

# **THE IMPLICATION, PERFORMANCE, AND STRATEGY FOR THE RURAL TOURISM DEVELOPMENT IN KOREA**

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## **I. Introduction**

Rural tourism has increasingly become an important policy issue in Korea. Major concerns on the development of rural tourism largely come from two aspects : One is from the alternative tourism demand and the other is from the rural development.

From the tourism demand's point of view, rural tourism is considered as alternatives for the mass tourism or simple sightseeing. This can be explained by the growing desire of city-dwellers to escape detached and stressful life in urban areas, and by the increase in leisure-time as well as in disposable income. People get to enjoy more leisure time, however, their economic abilities to travel to far-away places do not show a corresponding increase. Thus, people with limited budgets but much free time will increasingly turn to the countryside.

From the standpoint of rural development, rural tourism development is considered as a policy measurement promoting incomes in small farmers and contributing to the balanced regional development. Rural tourism can provide various employment opportunities in the rural areas. The creation of off-farm job opportunities contributes to the increase in rural income, thus

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narrowing income gaps between rural and urban households and among the farm households. In addition, rural tourism development can facilitate changes in the patterns of farmers' job holdings and job mobility as well as and changes in the agricultural structure in the long run.

However, rural tourism was frequently thought of as only passive or negative means for rural people and areas. This is true in that the tourism activities in rural areas provide leisure places only for urban dwellers. Such a view can be changed to active or positive means if we understand the problems of rural areas and implications of the rural tourism. Rural area is not only a place for agricultural production but also a place for various businesses and human activities. There are no rural areas without agriculture, but rural economy cannot survive only on agriculture. This implies that rural areas should be recognized as a place for integrated human settlement. Based on this context, rural tourism can be a powerful policy measurement for vitalizing rural communities in the active and positive sense.

It is well known that rural tourism provides leisure and recreation opportunities to city-dwellers and non-farm income sources to the rural residents including small-scaled farmers in the less favored areas. In spite of these positive implications, the development of rural tourism is not an easy task because of poor infrastructure, lack of entrepreneurship, and limited capital and demands, etc.

Based on this understanding, this paper focuses on the concept, implications, and developmental strategies of rural tourism. Specific purposes of this paper are as follows; (1) to discuss on the related concepts and implications of rural tourism, (2) to identify performance and obstacles of the Tourism Farm Development Project in Korea, and (3) to suggest developmental strategies of rural tourism.

## **II. Concepts and Implications of the Rural Tourism**

### **1. Related Concept of the Rural Tourism**

What is rural tourism? How does it differ from the tourism farm and green tourism? When referring to travel/hospitality activities, there

are two pairs of base category such as: mass-tourism vs. individual travel and "conventional" vs. "alternative" tourism(Dernoi, 1991).

The mass-tourism is the term meaning principally the crowding, converging of travellers at a place of destination, and to a lesser extent, meaning the process or ways of (mass) transportation by which to arrive at the final destination points. The "conventional tourism" term might mainly refer to visitors in "regular" commercial accommodation types(hotel, motel, etc.) using planes, ships, cars or buses for transport, and engaging in habitual leisure pursuits(as the beach, sports, nightlives).

In contrast with the above, "alternative" tourism would translate as holidaying differently in at least one but possibly in two of the tourism component: accommodation, transportation and leisure engagements. For example, various types of combination such as travelling by bike or hike, with home stay and learning local culture or pottery etc. belongs to the alternative tourism. Based on this discussion, the rural tourism can be classified as non-mass (individual) type and "alternative" tourism. Recently, the alternative term was replaced by a number of other expressions such as eco-tourism, soft tourism, green tourism, sustainable tourism, participatory tourism, community-based tourism, etc.

At a time when more people live increasingly impersonal, hurried lives in urban agglomeration, the need to rediscover their "root" in an agrarian setting will grow stronger. Rural tourism also provides an opportunity to contact with nature and wide range of activities. It also gives city dwellers opportunities to experience traditional cooking and local specialties. They can experience the environmental and gastronomic heritage of the countryside. This in turn might change their preference for quality food and environment, and lead to an increased market for traditional food and local specialties. Tourism can thus play an important role of increasing income in less developed regions.

