



## Understanding the Morphology in the Form of Business Expansion: Perspective of Small Tourism Firm in Coastal Resort Destination

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### ABSTRACT

Resort morphology literature can be traced back since 1930s and most cases referring to the coast of Europe and United State. In 1970s, it begins to give emphasis on aspects such as land use pattern, infrastructure, Central Business District, Recreational Business District and impact studies. The literature expands to the aspects of socioeconomic, hotel development and resort lifecycle in the 1980s. Later in 1990s, it was extended to politic and investment, tourist behavior, transportation, Tourism Business District and environmental management. Following 2000s, the discussion move into change in land use intensity and restructuring resort strategies. All these aspects are still relevant in the existing literature today. However, it was argued that existing issue from these literatures cannot escape from too much emphasis on the physical aspects. Limited study given to the aspect of non-physical than theoretical components of space management for physical and strategic planning purposes. For example, the aspects of business expansion and entrepreneur growth, and as to how this is able to influence resort morphology. The Small tourism firm manages to sustain their present from generation to generation with increasing skills relevant to financial, personal attitude, business resources and networking, and abilities in terms of operational, managerial and strategic. Therefore, the characteristic of resort morphology should be seen in a different context in which the competitiveness and survivability of these small tourism firms is vital to explore.

## 1. Introduction

Since, in 1972 the tourism industry in Malaysia has well established and growing rapidly. This is regarding from the establishment of the Malaysian Tourist Development Corporation (TDC) in accordance with the requirements of the Tourism Development Corporation of Malaysia Act 1972 (Act 72). Tourism industry development initiatives have always been the main agenda and key indicator in the First Outline Perspective Plan (RRJP1: 1971-1990), the Second Outline Perspective Plan (RRJP2: 1991-2000), and the Third Outline Perspective Plan (RRJP3: 2001-2010) (Anuar et al. 2012).

Nowadays, Malaysia's tourism industry has entered a new phase of the Fourth Outline Perspective Plan (RRJP4: 2011-2020) under the New Economic Model, known as the National Transformation Policy. The tourism industry sector is listed as the fifth priority of 12 National Key Economic Areas (NKEA) in the Economic Transformation Program (ETP) provided by the Performance Management Delivery Unit (PEMANDU). On the other hand, the ETP outlines Malaysia's tourism industry became one of the NKEA need to be transformed from a low yield to high yield. In spite of that reason, the tourism industry landscape must deliver the maximum effect to the physical, economic and social development (PEMANDU, 2009).

Extension of the Economic Transformation Programme (ETP), Malaysia Tourism Transformation Plan (MTTP) stated the outline which is "12 Entry Point Project - NKEA Tourism", and one of the strategies MTTP is strengthening the capacity of the three sectors, small and medium companies of tourism services, I.E. food and beverage business sector, corporate sector, local transportation, tourism operators and the corporate sector to support the growth of companies that produce the main tourist attractions, shopping facilities, hotels and resorts (PEMANDU, 2009).

The variety of small and medium enterprises (SMEs) landscape involves the manufacturing and service sectors, and growth in the period 2006-2012 overcome the overall GDP growth of the country, SME Masterplan (2012-2020) formulated as a 'game changer' for boosting growth and ensuring the SME sector as one of the economic clusters to spur Malaysia a high income country by 2020 (SME Corp Malaysia, 2014).

National Tourism Policy 2003-2010 (DPN2) has already stressed the idea of sustainable tourism and the National Physical Plan-2 (RFN2) which is the national physical development plan also identifies the tourism development zone and with the idea of sustainable tourism planning DPN2. Both plans have become major policy guidance to the

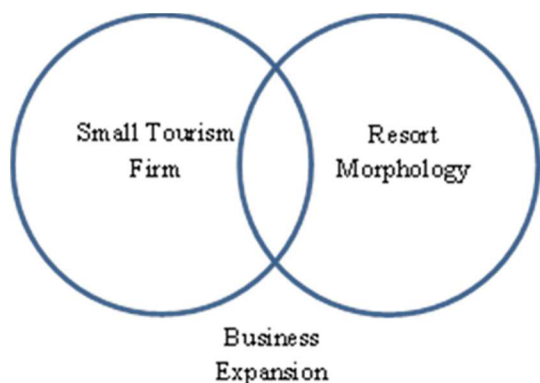


Figure 1: Research Framework

State Authority (SA) and Local Authorities (LAs) take proactive measures in coordinating policies toward zone planning and development, tourism products and services at the state and local level to meet the idea of 'sustainable tourism' in the preparation of development plans and development control (Bhuiyan et al., 2013).

