



Case study

Changing role of lifestyle in tourism entrepreneurship: Case study of Naked Retreats Enterprise

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ABSTRACT

Despite increased academic attention to tourism lifestyle entrepreneurship (TLE), different discourses and continuous controversy have impeded an understanding of the phenomenon. This paper seeks to provide a new and in-depth understanding through a case study. We select the case of Naked Retreats Enterprise (NRE), a well-known tourism lifestyle corporation in China that has distinctive and deviant TLE. Based on the proposed research framework and multiple-source longitudinal data, we described and interpreted the change in the lifestyle role during the tourism entrepreneurial process. The findings suggest that the role of lifestyle in NRE changed from entrepreneurial motivation to a customer product and then to enterprise capital. The change dynamic is complex and related to contextual factors. This research verifies the effectiveness of a case study and features a dynamic lens and contextual sensibility as applied to TLE research. Moreover, and more broadly, the possibility of bridging the isolated lifestyle discourse in tourism is reflected.

1. Introduction

Entrepreneurship is an important topic in tourism research that has recently received increased scholarly attention (Fu, Okumus, Wu, & Köseoglu, 2019; Koh & Hatten, 2002; Lordkipanidze, Brezet, & Backman, 2005; Sheldon & Daniele, 2017). Tourism lifestyle entrepreneurship (TLE), which is simply a joint concept based on two classical and comprehensive concepts, namely, “lifestyle” and “entrepreneurship”, refers to the phenomenon by which entrepreneurs launch touristic enterprises to support their desired lifestyles and hobbies with little intention for economic growth (Ateljevic & Doorne, 2000; Szivas, 2001). Tourism entrepreneurship is considered to have key characteristics or to be a key type of entrepreneurship that makes research on this phenomenon an independent field from research on entrepreneurship in other industries (Solvoll, Alsos, & Bulanova, 2015). However, because of the lack of a strictly unified definition and characteristics, the concept has been questioned in subsequent empirical studies (Skokic, Lynch, & Morrison, 2016; Skokic & Morrison, 2011). In the context of the tourism industry, the nature of lifestyle and the relationship between lifestyle and entrepreneurship are still ambiguous; this paper attempts to address this ambiguity.

In today's China, rapid urbanization and continued

internationalization have contributed to the introduction of Western lifestyle tourism. Some foreign lifestyle travellers and lifestyle entrepreneurs have come to China and been gradually imitated by Chinese citizens, especially those in the emerging middle class. Consequently, the combination of lifestyle and tourism has become a popular social phenomenon (Salazar & Zhang, 2013; Xu & Wu, 2016). Tourism entrepreneurship has entered a new stage during which an increasing number of urban residents begin to participate in peripheral tourism not just for their livelihoods but for personal lifestyle (Li, Qin, & Wen, 2016; Xu & Chen, 2018). TLE is particularly prominent in new tourism formats, such as homestay inns that are increasingly valued by China's society in the context of supply-side reform and rural revitalization (Zhang, Yu, Xu, Cheng, & Lu, 2019). However, compared with a large amount of literature on this topic from Western countries, there is little research on tourism entrepreneurship in the context of developing and transition economies, such as China (Jaafar, Abdul-Aziz, Maideen, & Mohd, 2011; Li et al., 2016). Notably, lifestyle entrepreneurship was introduced into the Chinese tourism industry almost at the same time as lifestyle tourism and tourism entrepreneurship individually. Following Ateljevic and Doorne (2000), who advocated paying attention to all sociocultural contexts of the west, this exploratory research of TLE in China could provide new insight into TLE regarding the social and

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practical understandings and responses to these concepts in a new context.

Naked Retreats Enterprise (NRE), a well-known tourism lifestyle corporate in China, has a distinctive and deviant TLE. Tracing its entrepreneurial process, this case study explored the changing role that lifestyle played in each entrepreneurial phase and discussed the dynamic and causality of the changes. This case study not only provides a new case and reference for expanding an in-depth understanding of TLE research but also helps recognize the dynamic nature of the socially constructed phenomenon of lifestyle oriented small tourism (LOST) firms, as pointed out by Carlsen, Morrison, and Weber (2008).

2. Literature review

The primary purpose of the case study is to explore TLE of NRE with three foci: the nature of lifestyle at each key benchmark, the evolution of the role of lifestyle in each period and the dynamics and mechanism of this change in lifestyle. Based on a theoretical review of tourism lifestyle and TLE, a descriptive framework is proposed to guide the case study research (refer to Fig. 1). The detailed theoretical proofs and argument on each module and path are presented separately in the review below.

2.1. Lifestyle discourse in tourism

Lifestyle, a classical sociology concept developed by sociologists Veblen, Simmel, Weber and others, has been studied for a long time in many disciplines, including leisure and tourism. According to Veal (1993), lifestyle refers to the distinctive pattern of personal and social behaviour characteristic of an individual or a group. It is an umbrella concept that refers to behaviour including that related to the relationships with the various people we meet in daily life, consumption behaviour, leisure, work (paid or unpaid) and civic and religious activity. Regarding the many above activities, tourism interweaves with lifestyle in various areas. In the context of current social consumption and mobility patterns, among others, the encounter between lifestyle and tourism has created some new phenomena in practice (Carlsen et al., 2008; Cohen, 2011a, 2011b; Gross, 2016; Huete & Mantecón, 2012; Xu & Wu, 2016). All these issues illustrate a point of tension in research because of the simultaneity of consumption and production and the duality of the settings of daily life and tourism.