Although tourism belongs to the alternative tourism, it is still troublesome to identify the contents of rural tourism. Rural tourism implies that all the touristic activities occur in the rural areas. However, the English word "rural" in this context refers to non-urban territories where land-related human economic activity is going on primarily, agriculture, and where a permanent human presence seems

a qualifying requirement. Therefore, travel in "plain" nature in pure wilderness areas like mountains, deserts, open oceans are excluded from the present consideration<sup>1</sup>.

Since most engagements in the rural areas are based on land and agriculture, farm tourism or agro-tourism are also used as alternative terms for rural tourism. Restricting the term "rural" to a narrower concept of "farm" or "agriculture" does not mean that its fields of resource or effect are limited. However, farm tourism or agro-tourism focus on the activities which are engaged in agriculture while that of the rural tourism embraces much broader range of subjects and activities.

## **2. Implications of the Rural Tourism Development**

Agriculture is a base industry for most rural areas. In recent years, however, diminishing land uses for agricultural purposes has been observed. Since the productivity of the agricultural sector has been lower than that of the manufacturing and service sectors, the economic vitality of the rural areas has been depressed. Therefore, the changing economic structure of rural areas through industrialization is one of the core tasks for rural development.

Especially, Asian villagers do not have sufficient agricultural land to support their families. Thus, many farmers engage in various side activities such as works in manufacture, crafts, construction and tourism, etc. Farmers rent rooms or sell foods on their land to tourists, normally at lower prices than hotels and restaurants. "Holiday on a farm" is becoming a solution of refreshment for low-budget urban families. For farmers and their families, this means increased sales on and off farm.

Rural tourism has positive roles not only for farm households but also for regional and national economic development as shown in (Table 1). Basically, it provides opportunities for additional employment and non-farm income for farmers and municipalities by using regional base resources.

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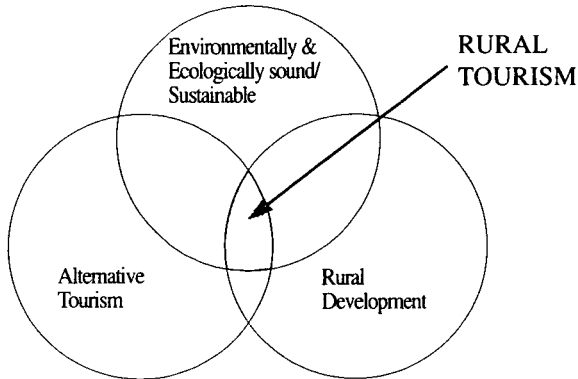
<sup>1</sup> Based on such consideration, the concept of the Green Tourism is separated from the Blue Tourism (tourism activities occurring at the Blue Sea) and White Tourism (tourism activities occurring in the snow or on high mountains).

TABLE 1 Benefits of the Rural Tourism Development

Classification	Details on Benefits of the Rural Tourism Development
Community and Regional Development	<ul style="list-style-type: none"> <li>○ RT offers vacationing opportunities even for the less wealthy people.</li> <li>○ Simple and genuine local products, both hospitality and travel related(arts, crafts, etc.) are popularized.</li> <li>○ Natural environment can retain its original attraction if people keep agriculture in the marginal areas.</li> <li>○ Networks of attractions, services and transportation can forge a region into a socio-economic and cultural entity by providing the forces of cohesion.</li> <li>○ RT creates economic diversification in the locality or region.</li> <li>○ Service and facilities created in RT can also be offered to locals.</li> <li>○ RT helps the presentation of regional heritage, folklore and culture.</li> <li>○ Coordinated manner for the development of RT contributes to establishing cooperative enterprise and to generating identity and vocation for all.</li> </ul>
Family & Farm Development	<ul style="list-style-type: none"> <li>○ Since RT is a small-scale tourism, there is high possibility to exploit its own resources in the form of labor force, knowledge, land, etc.</li> <li>○ RT brings secondary income to agricultural households.</li> <li>○ Additional income gained from accommodation and other hospitality services enables land based occupations to be carried on and not to leave the area.</li> <li>○ Home improvements aimed at higher standards are added assets for the households.</li> <li>○ Environment and public health would benefit from the eco-farming.</li> </ul>

The rural tourism development has three dimensions of policy implications: Alternative opportunities for tourism demand, ecologically sound and sustainable development, and rural economic vitalization which focuses on small-scaled farmers in the less favored marginal areas(See Figure 1).