### 1.1 Issues in Understanding Small Tourism Firm and Resort Morphology

The idea is to review how much the resort morphology expanding the knowledge beyond physical. Currently the existence of an element, especially in developing country often referred to the entity such as small tourism firm. This also applied in understanding resort morphology. How much of this has been discussed in the existing literature, including the aspect of non-physical such as business expansion. There for this paper provide the review of existing literature that fall under this two framework; small tourism firm and resort morphology (refer to Figure 1).

### 1.2 Approach

The main focus of this research is on the development of the SME sector. However, the research direction is to approach on the discipline of physical planning and tourism development are mutually integrated. This paper is the first stage, which only describes the analysis and synthesis of initial literature using the approach of Systematic Literature Review (SLR). SLR approach used to identify and scope research issues that could potentially be assessed (Levy & Ellis, 2006), in addition to optimizing the investigations published or not published to clarify the literature framework (Cronin et al., 2008), thus helping the establishment of a research methodology (Hart, 1999; Cronin et al., 2008).

We conducted a review on relevant literature. The five stages of a literature review were stated below :

- First - Selection the topic: The study involved two main disciplines of urban planning - 'resort morphology' and business development and entrepreneurship - 'small tourism firms (STF's)', entrepreneurial growth and business expansion.
- Second - Collection of articles: Search the article using literature database vendors' IE. Elsevier/ScienceDirect, Thomson Reuters/Arts & Humanities Citation Index, Springer, JSTOR, Journal Seek, Mendeley and Google/Google Scholar (Levy & Ellis, 2006). Meanwhile, the article or manuscript is divided into

four categories of (Cronin et al., 2008): (1) Primary Source: Journals and theses (2) Secondary Source: review article and text books (3) Paperwork: Proceeding seminar, published paperwork or not published paper work which is related discipline and topic in this research (4) Official document: Acts, reports of government agencies regarding policy planning, development, management-related research topics.

- Third - Analysis: Evaluate the article using two main approaches. First, the assessment by topic, namely 'small tourism firms' and 'resort morphology' which focuses on the understanding and assessment of relevant theories, concepts and approaches of the research conducted. Second, the chronological approach to the preparation of articles according to the time period. This is because the research topics have been started since the 1930s. This approach provides a clear framework for researchers on the development of the theory and methodology of the study and more systematically. Output analysis, is the trend theories, concepts, research approaches and further studies are suggested by previous research (Cronin et al., 2008).
- Fourth - Synthesis: Critical review approach is used to define the scope which has been carried out and identify the gaps and then develop the earlier framework literature (Levy & Ellis, 2006).
- Fifth - Writing: The writing of the initial literature review is divided into three main components which is a literature review in 'small tourism firms and small firms' and literature review in 'resort morphology', and the conclusion of relevant research trends and relationships and 'gap' between these two topics.

## 2. Small Tourism Firms

In 1931, Macmillan was described about the development of the small enterprise sector. He stated in his article on the development of small enterprises as a strategy for economic recovery of Europe (Great Depression) in the late 1920s. Then, in early 1970s, Report on Small Firms Bolton (Bolton Report 1971) was launched to stimulate and promote the growth of small companies sector in Europe to be the class 'multinational corporation' (Jennings and Beaver, 1997). Since then, the sector of small enterprises has given priority as the key European economic clusters, especially when Europe and the world in the period of economic crisis - 'World Slump 1973-1982' (Lewis et al., 1983; Scott & Bruce, 1987; Blackburn, 2002; Tapia, 2013).

Compared with the researchers in the sector of small enterprise development and entrepreneurship discipline, small enterprise sector in tourism development discipline research only started in 1980s. Thomas et al. (2011), concluded the studies of STF's move slow and they only a few studies that are categorized as 'under-theorized' and 'under-researched'. For studies STF's explored in the early 1980s, STF's is well known indirectly in the development of tourism destination research or study of the tourism company sector. Refer to Table 1.