In tourism research, scholars have mainly focused on two lifestyle-related issues, namely, examining tourism as a part of lifestyle and segmenting the tourism market based on lifestyle psychography. Notably, addressed in different disciplines and from different perspectives, these issues were isolated from each other, even in terms of the understanding of “lifestyle” per se. In the research on leisure style and lifestyle travellers, tourism is viewed as a component constructing modern lifestyle, providing a new lens for sociologists’ analysis of social classification (Scott A. Cohen, 2011a, 2011b; Salazar & Zhang, 2013;

Veal, 1993). However, in the field of tourism marketing, lifestyle serves as a tool for segmenting tourists and predicting tourist consumption behaviour, as well as quantitatively measuring activities, interests, and opinions (Chen, Huang, & Cheng, 2009; Scott & Parfitt, 2005; Simpson, Bretherton, & de Vere, 2005).

According to the ‘identity politics’ of Giddens (1991) and the ‘neo-tribalism’ of Maffesoli (1996), with the breakdown of traditional roles in late modernity, social life has made lifestyle choice critical in the (re) constitution of the self. Hence, seeking to change their “way of life” or to pursue the self, different people, ranging from tourists and travellers to immigrants and drifters and even to workers, artisans and entrepreneurs, have burst onto the tourism scene with different but interdependent activities, such as pursuing a lifestyle business (Carlsen et al., 2008; Shaw & Williams, 2004), seeking a lifestyle destination (Gross & Brown, 2006), engaging in seasonal residential tourism or lifestyle migration (Chen et al., 2009; Huete & Mantecón, 2012) and engaging in lifestyle entrepreneurship (Ateljevic & Doorne, 2000; Sun & Xu, 2017). Initially, seasonal lifestyle tourism was popular among affluent holidaymakers in developed countries who desired a more comfortable lifestyle. Then, as the duration of stay was prolonged and various actors joined, lifestyle migration began to expand. Despite transcending the scope of the tourism concept, the majority of these phenomenon still happened at the tourism destination, signifying countless ties with tourism (Huete & Mantecón, 2012; Xu & Wu, 2016).

The meaning of lifestyle in these newly derived concepts is not strictly the same as its original meaning. Lifestyle began to refer only to the psychological and behavioural factors pertinent to daily life in the tourism context, in which activities were labelled “lifestyle-oriented” or “lifestyle-led”. It is diverse of a new understanding of different concepts, superficially related to lifestyle but overlooking the original rich connotation of lifestyle. Separately and partially employing the concept of lifestyle not only limits the breadth and depth of research but also hinders the dialogue within the tourism discipline and between the tourism discipline and other main disciplines. In light of the two perspectives, in this study, we attempt to develop a combination for a more comprehensive understanding of the nature of lifestyle.

2.2. Controversy surrounding TLE

It is well known that without entrepreneurs, mass tourism and the tourism industry in its modern commercial sense would have never emerged (Debbage, 2019; Koh & Hatten, 2002). Entrepreneurs have been the focus of both the tourism field and academia. Over the past 10 years, a dramatic increase in publications on entrepreneurship research has transformed this topic from a terra incognita to a viable research issue and even a paradigm in hospitality and tourism research. The research has since shifted from an early focus on individual entrepreneurs to a focus on entrepreneurship activities (Fu et al., 2019). However, according to Solvoll et al. (2015), Sheldon and Daniele (2017) and

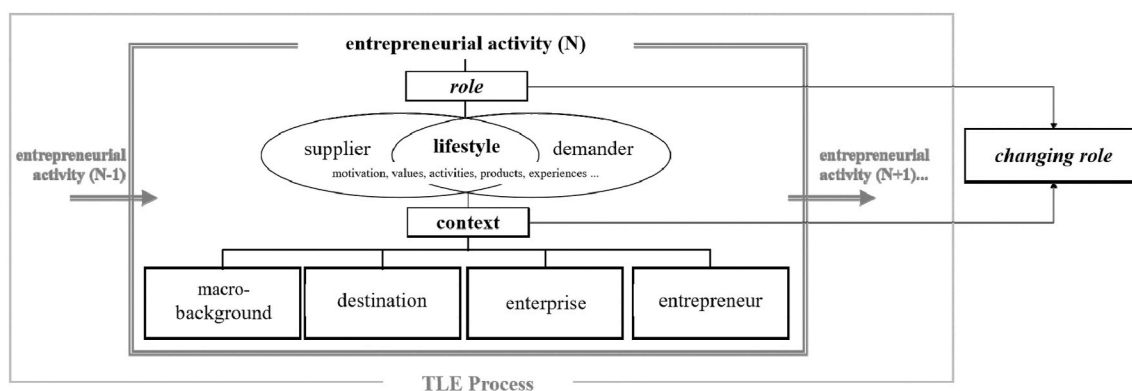


Fig. 1. Proposed case study research framework.

Fu et al. (2019), the field still lacks definitional clarity, strong theoretical anchoring, well-developed methodological designs and publication in mainstream entrepreneurship research journals. Scholars remain in the early stage of tourism entrepreneurship research.

