顾,进而了解台湾运动与观光策略之重要资料^[32]。

4.1 台湾运动观光政策

台湾目前主要运动政策为提升国民体质与生活质量计划,保存发扬传统、原住民及特殊体育计划,辅导运动选手培训,强化运动训练质量,争取国际竞赛佳绩,建构优质运动环境,满足民众运动需求,促进国际体育交流计划,整合资源规划发展运动产业^[33]。目前主要观光政策为推动「观光拔尖领航方案」及「旅行台湾·感动100」工作计划,朝「发展国际观光、提升国内旅游质量、增加外汇收入」之目标迈进,让世界看见台湾观光新魅力,形塑台湾观光感动元素,争取国际旅客来台观光^[34]。

综观上述,台湾运动观光发展之政策规划,在提升国民体能与运动健康旅游、推展传统民俗活动、营造生活环境、促进国际交流、振兴经济产业、人力资源发展、社会资源整合、增进国民生活质量等构面具有关联性。显示运动与观光是全球化休闲的重要现象,运动与观光结合成为一种全球趋势^[35],为发展运动及观光的竞争力,相关单位应进行统整性之政策规划,达到提升我国运动观光的竞争力。因此,透过运动与观光扩大运动人口,建立国民规律运动的习惯,以提升国民生活质量,亦即以「健康」、「运动」、「休闲」的旅游活动来提升国民健康与质量为目标。

4.2 台湾运动观光人才培育现况

目前台湾尚无设立专门系所培育运动观光人才,主要由观光、休闲及运动相关系所中培育,部分系所开设运动观光相关课程提供有兴趣学生修习。依方信渊的研究,运动观光产业之基层人员前3大专业能力为计算机文书数据处理能力、计算机软件包操作能力及时间管理能力;中阶主管前3大专业能力公共关系应用能力、传播沟通能力、

客户开发能力。大学部前3大专业核心课程为运动观光产业实习、观光概论及休闲运动概论；研究所前3大专业核心课程为运动观光专题讨论、观光发展议题及运动观光项目规划与分析，在培育运动观光人才过程，各校系应建立发展特色，并加强师资与产业之互动与实务历练^[36]。

5. 台湾运动观光发展之整合策略

整合台湾运动观光发展的论述依据，从策略管理观点析论，侧重运动与观光产业的内、外在环境分析，因为策略管理和系统理论与力场分析有关连^[37]。

5.1 台湾运动观光发展的论述依据

策略管理(strategic management)又称策略规划，指的是经由维持和创造组织目标、环境和资源三者的配合，以研拟策略的一种管理程序^[38]。系统理论在运动观光发展上的应用强调如何取得更多的资源投入，俾作最有效能的运作，并得到最佳的资源投入效果。依据系统方法的精神，运动观光的发展，实会受到内、外在系统与次系统的正、负影响^[39]。而力场分析(forces field analysis)观念为勒温^[40]所提出，旨在了解某一产业发展或变革时，哪些重要的内部与外在力量，有增进或阻碍产业发展力量(facilitating forces)。反之，足以阻碍产业发展的力量(inhibiting forces)^[38]。

5.2 台湾运动观光发展的内外环境分析

内部分析主要在了解拥有哪些优势，可促进运动观光的未来发展，或有哪些弱势足以影响未来运动观光的推动。一般言之，内部分析要项包含愿景、使命宣言及目的与目标。从中央与地方公部门运动或观光单位而言，依据本身资源的优势情形，以及考量目标市场的属性，分别提出运动观光愿景、使命宣言、目的与目标，以及可达成目的与目标的策略或行动方案(action plans)^[37]。外在环境分析旨在衡量外在情况，藉以了解有哪些因素或趋势正在形成中，这些趋势对台湾未来发展运动观光是一种机会或威胁，足以影响台湾未来发展运动观光的主要因素包括教育因素、人口统计特征、自然环境、文化或社会、经济、技术或科技、政治或法律及国际因素等^[37]，从此分析可以找出有益未来发展运动观光的时机，并减少有碍发展的威胁。

5.3 台湾运动观光发展的整合策略

从上述台湾发展运动观光的助长与抑制力量及内、外在环境分析，显示如何善用国家优势和掌握外在机会，适时提出发展台湾运动观光的核心配适策略，将攸关台湾运动观光发展的成败机会与国际形象塑造。综合前述分析，本文认为台湾运动观光发展整合策略如下：