**FIGURE 1** The Related Implications on Rural Tourism



First of all, rural tourism provides alternative tourism items such as home stay in rural areas, or participation in cultivation and harvest, etc. Types of tourism are significantly changing from simple sightseeing to participation or engagement in rural activities for experiences. In addition, many travelers prefer to visit peaceful rural areas rather than to visit well-known resorts or tourist attractions. All motives including nostalgia, uncrowded natural settings, historic attractions, festivals, desires to see something yet unseen, and to do things yet undone introduce the travelers to visit rural areas.

Second, rural tourism can be vitalized in the manner of sustainable development. Since rural tourism requires a small-scale local investment and local people engaged in the development procedures and operation of the business, most earnings from rural tourism can remain in the communities. In addition, the efforts to keep competitive tourism business also help ecologically sound environments and hospitable communities. These efforts belong to the category of a sustainable development.

Third, development of rural tourism should be identified as a new measurement of rural vitalizations which is based on the regional resource endowments. Following the pace of urbanization and industrialization procedures under the name of development, most

rural areas have faced many difficulties in maintaining their own communities themselves. Various approaches were applied to provide job opportunities including rural industrialization, however, the introduced industries have limited impacts because of poor linkages between the induced business and the resource endowment of the areas. Based on this experience, developmental strategies in the manner of utilizing endogenous resources became a new approach in regional development. Rural tourism which provides home stay, traditional home-made foods, local specialties and festivals with little local investment is an example of the endogenous way of vitalizations and development.

Furthermore, the income from tourism may allow municipalities to invest in better infrastructure such as schools, medical facilities, roads and telecommunication services. Such investment can add to the advantage of agriculture, since they will make the areas more attractive as permanent settlement and create more non-agricultural employment.

### **III. Rural Tourism Development Project in Korea**

#### **1. An Overview of the Rural Tourism Development Policy**

The rural tourism development occurs on the basis of two reasons : alternative tourism demand and non-farm activities through farm management diversification. However, rural tourism development program in Korea was designed only to enhance non-farm income for farm households.

Farm income is not sufficient to meet farm households' expenditure, and farm household's income is lower than that of the urban worker's as shown in (Table 2). This low level of farm income was caused by the limited size of land holdings(i.e., 1.3ha per farm), low productivity of agriculture and price level of farm products. Since increasing land size and productivity requires large amounts of investment and time, it is difficult to expect dramatic changes in a short period. Furthermore, the support for agricultural prices is also a difficult task in the free trade arena called the WTO system. Because of limited agricultural development potentials, many of the rural

**TABLE 2** Farm Household Income and its Comparison to Urban Worker's  
Unit : Thousand Won

Year	Farm Household Income			Expenditure (C)	Urban House- hold Income(D)	B/C(%)	A/D(%)
	Total(A)	Farm(B)	Non-farm				
1980	2,693	1,755	938	2,138	2,809	82.1	95.9
1985	5,736	3,699	2,037	4,692	5,085	78.8	112.8
1990	11,026	6,264	4,762	8,227	11,326	76.1	97.4
1995	21,803	10,469	11,334	14,782	22,933	70.8	95.1

Source: MAF, 1998, Major Agricultural & Forestry Statistics.

residents are leaving their hometown, and it causes various rural and urban problems. Therefore, the Korean government has emphasized the promotion of non-farm sectors such as rural industrialization and rural tourism to compensate for low level income of farm households.

There are three different types of rural tourism development programs : Tourism Farm Development Project in 1984, Rural Resort Complex Development Project in 1989, and Home Stay Village Development Project in 1991 as shown in (Table 3). Although type and size of the projects are different, the objectives of the programs are the same as increasing farm household income and vitalizing rural-urban linkages through connection of the rural touristic resources with the urban alternative tourism demands. By the end of 1996, 332 Tourism Farms, 163 Homestay Villages were developed, while 11 Rural Resort Complex are under construction.