When tourism entrepreneurship research started, entrepreneurs' lifestyle behaviours received much attention from scholars (Gross, 2016). Williams, Shaw, and Greenwood (1989) and Szivas (2001) identified the lifestyle concept as an important dimension of non-economic decision making in the investigation of the social routes to tourism entrepreneurship. 'Way of life' motives were the evident motivation of these amateurs' deliberate exchanges. The conception of lifestyle in the tourism entrepreneurship setting mainly refers to a non-economic factor that is distinguished from purely traditional economic premises, simply viewed as a motivation overlooking values, behaviours and activities related to lifestyle.

As scholars began to consider detailed behavioural activities in later empirical research, they identified various new kinds of lifestyles, such as escaping from hectic urban life, pursuing and constructing one's desired life, prioritizing one's unique interests and styles, being one's own boss, meeting family requirements, preparing for early retirement, and living in a specific ethnic area (Bosworth & Farrell, 2011; Getz & Petersen, 2005; Lashley & Rowson, 2010; Roojja & Margaryan, 2018; Skokic & Morrison, 2011; Su, Zhang, & Cai, 2020; Wang, Hung, & Lin, 2018). Notably, new cases of entrepreneurs with both non-economic lifestyle and economic growth factors were continuously found. From the constrained entrepreneurs of Shaw and Williams (1998), and the non-entrepreneurs of Ioannides and Petersen (2003) to the hard-core lifestyle entrepreneurs of Bredvold and Skålén (2016) and the lifestyle expat-preneurs of Roojja and Margaryan (2018), a variety of terminology was used for these exceptions in the blank of TLE research. However, it is more obvious of the fevered debate on the relationship of lifestyle-oriented and economic growth-oriented tourism entrepreneurship, which is the core issue this case study aims to explore and address.

Considering the various meanings of lifestyle as previously discussed from the perspectives of different tourist issues, there are at least three forms of lifestyle conceptions in practical tourism entrepreneurship: entrepreneurial motivation (Ateljevic & Doorne, 2000; Sun & Xu, 2017), entrepreneurs' lifestyle activities and behaviours (Carson & Carson, 2018; Iversen & Jacobsen, 2015; Prince, 2016; Wang, Hung, & Bao, 2014), and enterprise lifestyle products for customers (Dawson, Fountain, & Cohen, 2011a; Shaw & Williams, 2004; Su et al., 2020; Sweeney, Docherty-Hughes, & Lynch, 2018). Although the latter two forms are not included in the original conception of lifestyle, many empirical studies of TLE have unconsciously analysed these topics and showed some intrinsic connections. However, unreflective integrated uses of separated lifestyle discourses intensify squabbling in TLE research.

Many studies have proved that lifestyle in tourism entrepreneurship is clearly related to the entrepreneur and the tourist/customer, who are recognized as supplier and demander. It should be noted that there is a complicated overlap between the two, especially given that the entrepreneur is both supplier and demander in the original TLE definition. As an understanding of TLE from the formal lens of a broader conception of lifestyle is still lacking, the concise divide attempts to add a tourist perspective to analyse lifestyle in TLE. Different from the transaction relations in economics, the supplier-demander focuses on the groups related to lifestyle for an in-depth understanding of TLE. That is, who provides or produces the lifestyle and who lives and experiences it? Moreover, all possible specific representations of lifestyle from the two perspectives are considered in the analysis, such as not only motivation but also values, activities, products, experiences and others (refer to the two ovals in Fig. 1).

2.3. Deficient longitudinal research in TLE

In addition to the varying conceptions of lifestyle, there are discrepancies in the examination of entrepreneurship. Particularly notable

is the finding that lifestyle entrepreneurs with small firms tend to leave the business due to their continued preference for mobility (Sun & Xu, 2017). Most lifestyle firms seem to be fated to be short-lived (Doris Anna Carson, Carson, & Eimermann, 2017). There is still a gap in the literature regarding the issue of what entrepreneurs' lifestyles look like over a more extended period, especially when structural changes occur in the growth and development trend. While some entrepreneurs maintain their small firms (Ateljevic & Doorne, 2000), other entrepreneurs experience enterprise growth in the long run, which questions the traditional viewpoint that lifestyle-oriented motivation limits enterprise economic growth (Skokic et al., 2016).

As most studies have viewed entrepreneurship as a set of diachronic activities, temporal dynamics did not receive attention until recently. On the one hand, regarding a single entrepreneurial activity as a process with antecedent variables and outcomes, e.g., personal traits, the industry sector, funding and resources, the destination environment, and networks, highlights the variation among individuals or groups (Booth, Chaperon, Kennell, & Morrison, 2020; Morrison, 2006; Presenza, Meseni Petruzzelli, & Sheehan, 2019; Skokic & Morrison, 2011). On the other hand, observing entrepreneurship as a continuous process composed of an array of entrepreneurial activities creates temporal changes, for instance, periodic performance, entrepreneurial innovation, local commercialization, social integration, destination evolution and entrepreneur identity construction (Kallmuenzer, Kraus, Peters, Steiner, & Cheng, 2019; Wang, Hung, & Huan, 2019; Wang, Li, & Xu, 2018; Xiong, Zhang, & Lee, 2019). Because personal conditions and the external environment influence and even determine an individual's selection of a way of life, lifestyle, whether as an entrepreneurial motivation or a complexity of daily life, changes in the entrepreneurship process. In turn, lifestyle influences the entrepreneurship process through the entrepreneur's cognition and behaviour (Bredvold & Skålén, 2016; Wang & Hu, 2019).