Table 1: Definition of Services Sector and Other Sectors by Scale of Operations

Medium	Small	Micro
Annual sales of RM 3 million to not more than RM20 million, or from 30 to no more than 75	Annual sales of RM 300 thousand to less than RM 3 million, or from 5 to less than 30 workers.	Annual sales of less than RM 300 thousand, or less than 5 employees.

Source : SME Corp Malaysia, 2014.

Previous research proves that the tourism sector as a competitive sector in generating jobs and improving the socioeconomic quality of a tourist destination in the city and the province (Page et al., 2001). Tourism accommodation business activity has shows the strong value chain network for the growth of other sectors such as travel agencies, transportation, food and beverages, including tourism products and activities in a dynamic growing destinations (Tinsley and Lynch, 2001; Atelevic, 2007; Dwyer et al., 2009). However, Thomas et al. (2011) argued studies of companies that have done just make conclusions that are theoretical or empirical concerned STF's, where researchers tend to classify characters STF's similar with SMEs in other sectors oriented manufacturing or production of a 'homogeneity' and formal.

Crouch (2007), Crouch (2008), Dwyer et al. (2009) and Wee & Yew Kong (2012), stressed that the company's service-oriented tourism, and growth in a competitive global environment depends on megatrends (global environment comprising the economic, political, environmental, technological, demographic and social), vision, innovation and creativity in optimizing company resources (human resources, technology, resources and products of interest) to improve the quality of service and marketing strategy, supported by financial incentives and risk management of tourism organizations from local to global levels.

### 2.1 Definitions, Classification and Character of Small Tourism Firm's

Referring to SME Corp. Malaysia, STF's a sub-sector within the service sector category and example the enterprises with annual sales turnover not exceeding RM20 million and the number of full-time employees not exceeding 75 persons. Table 2.1 illustrates the SMEs, according to the scale of the operation.

While the STF's classification practice in Malaysia is determined based on the guidelines of the United Nations World Tourism Organization (UNWTO), Organization of Economic Co-Operation and Development

Table 2 : Family Values, Influences in Small Tourism Firms

Dimension	Explanation	STF's Classification and Typology
Organizational identity approach	Family members as 'co-preneurs' goals affect the forms of ownership and STF's impact on the identity /image of the company to be registered as private entities, partnerships, limited or limited.	The goal of family members affect the ownership of STF's objectives as 'lifestyle and autonomy entrepreneurs' or 'growth entrepreneurs'.
Components of involvement approach	Family as a source in the company's operations. Family members collectively share the assets and liabilities of the company. Family members acting as human capital, social capital and financial capital.	Family members as a major resource company formed dimensional orientation of the STF's character 'benefits agency' or 'agency costs'
The essence approach	Dynamic and collective involvement of family members as a 'synergistic resources' in the structure, operations and processes STF's.	Involvement of family members in the structure, processes and operations affecting the orientation of the STF's a 'family oriented business' or 'business oriented family'

Source : Getz & Carlsen (2000); Leenders & Waarts (2003); Getz & Nilsson (2004); Getz & Petersen (2005); Getz & Carlsen (2005); Zapalska & Brozik (2007) Dyer (2010); Zellweger et al. (2010); Astrachan (2010)

(OECD), and the Tourism Satellite Accounts (TSA). Among the activities that are categorized as STF's composed accommodation services, food and beverage services, transportation services, travel agencies, tour operators and tour guides, arts and culture, recreation, entertainment and sports, and tourism services range (healthcare and SPA, campground, zoo, museums and theme parks) (Seth, 2013).

STF's are generally informal sector, micro family oriented, a unique and heterogeneous that affected the various factors that can be classified as internal factors and external factors (Getz and Carlsen, 2000; Leenders & Waarts 2003; Getz and Carlsen, 2005; Zapalska & Brozik 2007; Zellweger et al., 2010; Astrachan, 2010; Thomas et al., 2011; Seth, 2013). Internal factors include the family (familiness) (Zellweger et al., 2010; Astrachan et al., 2002) that are related to 'temporal pressures' (Gersick et al., 1999) to form the motivation of employers and company goals (Getz & Carlsen, 2000). STF's family values in the identity of the 'value-driven' and 'comparative advantages' of this sector compared to other sectors. The family is the main factor affecting the behavior and motivation of entrepreneurs, corporate ownership structure and the company's operating structure and typology of the company (Leenders & Waarts, 2003; Zapalska & Brozik, 2007; Dyer, 2010; Zellweger et al., 2010; Astrachan, 2010), Refer to Table 2.