## **2. Policy Programs for the Tourism Farm Development Project**

Since the Tourism Farm Development Project(TFDP) is the representative programs for rural tourism development in Korea, the TFDP will be focused on with more description on the program and its performances.

Tourism Farms(TF) can be established when the developer meets the following conditions: (1) resided at least 3 years in the area (2) engaged in farming activities, (3) possesses at least 2-3ha of agricultural land(nominated area), (4) participation of more than 5



TABLE 3 Incentives for the Rural Tourism Development Projects, 1996

	Tourism Farm	Homestay Village	Resort Complex
Developer	Residential Farmer	Residential Farmer	Local Government
Supporting Facilities	Land for farming Basic facilities(lodging & restaurants)	Remodeling house	Basic facilities (lodging, restaurants) Service Facilities (museums, rest areas, sport centers)
Incentives	Favorable loan(maximum 450 million won per farm with 5% interest rate per year)	Favorable loan(maximum 100 million won per village or 5 million won per household with 5% interest rate per year)	Favorable loan(maximum 2,000 million won per complex with 3% interest rate per year)
No. of Projects	332	163	11

Source: MAF(1997), unpublished document.

farm households in a manner of cooperation, and (5) at least 40% of the nominated area should be allocated for agricultural farming.

Although there can be minor changes in the conditions, they should still meet all requirements to be recipients of the TF project. There was a time when these conditions are released to attract non-farm sector in urban areas, however, it caused various problems such as land speculation, and conflicts between residents and non residents, etc.

By the end of 1996, 237 farms or 71.4% of the total nominated TFs were operating while others were under construction(77 farms) or preparation for starting business(13 farms). Total areas nominated as TF was 821ha(thus 2.5ha per farm) and distributed as : 114 farms(34.4%) for 1-2ha, 102 farms(30.7%) for 2-3ha, and 73 farms(22.0%) for 3-4ha. Total farming areas were 441ha(thus 1.3ha per farm) which is equivalent to 53.7% of the total nominated areas.

The TF was operated as a "direct sales farm" at the beginning, however, it diversified into various types such as integrated Tourism Farm, weekend farm, natural study farm for juveniles, and mind-body

**TABLE 4** Number and Size of Facilities in Tourism Farm

	Lodging Facilities						Restaurant	Shopping Center
	Sub-total	Farm motel	Motel	Inn	Home-stay	Bungalows		
No. of Facilities (%)	249 (75.0)	36 (10.8)	60 (18.1)	3 (0.9)	135 (40.7)	74 (22.3)	291 (87.7)	277 (83.4)
Size (Pyeong)	111.5	101.3	174.0	46.7	70.3	54.8	73.5	31.8

Source: MAF(1997), unpublished document.

practice farm for youth, etc. by the latter part of the 1980s. The number of the integrated Tourism Farm was 248, or 74.7% of the total TFs, while that of the weekend farm and the natural study farm were 17% and 3% of the total TFs in each.

Most TF have service facilities such as restaurants, shopping centers, and lodging as shown in (Table 4). 291 farms or 87.7% of the total TFs have restaurants, and 277 farms or 83.4% of the total TFs have shopping centers for local special products. 249 farms out of 332 total TFs have lodging facilities, but the quality of the facilities were not ranked very high.

### **3. The Performance and Problem of the Tourism Farm Development Project**

Basically, the performance of the TFDP can be identified through the employment and income effects. 1,460 farm households participate in the TFDP, and 4.4 households participate in one TF on an average. However, 15 TFs are operated by more than 10 farm households while 94 farms or 28.3% of the total TFs are operated by a single farm household.

The number of workers of the total TFs is 1,889, and 5.7 workers are working for each TF on an average. Distribution of workers in the TFs are : 98 farms(29.5%) with 4-5 persons, 86 farms(25.9%) with 6-9

**TABLE 5** Number of Visitors by the Types of Tourism Farm

	Rural Recreation	Weekend Farming	Mind & Body Training	Experience of Nature	Total
No. of TF(A)	248	59	15	10	332
No. of Visitor(B)	3,266,428	443,970	451,100	293,984	4,455,536
Average(B/A)	13,171	7,525	30,073	29,398	13,420

Source: MAF(1997), unpublished document.

persons, 48 farms(14.5%) with 2-3 persons, respectively. However, there are 44 large farms(13.2%) which have more than 10 workers while 56 small farms(16.9%) which have single worker.