Numerous factors that influence the TLE process are identified in different studies. However, unified knowledge has not been reached, nor has an integrated and efficiency theory framework been constructed. This study is mainly used to guide investigators in understanding and abstracting the case context to develop explanations. As focusing on the issue of the lifestyle role in the TLE process is new, a specialized framework in the case context is proposed on the basis of the most relevant theoretical studies, namely, the theoretical framework of dynamic entrepreneurial culture in Morrison (2006) and the systemic model of lifestyle dimensions in LOST firms in Carlsen et al. (2008). Thus, the dimension division does not only cover the dimensions proposed in the previously described two frameworks but also is more feasible for the case study because of a defined categorization border in the content analysis and adequate expanse for possible new factors from the case (Yin, 2012). Four broader dimensions of context are extracted from all of the factors in existing TLE studies, namely, macro-background, destination, enterprise and entrepreneur (refer to the four blocks on the bottom of Fig. 1).

Despite the reports of individual diversity in lifestyle and the tendency for TLE variations from existing studies, a detailed investigation and in-depth explanation of how and why this change occurs is still lacking. In particular, most conclusions pertaining to the temporal and historical tendency of TLE have been reached based on cross-sectional surveys that are implicitly disturbed by the tunnel vision syndrome (Verschuren, 2003). The inability to meet restrictive conditions causes heterogeneity among a sample of individuals to limit the results and make them unreliable (Schoenberg, 1977). It is therefore of great value to trace the process of lifestyle change in single cases.

In the current research, the exploration of lifestyle is based on the premise that TLE is a kind of entrepreneur behaviour process (Morrison, 2006). In the practical sense, some entrepreneurship is an ongoing process with a series of subsidiary entrepreneurial activities, such as NRE (refer to the grey arrow and peripheral frame in Fig. 1). Viewing each key benchmark activity as an embedded unit, we make a

longitudinal comparison of the role of lifestyle in the entrepreneurship in each unit to reveal the changing process and dynamics, which is helpful to TLE in addressing the theoretical controversies by introducing an objective practical path.

2.4. Sketch of proposed framework

A descriptive framework based on the theory reviewed above was proposed to guide this case research, as shown in Fig. 1. The framework can be briefly summarised into the following three points. The first is concerning the broader conception of lifestyle. The lifestyle role was analysed from a synthesized perspective of both the supply and demand sides. That is, lifestyle will be not just treated as the psychological factors of an entrepreneur in TLE. The concrete lifestyle activities of both entrepreneur and tourist and the abstract narratives of lifestyle from enterprise and market are all taken into account. The second is exploring TLE from the lens of process. Entrepreneurship is viewed as a longitudinal process consisting of a series of subsidiary entrepreneurial activities that provide a more detailed description of the role of lifestyle and more targeted modelling of the dynamics of changes over time. The third is synthesis and explanation-building based on the scale of four dimensions. The explanations of the dynamics of the change are built through encompassing comparisons four dimensions, i.e., macro-background, destination, enterprise and entrepreneur. Based on the relationships of the scale that ranges from macro to micro, changing dynamics at the micro level could be understood and explained in-depth and comprehensively.

3. Methodology

In addition to our support of the use of longitudinal research in tourism entrepreneurship and the ability to control variables, we conducted a single longitudinal, exploratory case study for three other main practical reasons (Gerring, 2007; Gummesson, 2017; Yin, 2018). First, research on lifestyle tourism entrepreneurship still lacks consensus in China, and the case studied in this research has not been previously studied. The case study approach allows us to perform an in-depth investigation and analysis of the case, especially in terms of the use of multi-source information and a unique conception of lifestyle. Second, this research topic poses “how” and “why” questions, and the case study approach is useful for addressing such questions. Third, to understand the dynamics of change, description over time through a longitudinal study is required.

3.1. Case selection

As lifestyle tourism entrepreneurship is still an emerging phenomenon in China, most practical cases are unidentifiable because of the limits of firm scale, firm age and the involvement of lifestyle. Naked Retreats Enterprise (NRE), the case we selected, is one of the most well-known lifestyle tourism enterprises. With a significant label of TLE, NRE has grown to be the top lifestyle tourist corporation from a collection of small lifestyle firms over the last 13 years. Its entrepreneurship is significantly different from any of the known cases in TLE research, which could provide some new local knowledge about TLE and even possibly solve the debate through a detailed exploration at the micro level. It is a typical but deviant case closely linking to the TLE study of theoretical anomalies discussed above. Moreover, the circumstances of this case closely adhere to the characteristics that provide a rationale for the use of the single case approach, namely, critical, unusual, common, revelatory and longitudinal (Gerring, 2007; Yin, 2018). The following section provides details of the case in relation to three aspects: destination, entrepreneur and enterprise.

3.1.1. Destination: Moganshan

Moganshan, the location where NRE was founded and developed, is a

mountainous area located within the Yangtze River Delta urban agglomeration. Distinct from full-fledged tourist destinations such as Dali and Lijiang, Moganshan is a new and booming tourism destination driven by lifestyle entrepreneurship (Zhang, Lu, Zhang, Yu, & Zhang, 2019). As early as the 1890s, foreigners in Shanghai and Hangzhou built amenities and hospitality facilities, such as villas, inns, swimming pools, and travel agencies, which made Moganshan known as a summer resort at the time. However, starting in the 1930s, with the outbreak of the war and the supply plans managed by the government after the founding of the People's Republic of China, the development of tourism and hospitality in Moganshan stagnated and even declined. In the 1980s, it began to recover with the reform and opening up policy. During this period, sightseeing became the main tourist activity, and tourists' motivation was mostly to visit the villas and heritage resources that were still present in a scenic area called the “Museum of World Architecture”. Tourism and hospitality, which had limited market popularity and provincial-government-owned economic benefits during this time, resulted in few externalities for the local community in Moganshan Town.