Gersick et al. (1999), Getz and Carlsen (2005) and Zapalska & Brozik (2007), describes the family was also affected by factors related to lifestyle habits and dynamic entrepreneurs and family-related aspects of demographic structure/age, marital status, sex, level of education, skills and experience that are classified as the 'temporal pressures'. Temporal pressures is what affects the goals or motivations of entrepreneurs. Andersson et al. (2002) and Getz and Carlsen (2000) explain the motivation factor is the overlap operators involving the individual wishes or dreams, goals of the company, and personal satisfaction or families integrate and influence the STF's operating structure. Refer to Table 3.

Table 3 : Motivation Classification of STF's Entrepreneur

Classification	Explanation	Motivation
Starting a Company's goal	Are the things or objects that encourage entrepreneurs and family members to participate in this enterprise.	To fulfill the dream of a better family life. The profit motive. Desire personal freedom and prestige. Desire to interact with tour-
Company goals	Cooperative initiatives set clear corporate direction. Often practiced by both companies categorized as 'business-oriented family'.	The desire to improve the company's reputation. The importance of the company (first business). The importance of family (family first). Desire to be together in an environment of corporate /
Personal satisfaction and Family	Personal satisfaction is associated with positive effects on the psychological activities of the corporate sector and the identity of employers and family mem-	Personal Satisfaction Family Satisfaction

Source : Andersson et al. (2002) dan Getz & Carlsen (2000).

While external factors or 'environmental pressures' consist location (network and market opportunities), local socio-cultural (gender, beliefs and practices of the local culture), industry environment (legal and policy development, funding and financial incentives, training and information technology).

Gersick, et.al., (1999), describes the interactions between 'temporal pressures' and 'environmental pressures' effect on the level of development of motivation of entrepreneurs and family values ranging from 'young business development', 'entering the business', 'working together' and 'passing the batton'. While the level of development of motivation of entrepreneurs and family values determines the level of development of the family of simple structure that is 'start-up' to 'expansion/development' and hence more complex structure that is 'maturity'. In this context, the family is seen as the main resource of the STF's human resources (human capital), social resources (social capital) and financial resources (financial capital). Chrisman et al. (2009) classifies it as a 'family of corporate governance' and the European Commission (2009) as a 'family governance'.

Interaction between motivation and familiarity with the stage of development of further optimization of family members affect STF's 'business ecosystem' expansion as a whole to be 'controlling owner', 'sibling partnerships', or 'cousin consortium'. Gersick, et.al., (1999), STF's 'business expansions ecosystem' are divided into three classifications evolution that is 'recycles', 'devolutionary transitions', and 'evolutionary transitions' that make up the nine typologies 'business expansion' (refer to Table 4).

### 2.2 Comparative Advantages of Small Tourism Firms

Chrisman et al. (2009), describes the preparation of small firm's development strategies are influenced by family values and resource optimization capabilities that companies. This value is influenced from the physical capital, human capital and organizational capital while these are comparative advantage in this sector. The approach of family governance, which is seeking the involvement of family members as a productive co-preneurs deliver the implication of the company and sector growth. In the context of STF's, factors other than family values are heterogeneity and fuzzy, while other factors such as character entrepreneurs are individual enterprise or private enterprise, a variation of motivation that make up the varied typology of STF's, the structure of the company's operations tools (informal economy activity), direct contact with customers (commercial sector homes), market network in niche market and high yield market, and activities to improve corporate reputation and identity of local entrepreneurs (lifestyle business), and

Table 4 : Classification and Typology Small Firm's Business Expansion

Classification of Business	Typology of Business Expansion (from—to)	
Recycles (changing individuals, but retaining the same basic structure of ownership)	Controlling owner	Controlling owner
	Sibling partnerships	Sibling partnerships
	Cousin consortium	Cousin consortium
Devolutionary transitions (moving to a less complex structure)	Sibling partnerships	Controlling owner
	Cousin consortium	Sibling partnerships
	Cousin consortium	Controlling owner
Evolutionary transitions (moving to a more complex structure)	Controlling owner	Sibling partnerships
	Controlling owner	Cousin consortium
	Sibling partnerships	Cousin consortium

Source: Gersick et al. (1999)

thus form classification business ecosystem that is business oriented or lifestyle-oriented is unique or comparative advantages of the sector (Getz and Carlsen, 2000; Leenders & Waarts, 2003; Peters & Buhalis, 2004; Getz and Carlsen, 2005; Thomas et al., 2011).