The total income of the TF businesses is estimated to be as much as 12,500 million won, and 38 million won per farm per year. 31 farms, or 9.3% of the total TFs get more than 100 million won while 90 farms(27.1%) do not get any surplus at all because most of them do not receive any visitors yet.

The total number to visitors to the TF was 4,460 thousand persons, and each farm has 13 thousand visitors on an average. The number of visitors for the youth practice farm and the natural study farm is relatively greater than that of the other types of farms. These numbers of visitors as shown in (Table 7) is a token of the vitalizations of rural-urban linkages which is considered as one of the important functions of the TF.

The income of the TF comes from three major areas : 46% from restaurants, 12.2% from lodging, and 28% from direct sales of agricultural products and local specialties. The total amount of sales are 34,800 million won and the total net revenue is 12,500 million won. Agricultural products and local specialties are sold about 9,700 million won per year.

Based on these performances of the TFDP, it is possible to conclude that TFs have positive implications; enhancement of farm household income, provision of alternative tourism opportunities, and vitalization of rural-urban relationships. However, there are also various problems to be solved. Following are the major problems: (1) inadequate objectives of the TF program(for example, some TFs are

operating only as a restaurant, or a hotel without any other farmer's cooperative engagement), (2) inadequate planning and screening process of the rural tourism development due to lack of specialist in local governments, (3) lack of management skill and experiences, (4) limitation in appealing tourism products and poor quality of services, (5) lack of marketing and advertisement activities, etc.

For further development of TFDP, objectives and measurements of the project should be revised to incorporate various developmental strategies. In addition, education and training, creation of various tourism products, enhancement of service qualities, and advertisement and promotion of the products are critical factors for the success of businesses.

## **IV. Direction and Strategy for Rural Tourism in Korea**

### **1. Direction for the Rural Tourism Development**

It was verified that the Tourism Farm Development Project(TFDP) provides alternative tourism opportunities for city dwellers and additional non-farm income for the farmers engaged in TF. However, it is still unclear whether the rural tourism development has positive impacts on the maintenance of agricultural production, improvement of rural infrastructure, and vitalizations of the rural community as a whole.

For the purpose of fulfilling the original implications of the rural tourism development as shown in (Table 1), there are prerequisite conditions for the tourism development. If there is failure in meeting these conditions, there is a great possibility of irreversible problems to arise when tourism is developed in rural areas. These prerequisite conditions are the ways to avoid problems of the rural tourism development.

First of all, rural tourism should be developed for the benefit of residents. This implies that residents' interest should be accounted with the highest priority when there are conflicts in the process of decision-making for the selection of project types, developer, technology level, and investment sources, etc. This principle might be realized as the means for setting up certain conditions for localization

of the benefits from rural tourism development.

Second, development based on the regional resources should be emphasized in rural tourism. Since most tourists have strong interests in something unique and special rather than common, ordinary products or experiences. The rural tourism development based on local resources has relative advantages to become competitive. Therefore, the utilization of regional resources in the rural tourism development and sufficient conditions to meet the objectives of the project are necessary for a vitalization of community as a whole.

Third, ecologically sound and sustainable approach is essential for the development of rural tourism. Since one of the highest values of the rural areas is clean environment, to maintain this value, development procedures also should be ecologically sound. This principle applies not only to the construction of service facilities, but also to the design of various tourism programs. From the viewpoint of marketing for the rural tourism products, clean environment itself could be an attractive item for customers.

Fourth, rational land use in the development of rural tourism is very important because rural tourism belongs to the spatial development program. Although an efficient land use is developed in respective areas, it does not guarantee a nation-wide efficiency. Furthermore, there are possibilities of causing negative effects because of over investment or lack of coordination among neighborhood areas. Thus, it is necessary to cooperate in the process of design and management of rural tourism project among regions concerned.

Fifth, the rural tourism development needs to have close linkages with agricultural activities. Since base industry of rural area is agriculture, the roles of agriculture should not be disregarded even in the process of tourism development.