Beginning in the 2000s, when Chinese urban tourists took note of rural leisure resources, rural tourism in the community gradually began to develop. In 2003, the first lodging, Xianggelila Nongjiale (Happy Farmer's Home), opened and was operated by a resident in the village as a neighbouring scenic spot to offer hikers with a simple bed and breakfast. Four years later, a foreigner living in China started NRE with a new lodging known as Yangjiale (Happy Foreigner's Home). Compared with Nongjiale, as well as having different owners, Yangjiale was a more sophisticated and advanced small accommodation that valued the landscape, culture and service and, more importantly, reflected the owner's lifestyle. Thus, Yangjiale is regarded as the starting point of lifestyle tourism in Moganshan. Since then, an increasing number of hospitality firms similar to tourism lifestyle enterprises have been started and operated by both foreigners and members of the emerging Chinese middle class, which increased entrepreneurship and investment. The Chinese government began to certify the new hospitality format with the official name “Minsu” (homestay inn). By 2018, over 700 Minsus and resorts had been established, making Moganshan a model rural tourism destination for TLE in China (Zhang, Lu, et al., 2019).

3.1.2. Entrepreneur: the Horsfield couple

The Horsfields were the owners of NRE. Grant Horsfield, with the Chinese name Gao Tiancheng, is a South African man born in Knysna, a small town on the southern coast of South Africa. He received his MBA from the Business School of the University of Cape Town. In 2004, after working for more than 10 years in corporate management, having failed entrepreneurship projects and having been inspired by Chinese success stories, he came to Shanghai to start a foreign trade business. Delphine Yip, Horsfield's wife, is from Hong Kong, China; her Chinese name is Ye Kaixin. Yip has a Master of Architecture degree from Harvard University and is an excellent designer who is famous in China. In 2007, the couple met in a pub and spontaneously started their lifestyle tourism enterprise in Moganshan. Surprisingly, in just over a decade, the enterprise has become one of the most popular lifestyle brands in China. Forbes China identified Yip as a member of the 25 Up-and-Coming Businesswomen in China in 2018. Horsfield was listed on the 2019 Hurun Wealth List at RMB 2.2 billion.

3.1.3. Enterprise: Naked Retreats Enterprise (NRE)

Beginning with a Yangjiale, or Minsu, and becoming an integrated resort chain, NRE has been a pioneer guiding the hospitality and tourism industry in Moganshan. More importantly, NRE claims to be a lifestyle enterprise and a lifestyle tourism firm at the same time and thus constitutes an extremely rare case to explore and validate the relationship between lifestyle and entrepreneurship through a process framework. It started with Horsfield's whim formed during a cycling tour in

Moganshan in 2007. Then, the couple started Naked Home, which was the first Yangjiale in Moganshan. Four years later, they opened another hospitality firm, Naked Stables.

in a neighbouring village, which was the first resort in Moganshan; the resort not only structurally changed the local hospitality industry but also marked NRE's transformation from a simple, informal side business into a formal tourism enterprise. The subsequent commercial success and popularity propelled NRE to take a new development strategy of chain operation and diversified innovation. NRE closed Naked Home in 2013 and, at the original site, built Naked Castle, the first integrated resort and a new landmark in Moganshan. Information on the three firms is listed in Table 1. In addition, NRE initiated new projects not limited to tourism and hospitality outside of Moganshan from 2015.

In this study, we mainly focus on NRE entrepreneurship in Moganshan. From the perspective of the corporation, the enterprise has undergone a linear growth process that reflected the changes in the so-called "naked" lifestyle. Based on the start-up times of the three branches, we can divide the process into three stages, i.e., Naked Home (2007–2012), Naked Stables (2012–2015) and Naked Castle (2015–). Further exploration of each stage shows that the nature and role of lifestyle in each stage are very different but also have some similarities and connections. The three stages therefore serve as the embedded units of analysis and an important basis for the initial formulation of the "how" and "why" questions corresponding to the different roles of lifestyle in each stage.

Table 1
NRE firms in Moganshan.

	Naked Home	Naked Stables	Naked Castle
Construction Year	2007	2009	2015
Opening Year	2009	2012	2015
No. of Rooms	20	121	95
Price (per room per night)	¥ 1500	¥ 2500	¥ 3500
No. of Employees	15	250	300
Products & Services	B&B, local rural life, outdoor activities	accommodation, catering, lifestyle experience, indoor and outdoor activities	accommodation, catering, scenic spots, lifestyle experience, entertainment and activities
Architectural Style	simply renovated local dwelling	newly built eco-architecture: tree-top villas, earth huts and outdoor activity space	exquisitely renovated local dwellings, remodelled landscape and mountains, newly built villas, castle and activity spaces
Activity Spaces	mountain nearby	mountain nearby, stud farm, hacienda, spa, yoga, workshop, activity centre, swimming pool, kids club, DIY workshops, Land Rover experience centre and others	whiskey and cigar bar, sitting room, outdoor theatre, history museum, activity centre, infinity pool, spa, yoga, archery, kids club, DIY workshops and others
Property Status	housing leasehold	housing equity, land leasehold	Housing equity, housing leasehold, land leasehold
Stakeholders	Horsfield couple, local staff, neighbouring communities	entrepreneur team, investors and villa owners, staff, neighbouring communities, government	business groups, shareholders and investors, staff, neighbouring communities, Moganshan scenic spots, government

Data source: brochures, archives exhibited in NRE museum and interviews.