Getz and Carlsen (2005), Chrisman et al. (2009), European Commission (2009), Zellweger et al. (2010) and Thomas et al. (2011), explains the approach of family governance can pursue a strategy of family branding. This approach would develop STF's positioning in domestic and global markets (inbound market) through empowerment of the uniqueness and identity of each company. Getz and Carlsen (2005), described that the benefits of family branding is to strengthen the dynamism of networks and clusters of STF's company and a competitive advantage tourist destination. European Commission (2009) and Thomas et al. (2011) describes the STF's new researchers are advisable to understand the dynamism of the character segment or each typology of STF's which is heterogeneity and fuzzy. Whereby, the characters of STF's are a catalyst to the development of this sector, which is affected temporal pressure' a dynamic and depending on the local socio-cultural environment. In addition, the environmental pressure also serves as a mobilization capacity to guarantee sustained growth or others. European Commission (2009) and Thomas et al. (2011) illustrated that the failure to identify segments of STF's character in a destination will affect the strategies of policy-makers and strayed from the goal of sustainable tourism paradigm.

### 3. Resort Morphology

The geographic areas of the city have developed some general conclusions about the morphology and structure of cities. There are a number of researchers trying to find a morphological model of land use in the context of resort towns such as residential areas has its own objectives, which are often associated with basic functions, modes of growth and seasonal patterns of tourism activities. A further dimension is added by looking in particular to the resort beach where the growth is along an axis that is exposed to obstacles or restrictions to accommodate the pressure on space (Bigram, 1977).

The studies of resort areas morphology started in 1930's. Since then, the researchers have been developed and are mostly concentrated in the coastal area of European countries and the United States (Getz, 1993; Liu & Wall, 2009). Following the trend in the study of the morphology of the urban landscape or the city in the 1960s and early 1970s, the study of the morphology of the resort town is morphographic shape. Sources of data at this stage are from census data, tourism literature and field studies. Data collection techniques are improvise in began the late 1970's with the use of the data series of aerial photographs leading to a new era in longitudinal studies. The combined use of the serial data with aerial photographs basic information others gave better results regarding morphology studies in the 1980's and new era. Some researchers have begun to identify the factors that are more specifically urban development of the area and begin to associate the relationship between the morphological change and an explanation of socioeconomic factors (Liu & Wall, 2009).

Studies in the 1990's showed that the exploratory study of some areas of Southeast Asia and still is concentrated in the coastal areas (Wong, 1990; Smith, 1992; Wong, 1998). There is also some research has a tendency to develop morphological change model in cycle evolution. Other than that, they want to identify other factors that affect the morphology of the tourist behavior, physical basis, transportation

opportunities and policy issues (Liu & Wall, 2009; Smith, 1992; Maryan T. Brent, 1997; Agarwal, 1997).

The researchers in the 21st century have seen the need for modification concepts, methods and theoretical study of the existing morphology. A tourist area is also seen as a complex dynamic in which changes to the design of a regional tourism will affect changes to the morphology and the economy (Prideaux, 2000; Agarwal, 2002; Andriotis, 2003; Li & Wei-mei, 2003; Liu & Wall, 2009).

Factors and characters explained by previous new researchers were seen in their era. The era of the 1970's, studies began to resort morphology emphasizes aspects such as the pattern of land use, infrastructure, CBD, RBD and the effects of development on the social and environmental problems. Further studies in 1980's to describe the exploration of the socioeconomic aspect, hotel development and resort lifecycle.

Later, in 1990's the researchers were extended to political and investment factors, the behavior of tourists, transportation, TBD and environmental management. While in year 2000 and now, the researchers focus shifted to the study of changes in land use intensity and resort restructuring strategy as well as the factors that are often touched since the resort morphology study begin.

### 3.1 Definitions, Classification and Character of Resort Morphology

Morphology concept in the geographical context leads in a form and function, the relationship between them, and how they change time to time. Morphology is defined as the study of the physical landscape, including how the structure operates, adjusting the structural characteristics, the predominant function of certain structures, and how the structure, function, and characteristics change time by time (Xie et al., 2013).