## **2. Expansion of the Concept of Tourism Farm**

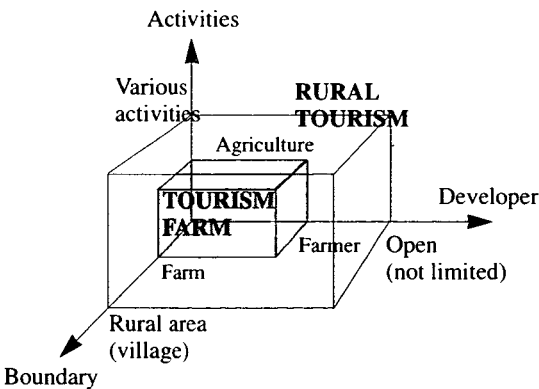
Changing patterns in the demand of consumers and supply of rural tourism requires broadening of the rural tourism concept from agro-tourism or tourism farm to rural tourism. As discussed earlier, the main activities of tourism farm consist of participation in cultivation, harvesting, and marketing procedure and the utilization of farm

facilities. This agriculture-based concept of tourism sometimes distorts the whole picture of real rural life which has various industries, historic remains, traditional culture, and natural environment, etc. In addition, it might limit the possibility of further tourism development in the rural areas.

Although the main interests of customers are in the agricultural activities, there are also high potentials for various things to do yet undone. Therefore, the concept of tourism farm should be expanded in an integrated and comprehensive manner to include all these activities. In detail, the typical concept needs to be broadened as follows: (1) items of tourism products should expand from agricultural activities(products) to all the activities, (2) the boundary of the project area should expand from farm yard to village or rural settlement space, and (3) developers also need to expand from residential farmers to non-farmers of the area and non-residential under certain conditions(See Figure 2).

The new expanded concept derived from the territorial aspect of rural area includes all the tourism activities which occur in the rural areas. This provides logical background for adaption of the rural tourism as a tool for vitalization of rural communities. That is, the new concept of rural tourism focuses on people's lives while that of tourism farm focuses on the industrial aspect of agriculture.