3.2. Data collection and analysis

Considering the arguments that entrepreneurship should be viewed as a process and that lifestyle is individualized, we did not conduct a cross-sectional structural survey of different groups as previous studies did (Fu et al., 2019). Instead, in the current study, case study methodology was employed. Having tracked the tourism development of Moganshan for over five years and having conducted investigations into and studies of local lifestyle tourism and tourist SMEs, the research team has accumulated plenty of information and experience, which includes some on NRE. In this study, using the recommendation of Yin (2018), the strategies of the case study protocol and multi-resource database are used to establish trustworthiness and implementation.

Lifestyle entrepreneurship is essentially an entrepreneur's behavioural activity (Ateljevic & Doorne, 2000). The narratives of the Horsfield couple are the main important evidence in this research. As the couple are now renowned entrepreneurs, repeated face-to-face interviews with them were not possible. Thankfully, extensive fragmented information is available from their interviews and speeches about NRE entrepreneurship in various international media in the last ten years. Most topics include the entrepreneurship process, "naked" lifestyle and business model, which are coupled with this research in some aspects. After extensive data collection from both the internet and traditional published sources and strict filtering according to the source's reliability and content relevance, 109 pieces of evidence were selected. The couple's words were directly recorded in 13 videos and 17 articles in different years from 2010 to 2019, representing the basic chain of evidence of the study. Guided by the proposed theoretical framework, three investigators read and compared the narratives repeatedly, extracting key, valid information through narrative analysis to answer the following sub-questions: What is the true story of NRE entrepreneurship, especially regarding the subjective motivation and objective circumstances of the changes over time? What were the Horsfields' presentation and definition of the naked lifestyle at each stage of the entrepreneurship process? How and why did the change occur?

Besides, there are also other forms of data with various related themes constituting the case database, including first-hand data from interviews and direct observations, and second-hand historical data from 2007 to 2020, such as news, statistic yearbooks, government documents, archival records and physical artefacts. In one aspect, these data were used to triangulate the above narrative material to verify and improve the chain of evidence. From another aspect, they supplement more information, helping to develop more comprehensive and systematic explanations through different perspectives. The team carried out four field surveys in Moganshan in Jan. 2017, Apr. 2017, Dec. 2017, and Apr. 2018 for different purpose. First-hand data directly or indirectly related to the topic help to verify the case chain of evidence and complete the explanation model. During the survey of NRE, the investigator experienced the products and services, observed artefacts and consumer behaviour to understand the naked lifestyle in the practical context of Naked Stables and Naked Castle. Moreover, open-ended interviews were conducted in each survey. The investigator interviewed informants with specific themes and purposes based on the results of previous desk analysis. The interview results were used to not only verify and revise the previous knowledge but also inspire and guide the next desk analysis. Therefore, it is a cyclic and progressive research process of interaction between first-hand and second-hand data, enhancing the trustworthiness and validity of the results. Additionally, a draft case study report was reviewed and verified by three key informants: the NRE senior manager, a Moganshan government official and a homestay inn peer.

NVivo, a computer-assisted qualitative data analysis software package, was used in this research to manage the database, which had ample unstructured data; conduct content analysis of the data from the "ground up" to identify key evidence; and maintain a logical chain of core evidence under the proposed framework. In this paper, only some

representative narratives of the Horsfield couple are directly displayed, for four reasons. (1) Entrepreneurs are key actors of lifestyle entrepreneurship, and their narratives are the main chains of evidence. The original words could provide readers atmosphere and context to understand, and then supplement and contrast the inferences of the research. (2) As lifestyle is related to entrepreneurial motivation, and an entrepreneur’s narratives could directly reflect the abstract motivation to avoid the possible bias from researchers’ subjective understanding. (3) Compared with other materials and data used to verify and complement, the couple’s narratives are the most concise and informative. (4) As this study is a longitudinal case, it helps to form a logic chain in the time dimension with unified and successive key actor’s words in different historical periods. The narratives subsequently displayed are noted as being strictly verified through other different-source and different-time information in the database.

4. Changes in the role of lifestyle in NRE entrepreneurship

The roles of lifestyle are shown in the ellipse in Fig. 2. Moreover, four boxes around the ellipse list the coding results of the context and situation of each entrepreneurial stage from the proposed four dimensions, i.e. macro-background, destination, enterprise and entrepreneur. The lifestyle roles in each stage and the changing process is described in detail and analysed in the following context.