Resort morphology can be defined as the study of the environmental structure (land use and built form: the shape, appearance and configuration) and the activities of a destination area and their development. Resort is different from other urban areas in terms of morphology for functions that lead to tourism (Liu & Wall, 2009).

#### 3.1.1 Resort as a Business District

Understanding the relationship between the resort town, the Central Business District (CBD), Recreational Business District (RBD) and Tourism Business District (TBD) will facilitate further discussions relating resort morphology.

Resort can be defined as a geographic area that offer a range of facilities, services and leisure-oriented activities by the beach for accommodation, use and enjoyment of visitors and is exclusively for tourism purposes (Smith, 1991; Qian et al., 2012).

In the context of township, resort is often associated with RBD compared CBD. RBD is characterized by distinctive locations walkways, tourist-oriented retail facilities and separated into space and also a function of other business areas. RBD different from the CBD because it is based on attraction rather than leisure when in close proximity to residential areas and transportation routes. RBD was dominated by business-oriented recreation such as food and beverages, gifts and a variety of shops and commercial entertainment and theater (Charles A. Stansfield and Rickert, 1970).

Table 5: Comparison between TBD and RBD in terms of form and function

Tourism Business District	Recreational Business District
Orientation: year round	Orientation: Seasonal
Shape: central	Shape: line or T-shape
Resources attractions: culture and building works pieced together or separately with the CBD	Resources attractions: natural Develop separate from the housing-CBD; can join or affect the CBD from time to time
Functions: - Offices - Business services - Highlights - Visitor Services - Government - Culture - Major shopping center - Transportation systems	Functions: - Provision of meals and drinks - Entertainment - Souvenirs - Accommodations
	Image: nature and culture unite

CBD oriented tourism can be divided into two types: TBD and RBD. Getz (1993) has set out clearly the differences between these types (see Table 5).

#### 3.1.2 Resort Morphology Model

Liu and Wall (2009) classified three stages in the development of the resort morphology model which is static model, the historical model and integrated model. [1] The static model is represented in a schematic diagram illustrating the pattern of land use in a resort town with no consideration of an economic or socio-historical. [2] The historical model is a model that combines the study of morphology and evolution studies. History and evolution of the resort model shows characteristics related to overall morphological transformation was crushed by the weight of western researchers in the study of morphology, such as tourist accommodation, second homes, housing, transport infrastructure, and Recreational Business District (RBD). While [3] integrated model in future studies is expected to demonstrate the following characteristics: from the point of history; extensive context (taking into consideration the social, cultural, economic and political); and general suitability.

Beach Resort Model (BRM) is a model that describes the evolution of the coastal resort of natural conditions by increasing the intensity of tourism development in an urban area. BRM shows the dynamics of physical, environmental, social, economic and political conditions existing at each stage of evolution. In contrast to the Barrett model describes the coastal resort morphology developed from dependence on a fixed point of arrival at the pier and the train station. Barrett model is a study in the history of the shape of the beach resort of the 19th century. The evolution of the resort beach in this era defined by BRM (Smith, 1992).

BRM sees the development of resort areas through eight stages, Stage 1: pre-tourism datum, Stage 2: The second home, Stage 3: first hotel, Stage 4: established resort, Stage 5: established business district, Stage 6: inland hotel, Stage 7 : transformation and Stage 8: resort city.

## 4. Importance of STF's Business Expansion in Resort Morphology

Based on the trend and limitations of STF's earlier research that is under-theorized, this research will look at the relationship from the

perspective of STF's growth from a geographical or spatial perspective. Investigation of the relationship between STF's with resort morphology seen significant, based on the character of the STF's as business oriented or lifestyle-oriented and classified as an dynamic informal economy activity and growth is influenced by the location and the market can create various possible situation.

In addition, based on the trend of the last few decades, research on resort morphology is a clear focus only on the physical aspects (changes in land use patterns and activities), the impact of land use change in environmental, social and economic, changes in the intensity of land use, life cycle assessment and resort restructuring strategy. In addition, the factors that cause the evolution of a resort are only viewed from the angle of contributions to the provision of infrastructure, transport systems, public facilities, natural beach and others. While the major players in the formation of resort morphology itself is a business entity as seen in the term 'business district' for these areas (RBD, CBD and TBD). As the STF's is one of the major business entities for a destination, a study of this entity is very significant.