**FIGURE 2** The Expanded Concept of Rural Tourism



**TABLE 6** Comparison of the Concept: Tourism Farm and Rural Tourism

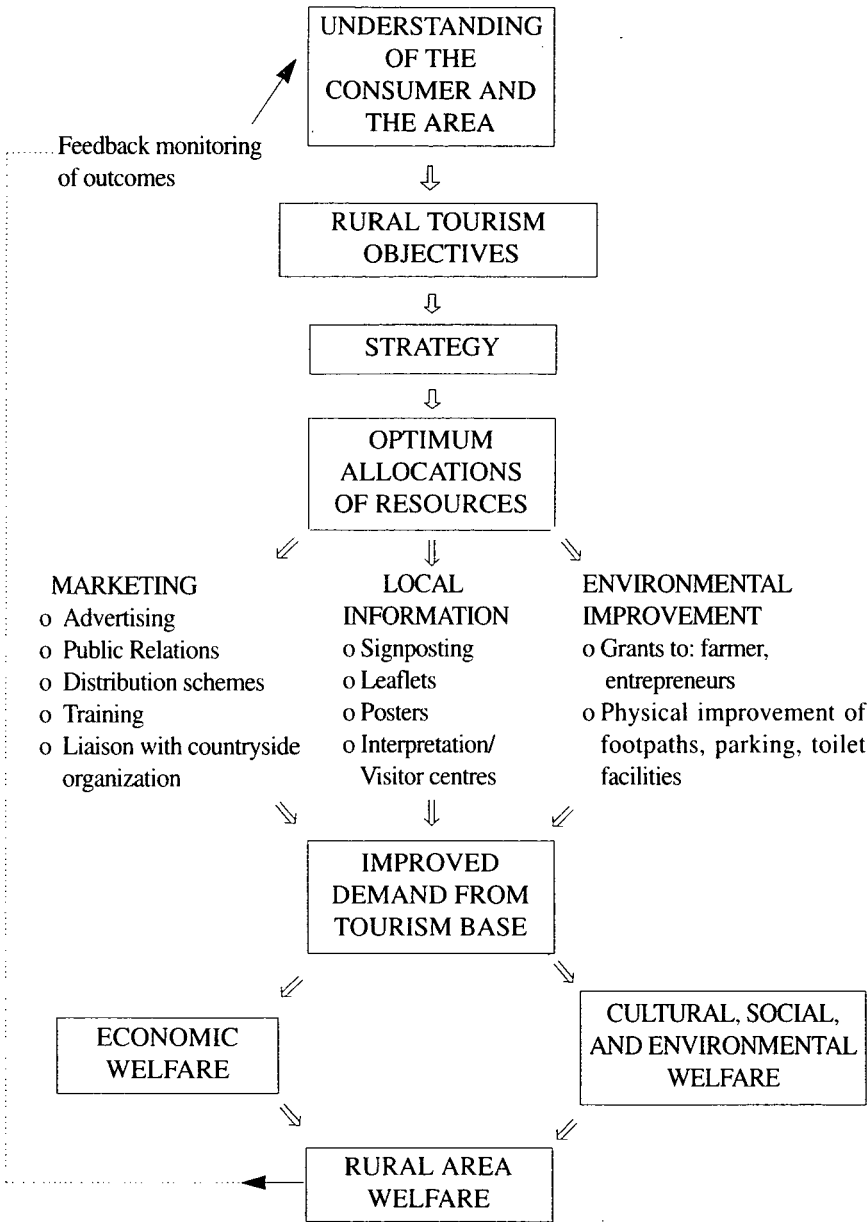
	Tourism Farm	Rural Tourism
Objectives	Enhancement of agricultural value (Increase non-farm income)	Vitalization of communities (Integrated rural development)
Target of Development	Industry (Agriculture)	Region (Rural development)
Developer	Farmers & Residents	Residents, Outside capital, Local Gov't
Products	Lodging, Foods, Farming experience	Lodging, Foods, Farming experience, Cultural practice
Size	Small	Small & Medium
Agricultural Linkage	Direct(Promotion of agriculture)	Indirect(Promotion of rural areas)

Based on these discussions, rural tourism can be defined as being: (1) in the non-urban areas, (2) based on regional developer's interests, and (3) related to economic, institutional, and socio-cultural activities. According to this new concept, rural tourism is an integrated industry that includes not only transportation, lodging, restaurants, sports, amusement, leisure, and related services, but also production and marketing of tourism products such as agriculture and local specialties, etc.

### 3. Planning for the Rural Tourism Development

Developing a rural tourism industry presents a viable option for residents of rural communities that can allow them to maintain or enhance their quality of life. As shown in (Figure 3), developmental strategies should be designed and implemented based on the systematic plan rather than ad hoc approach.

FIGURE 3 Schematic Approach for Rural Tourism Development



Source: Modified from Gilbert(1989), p.44.



**TABLE 7** Outline of the Planning Steps for Rural Tourism

Planning Steps	Required Activities
Gather Information	<ul style="list-style-type: none"> <li>- Gather specific information on the organization, community, tourism product, and tourist markets.</li> <li>- Analyse the information to identify strengths and weaknesses, and potential positive and negative impacts.</li> </ul>
Identify Values	<ul style="list-style-type: none"> <li>- Community values focusing on questions related to community's quality of life.</li> </ul>
Create a Vision	<ul style="list-style-type: none"> <li>- Create an image of how the community should look and feel(now and future).</li> <li>- Consider population, development; parks, recreation, and open space; infrastructure, public and private services; and local culture and history.</li> </ul>
Identify Concerns & Opportunities	<ul style="list-style-type: none"> <li>- Create a list of concerns and opportunities related to tourism development that the group may face.</li> <li>- Identify the top five concerns and/or opportunities.</li> </ul>
Develop a Mission	<ul style="list-style-type: none"> <li>- Determine the group's purpose for existing and who they are serving.</li> </ul>
Develop Goals	<ul style="list-style-type: none"> <li>- Determine in what major areas the group should focus(attention and energies).</li> </ul>
Develop Objectives	<ul style="list-style-type: none"> <li>- Develop action oriented statements that propose how to achieve each goal.</li> </ul>
Develop Actions and Funding Strategies	<ul style="list-style-type: none"> <li>- Define specific strategies which outline how each objective will be achieved.</li> <li>- Explore funding alternatives and strategies and develop specific timeliness.</li> </ul>
Evaluate Progress	<ul style="list-style-type: none"> <li>- Periodic review of all planning activities via data collection.</li> </ul>
Update and Modify Plan	<ul style="list-style-type: none"> <li>- Changes to the planning document based on evaluations and unanticipated opportunities or threats.</li> </ul>

Source: Long & Nuckolls(1994).