4.1. Naked Home stage: lifestyle as entrepreneur motivation

Naked Home was the starting point of NRE. Similar to other tourism lifestyle enterprises reported in the existing literature (Ateljevic & Doorne, 2000; Sun & Xu, 2017), it started without a mature business plan and was only based on the entrepreneur’s motivation of pursuing a lifestyle in a tourist destination. In 2007, Horsfield, who was a foreign immigrant worker in Shanghai, encountered a small village while lost during a cycling tour in Moganshan. The village, called Sanjiuwu, was poorly maintained and had only three families, including 12 elderly people. Many old houses were in disrepair. As Horsfield said, he fell in love with the place at first sight. After a brief chat with a local resident, he reached an agreement with the community to rent two vacant houses at a low price. They got a small investment from some friends and modified the old houses according to Yip’s renovated design. Naked Home was born with original name, Foreigner Courier Station of Sanjiuwu, whose guests were mainly their friends and some foreigners and customers from their social circle.

During this stage, NRE’s entrepreneurship is for lifestyle. The role that lifestyle played was the motivation for Horsfield’s desire for an idyllic daily life, similar to that in his hometown, which inspired him to act on his whim to migrate from metropolitan Shanghai to the rural

destination of Moganshan. Consistent with the aforementioned tendency for the pursuit of particular lifestyles in China during that period, Naked Home, as a novelty representing the lifestyle of foreigners, soon attracted attention from the demand side. Perceived as a fashionable form of consumption and new rural tourist attraction, media and thrill-seekers created market opportunities for NRE. Commercial values of lifestyle were gradually made explicit and aware by Horsfield.

Horsfield (2012): In Shanghai, the city has everything except peace. (I acted) purely on the desire of trying to get out of the city to try to find some green and quiet space. I needed, I craved to get out of the city, and there was nothing available to me. So, in a way, I built something for myself.

Yip (2017): The loss of his (Horsfield’s) way made him have a great discovery, his missing nature, bamboo forest, beautiful village, abandoned houses... We went to the village to find the materials by ourselves, and we spent 500,000... Many friends say we are crazy: How can someone run into such a remote place for entrepreneurship?

As a result, when the limited capacity of Naked Home could not satisfy the constant flow of tourists, Horsfield received increasing sponsorship from like-minded people and increased the number of rented farmhouses to seven. In 2008, Naked Home registered with the Market Supervision Authority, becoming a formal business similar the commercial homes reported by Su et al. (2020). Besides, the Horsfields began to think about and attempted to summarize and refine their intangible lifestyle. The naked concept, which refers to the naked and pure heart in Chinese, was proposed by a guest in a casual chat in 2009 and thus became synonymous with Horsfield’s lifestyle entrepreneurship. The role of lifestyle on the demand side began act as an accelerant promoting NRE into a formal business.

4.2. Naked Stables stage: lifestyle as customer product

In 2009, Horsfield registered another agency, Yizhan (Station) Ecological Tourism Development Co., Ltd., which was viewed as the start of his larger blueprint for a lifestyle business empire, i.e., Naked Stables. It is a more typical large-scale resort with significant changes to the reflected naked lifestyle. While the lifestyle of Naked Home centred around the host’s daily life that was shared and practised by the host and guests, at Naked Stables, the lifestyle was more a kind of experience product that was targeted at weekend customers and holidaymakers. By utilizing space, services, activities, and events, the Horsfields designed and directed customers’ experience of lifestyle. For instance, ecological guest rooms designed by Yip as tree-top villas and earth huts convey a lifestyle of escaping from the city and being close to and protecting nature, making them the first to achieve a LEED Platinum Certification in China. Architecture incorporating a South African native style also

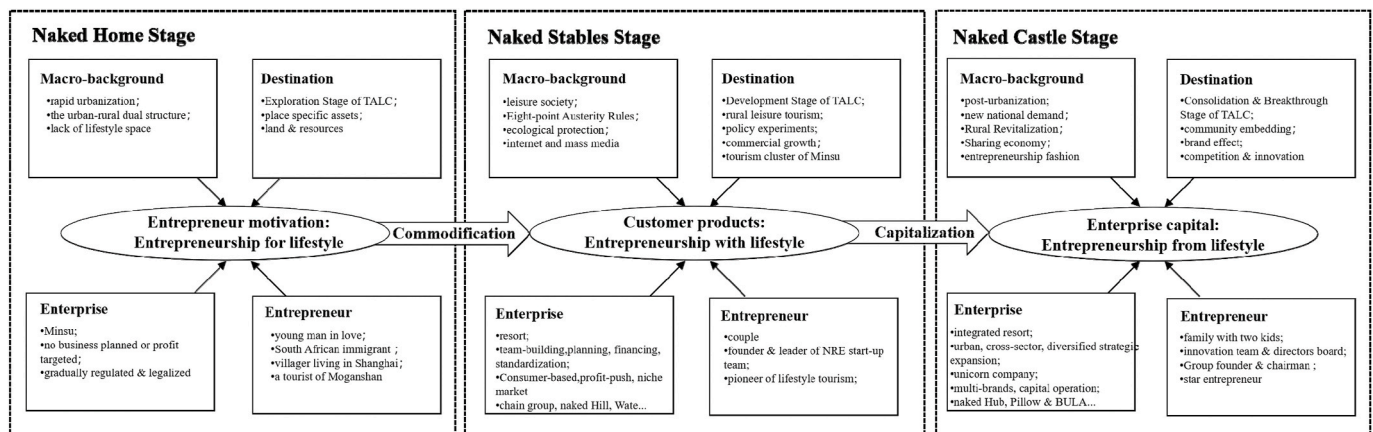


Fig. 2. Changes in the role of lifestyle in NRE entrepreneurship.

reflects Horsfield's hometown life. Unique spaces and activities that combined local and international elements provide an innovative and organic healthy rural life. A symbol strategy began to be used for the absence of a host, for instance – among others – the steward services, the story of the couple and NRE and Naked Leaf Spa named after Yip. Thus, Naked Stables succeeded in the customization and standardization of a customer-oriented lifestyle product or service, similar to the description in the news (2012) that everyone who comes here (Naked Stables) does what Gao Tiancheng does every day, climbing mountains, riding horses, picking tea... Interestingly, naked lifestyle had become Gao's business and his lifestyle had been changed to be more like a businessman's. For instance, to our knowledge, NRE set up at least four branches pertaining to different businesses about lifestyle tourism in Hong Kong and Shanghai during this stage.