Lack of research descriptively to STF's thoroughly in the context of tourism business ecosystem competitive will affect the efficiency of the development strategy (strengthening networking product marketing, incentives, short-term development and risk management) developed at all levels of the hierarchical organization of tourism development (Getz and Carlsen, 2005; Thomas et al., 2011).

STF's research to date is confined to studies identify motivation, classification and typology without evaluating in terms of development of the firms (business expansion). By looking at the aspects of the STF's development in the context of resort morphology, the STF's failures and successes during the evolution of a resort can be obtained. Their development process is a long process and should be viewed from every level of change or evolution (see Table 6).

## 5. Conclusion

Based on the discussion in the earlier sections on STF and resort morphology, the study identified the following existing research gaps.

- STF researches placed the emphasis on their studies only on enterprise development and entrepreneurship discipline without look its contribution in the context of physical and spatial development.
- STF business expansion as a contributing factor in the evolution of the resort was not studied by any researchers, even though the STF itself is a catalyst for the destination.
- STF research is only confined the studies within the identified motivation, classification and typology without evaluating in terms of development of the company (business expansion).

The prospect of this research is expected to help academics, policy makers and practitioners to consider the factors influencing the business expansion in the formation of resort morphology. Furthermore, the resort morphology study can offer greater prospects to become practical utility as an input into the decision-making process for the preparation of spatial plans (Liu & Wall, 2009).

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Table 6: Chronology of Literature