In the context of rural tourism development, organizational, physical, and marketing planning should incorporate the following activities: (1) gathering information, (2) identifying community values, (3) developing a vision, (4) identifying critical concerns and opportunities, (5) formulating a mission, (6) developing goals, (7) developing objectives, (8) outline actions and funding strategies, (9) evaluating progress, and (10) updating and modifying the plan(Long and Nuckolls, 1994).

The first five steps help to identify a community's capability of developing tourism, articulate the community's perspective of impacts, and also provide a clear picture of the "place" that the residents of the community want to live in. In terms of public involvement, the steps (2), (3) and (4) are the most important of all the steps, and the outcomes should be seriously considered if the views can be representative of the community or not.

The next three steps - developing goals, objectives, and missions - are standard in translating values and vision into actions. With a clear vision and mission statement, these three steps become a measurable problem of strategy execution. Goals and objectives are developed to guide and direct a group's efforts and its allocation of scarce resources. Thus, they can be changed or modified as required.

The final two steps formalize that tourism development and the associated impacts are complex, iterative, and evolving. These activities evaluate progress and update and modify the tourism development plan as needed, while they ensure that the values, mission and vision of the organization are not lost in the transition.

## **V. Concluding Remarks**

Rural tourism has three dimensional implications : providing alternative tourism opportunities, developing ecologically sound and sustainable communities, and vitalizing non-farm activities of rural economy (see Figure 1). Therefore, rural tourism became one of the most powerful policy instruments, especially for the small farmers in the less favored marginal areas.

Usually, rural areas have plenty of touristic resources such as fresh and abundant farm products, various traditional foods and cultures, historic remains, and natural scenic views, etc. The rural tourism development is to organize these resources to meet city dwellers' tourism demand. However, only a few people fully agree on the implications of the tourism industry as a rural development measurement in general.

For example, Korea has Tourism Farm Development Project under the scheme of rural tourism promotion. However, this project is operating only as a tool for enhancing non-farm income for farm households. The project restricts the qualification of developer.

Various potentials for the promotion of rural tourism are discouraged based on these kinds of limitation.

Clearly understanding the implications of rural tourism as a tool for regional development is a starting point for the tourism development in rural areas. According to this understanding, rural tourism should be identified as a community-based tourism rather than individual tourism farm or agro-tourism, and the concept also should be expanded so that rural tourism includes all the tourism related activities in the rural areas.

Since rural tourism is a part of integrated rural development, it requires not only planning of landscape, service facilities, and infrastructure but also various soft programs such as organization of accommodation/lodging, development of activities, creation of tourism product and marketing/promotion, etc.

There are couple of tasks to be solved for the promotion of rural tourism. Especially, institutions and regulations related to rural tourism should be refined to apply the rural tourism as a measurement of regional development. For example, institutions and policies for tourism development, land use in the less favored rural areas, and small-scaled farmers who want diversified farming need to confer together. Providing opportunities for training management abilities and service practices are also critical for the promotion of rural tourism which belongs to the responsibilities of the public sector .

The creation of appealing tourism items and activities, the establishment of quality standard and the control of service quality, the advertisement and the promotion are jobs for the private sector. Since the cooperative approach for these tasks is more efficient than individual business, to organize individual activities is strongly recommended for the promotion of rural tourism. European countries, for example, adopted a common brand networking, grading system, and information system for quality control and advertisement activities in the rural tourism.

To vitalize rural areas by inducing rural tourism, various levels of industry, municipal hierarchy, agent, and capital are needed. In this context, rural tourism should be understood as an active and desirable endeavor to prosper inhabitants and regions. Hence, rural tourism ought to be widely accepted as an effective and efficient means for a regional development.

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