5.3.1 订定优先推动的运动观光政策

运动观光的发展，涉及人力、财政、场地设施和景点等资源，国家针对运动观光的推动，宜依现有和未来可有的资源情形，采用上往下的方式订定优先性的发展政策，俾集中资源发展有特色的运动观光^[41]并裨益国家经济的发展。这些政策包括国家运动观光政策订定、执行策略及配合措施。其次，针对运动观光发展有关连的交通部观光局、教育部体育司和行政院体育委员会，未来在部门、单位设

置时，仍应把运动观光发展的政策、功能与职掌单独列出。

5.3.2 运动观光机会之创新与促进策略

从先进国家运动观光之政策发展，包括创造新的机会与促进发展，例如推动运动观光朝全民运动与观光政策进行，乃是政府如何推动参与和提供补助，使得弱势阶级得以度假，参与运动假期^[42]；其次，结合运动与观光政策，即由二个主管机关共同颁布优先改善重点及度假地区和旅游地点的运动设施^[43]；最后，经济和运动观光政策推动，即运动与观光主管单位、私人企业及国家资源合作，创造与投资运动观光新产品的开发^[44]。

5.3.3 运动观光人才的培养

优质人力资源的培养与训练确为推动运动观光发展的关键。有鉴于运动观光为运动与观光之合流，并考量国内观光人才培育现况，未来运动观光人才培育，宜采取修读运动相关系所或观光相关系所课程方式双轨进行，或成立运动观光学程或单独设立运动观光系所，重视中高阶运动观光人才的培育。

5.3.4 多元化角度推动运动观光

从观光客旅游动机的研究，观光客往往基于一种以上的动机，包括主要动机与次要动机。从策略管理观点分析，运动观光发展的策略^[45]，满足观光客多元需求是运动观光发展应有的主流趋势，且可作为创意游程规划之一部份。例如国际龙舟赛会和宗教仪式活动相结合，自行车运动观光与生态观光相结合等。这种多元化方式推动运动观光，更能满足观光者多元需求，亦可吸引更多的运动观光客。

5.3.5 运动产业与观光产业共生结合

从国外发展运动观光经验，吸引国际观光客和吸引国内旅游者从事运动活动同等重要。运动与观光在现代社会是一种典型之共生(symbiotic)关系，运动提供观光客附加价值的经验，观光亦可提升运动的推广。其次，运动可视为观光产业之特殊部门，其运作会影响运动参与及运动基础设施建设，透过运动可开拓观光之新奇与潜能，丰富观光客的经验，而透过观光亦可提升运动的发展^[19]。

5.3.6 运动观光需求与供给配合

观光供给者对于旅游者的运动观光需求，应有更深入的了解，运动观光营销的双P策略，一为促动因素(push factor)，另一为拉抬因素(Pull factor)。前者是指观光客的动机或需求，为观光活动安排或游程设计的依据。后者是指旅游或观光目的地(destinations)的特性，包括完善交通运输系统、自然景观、宜人气候，和完善人为设施。这些目的地特性，须有政府观光旅游单位作有效的管理与维护，且各项设施的容量多寡，须以观光客的需求为依据^[37]。

5.3.7 运动观光之永续发展策略

为求运动观光永续发展，必须珍惜稀有的运动观光资源，主要在于限制或管制运动观光政策，通常以环境为核心，或控制过度的发展，主要政策有三类：(1)环境政策，主要以限制及控管游客承量，或使用区域划分保护区限制活动范围与类型^[46]；(2)计划政策，即针对运动观光蓬勃发展造成区域发展的失衡，政府对于此结果采取计划政策，

尝试控制发展情况，甚至牺牲其原有的利益^[47]；(3)社会行为政策，即为保护公共秩序，迫使政府对造成灾难主因的不当运动观光行为采取行动，加强警察权力，以及允许法院拥有更大的审判权，甚至加强运动观光客行为监控^[48]。

6. 结语

21世纪的观光休闲活动，运动与观光的结合成为必然趋势，运动提供有价值的游客体验來促进观光产业的发展，观光透过运动提升体验者或观赏者的体验知觉。台湾运动观光发展，从台湾民众参与运动观光之参与率、类型、动机与阻碍因素及花费情形分析，显示台湾运动观光发展已进入一个崭新阶段。从台湾运动观光发展之政策规划整合构面，显示主要政策在透过运动与观光，扩大运动人口、建立国民规律运动之习惯，以提升国民生活质量，即以「健康」、「运动」、「休闲」的旅游活动来提升国民健康与质量。经由台湾发展运动观光的内、外在环境之分析，了解内、外在机会与威胁之所在，综合提出发展台湾运动观光的整合策略为订定优先推动的运动观光政策、运动观光机会之创新与促进、运动观光人才的培养、多元化角度推动运动观光、运动产业与观光产业共生结合、运动观光需求与供给配合及运动观光永续发展策略。

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