STF's Business Expansion		Year		Resort Morphology
Small companies as the European economic crisis recovery strategy in the late 1920s through the paradigm of monopoly capitalism / European colonialism	<i>Theory the Business Cycle</i> - Mitchell (1927)	1930s 1940s 1950s	Gilbert (1939), Gilbert (1949), Wolfe (1952);  <i>Barrett theory</i> - Barrett (1958);	The basic morphological characteristics described by map scheme: terraced resort consisting of shops and main business developed from the dock towards the railway station, while the intensity and accommodation services prices decreased if the farther the distance from the core.
Stimulate Model the growth of small companies as small companies sector class 'multinational corporation'.  Strengthening the bureaucratic system (state imperialism) in influencing the growth and marketing company.	<i>The Stages of SME Growth</i> - McGuire (1963), Mahar & Coddington (1966), Steinmetz (1969)  <i>Product-market relationships theory</i> - Christensen & Scott (1964)	1960s	Stansfield (1969)	Stansfield adopted the Barret idea (1958) in his study in North America.
The study of company's growth model through a paradigm 'corporate capitalism'; European domestic economic crisis.	Scott (1971); Greinder (1972); Barnes & Hershon (1976); Bruce (1978);  <i>The Greiner Model</i> - Greiner (1978)	1970s	Charles A. Stansfield & Rickert (1970), Lavery (1974), Wall (1975), Garcia (1976), Robinson (1976), Pigram, (1977), Pearce (1978), Stansfield (1978), Baptistide (1979), Demars (1979).	Research in the theory and related concepts such as the theory of evolution resort, land use, the Central Business District (CBD) and Recreational Business District (RBD). Identify CBD, RBD, public service, accommodation, residential, park / open space and highrise apartments as functional morphology zonation.
Further research model to minimize the growth of small companies bureaucracy in the development of small enterprises and develop the sector of small companies as a corporate entity 'economic neo-liberalism (laissez faire). Small companies as family companies.	Bamberger (1980), Lewis et al. (1983); Scott & Bruce (1987);  <i>Three Circle Model - Family Business Model</i> - Tagiuri dan Davis (1982)	1980s	Wall (1982), Priestly (1986)  <i>Tourism Area Life Cycle Model</i> - Butler, (1980);	Tourism Area Life Cycle Model (TALC) is introduced - the review of the tourist destinations and see how they change over time and respond to the changing demands of the tourism industry.  Recognizes that changes in morphology is influenced by socio-economic factors suggest early owners often have a strong influence on the results of the location of relatives and their friends, and see the impact of this development on the resort morphology.
The study encouraged the development of bureaucratic policy to 'neoliberalism'. STF's identified significant in the context of economic development in the region and country. Approach 'community based tourism'.	Stallinbrass (1980), Rodenberg (1980), Murphy, P. (1986), Britton (1987), Shaw & Williams (1987), Williams, Shaw & Greenwood (1989)			
Study on the economy of small developing countries and the Third World. Reviews 'critical success factor' 'smaller companies with paradigm' capital markets' and 'socio-economic transformation.  Approach study 'strategic comparative advantage', 'industry clusters', 'capacity building', 'new regionalism', 'geographical expansion', 'building partnerships and collaboration', 'family business'.	Chau (1991), Hailey (1991), Greening et al. (1996), Jenning & Beaver (1997), Watson et al. (1998), Barringer & Greening (1998), Kov (1998), Winter et al. (1998), Birley et al. (1999); Stafford et al. (1999)  <i>Family Business Development Model</i> - Gersick et al. (1999);	1990s	Jeans (1990), Meyer-Arendt (1990), Kermath and Thomas (1992), Clary (1993), Getz (1993), Brent (1997), Agarwal (1997), Wong (1998)  <i>Beach Resort Model</i> -Smith (1991); Smith (1992)	Highlighting phenomena such as separation between Tourism Business District (TBD), RBD and the CBD, and the difference between natural and cultural areas, tourist behavior, the basic physical, transport opportunities, policy issues and morphological study of the impact on the environment.  Beach Resort Model (BRM) is introduced, an assessment of the suitability of TALC model and related research functions in the formation of the Regions
STF's identified significant in the growth of rural tourism destinations, ecotourism, tourism and coastal and island tourism nature of the city and heterogeneity. Related research approach character and motivations of entrepreneurs and corporate operations.	Buhalis (1993), Thomas (1994), Lynch (1994), Page & Getz (1997), Morrison (1998), Wanhill (1999)			
'SME strategic management' paradigm 'globalization'.  Approach to the study: 'global production networks', 'corporate imperialism', 'sustainable environmental', 'qualitative improvement of goods and services', 'innovation in the quantitative', 'sustainable environment'.	Boulton et al. (2002), Blackburn (2002), Ali et al. (2003), Osterwalder (2004), Barringer et al. (2005), Chung et al. (2007), Gunaratne (2008), Balasundaram (2009).	2000s	Ouyang (2000), Wall (2001), Gospodini (2001), Agarwal (2002), Liu & Wall (2009)  <i>Competitive Destination Model</i> - Ritchie & Crouch (2003)	TALC model to study the relationship between the resort and the restructuring of the relationship between the host, guests, politicians and morphology.  Destination competitive model introduced its service-oriented tourism, and growth in a competitive global environment depends on megatrends, vision, innovation and creativity in optimizing company resources to enhance the quality of service and marketing strategy, supported by financial incentives and risk management of tourism organizations from global level so local.
STF's further work as a competitive economic clusters. Approach 'comparative advantages' and 'competitive destination', 'strategic management', 'pro-poor tourism', 'competitiveness - quality and productivity', 'technologies and social networking', 'social and cultural perspectives and emphasis STF's character' family business'	Dahles (2000), Hall (2004), Getz, Carlsen & Morrison (2004), Getz & Paterson (2005), Getz & Carlsen (2005), Zhang & Morrison (2007), Ateljevic (2007), Zhao & Getz (2008), Page & Connell (2010)			
Further study 'SME strategic management' paradigm 'sustainable capitalism - integrating environmental, social and governance'.  Approach to the study: 'strategic advantage', 'operational effectiveness', 'compliance and risk management at the level of regional economies / regions.	Guizzardi & Mazzocchi (2010), Abd Aziz & Mahmood (2011), Zhang et al. (2012), Graves & Shan (2013), Hussain & Bhuiyan (2014).	2010s	Qian et al. (2012), Agarwal (2012), Xie et al., (2013), Xi et al., (2014), Omar et al., (2014), Battino et al. (2014)	Studies on the change in intensity of land use, contact spatiality in the restructuring of the beach resort, land use change model and BRM TALC and RBD study using the social network approach.
STF's further work in a macro perspective 'local economic development' 'the regional economic development', 'information and participation policy'.	Thomas et al. (2011); Honggang & Shaoyin (2014); Font et al. (2014); Correia & Brito (2014)			

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