NRE changed into entrepreneurship with lifestyle as a value-adding tool for business. The transition from the owner's lifestyle at Naked Home to the customers' lifestyle at Naked Stables represented a commoditization process. During the height of the popularity of NRE from 2012 to 2014, rooms needed to be booked half a year in advance and were expensive. Naked lifestyle was perceived as a wild and extravagant lifestyle by the market and the public, slightly different than the initial. A consensus was reached silently from both the supply and demand sides that the naked lifestyle is an innovative and valuable format in tourism and hospitality.

The commercial success of the naked lifestyle attracted great attention and cooperation including government officials, investors, designers and architects from other tourism destinations, promoting NRE to copy the business model of Naked Stables for more places out of Moganshan. NRE has built a formal entrepreneurial team with international elites from different fields related to NRE lifestyle business. A core strategy is fusing standardised NRE lifestyle products with local elements at new destinations. NRE has gradually grown into a chain group through property expansion, brand expansion and consultant management.

Horsfield (2011): *We sell quiet, it is lacking (in urban China)...(2012): I think a lot of people in big cities will also want a life like mine. However, because of the lack of high-end resorts and excellent services, it always fails...(2013): In the next three years, we also intend to continue to invest heavily...to seize this business opportunity to bring people back to nature.*

4.3. Naked Castle stage: lifestyle as enterprise capital

During the stage of Naked Home, Horsfield found the ruins of No. 1 Castle of Moganshan nearby. The former owners of this century-old castle, a Scottish doctor named Duncan Main and a Chinese patriot named Zhang Jingjiang, are heroes in Chinese history. As Horsfield had gradually received much recognition and numerous honours from society, similar to many successful entrepreneurs, social factors and new life dreams were embedded in his future entrepreneurship. Therefore, the encounter was an inspiration for Horsfield to continue entrepreneurship in Moganshan. One year after a natural disaster destroyed Naked Home, NRE launched the Naked Castle Project in the mountain, which was connected to the ruins of the heritage site and Naked Home. The entrepreneurial process of Naked Castle encountered a series of unprecedented problems and challenges, such as land, property rights, community arrangement, castle-construction technology and others.

As for the lifestyle in Naked Castle, in addition to inheriting the same standardized lifestyle products, it integrated with intangible cultural elements related to the entrepreneur's personal entrepreneurial and life story; the designers' imagination; the avant-garde artistic design; and pastoral, nostalgic and even renaissance-themed scenes. It is partly similar to entrepreneurs' sociological expressionism discussed by Sweeney et al. (2018). Nevertheless, as expansion made daily life there more varied and colourful, Naked Castle was more like traditional

integrated resorts. Interest-oriented and Fordism-production made naked lifestyle full of ambiguity, and it evolved into empty abstractions in the narrative. Lifestyle on the supply side became the fingerprint or label associated with NRE entrepreneurship. The same was true for the demand side – it is a brand or consuming tendency but neglected the authenticity of lifestyle.

Horsfield(2015): *"Naked" is a lifestyle bringing people a better life. The CTO of Alibaba just said that to change the world, the NRE vision is to bring a better life to China and Chinese people.*

Yip(2017): *Naked is a spirit, and we hope to give everyone a life experience of returning to true nature in both body and heart.*

During this stage, NRE was a kind of entrepreneurship derived from a lifestyle. The role of lifestyle changed into enterprise capital for strategic entrepreneurship and business growth. NRE embarked on a diversified development strategy involving multiple fields out of tourism resorts, such as ocean touring, a sharing economy, education and medical care. As a growing group without professional experience, sufficiently strong funds and resources, NRE allowed the naked lifestyle to take on the role of invisible but powerful capital. From a corporate brand and culture to product and market, this internalized lifestyle distinguished NRE as a unicorn company to obtain cooperation, funding and investment.

For instance, in 2015, NRE started dabbling in a co-working business called Naked Hub, which is strikingly different from the initial tourism retreat business. However, the naked lifestyle also granted them the rhetoric to convince the public and make the business attractive to the niche market. While applying the concept and spirit of the naked lifestyle in the new context, i.e., daily work and the urban community, they also creatively employed sharing as another component, building a bridge for NRE to become involved in the popular sharing economy business. Another piece of evidence is that the new lifestyle concept, 'Bula', was developed for the NRE new business field of the urban sharing economy. According to the official claim, 'Bula' is a word originating from the Fijian language that refers to a 'good life with health and happiness'. The shared residential community, Naked Pillow, and the shared fitness platform, Bula, are planned future businesses of NRE.

5. Causes and dynamics of changing lifestyle role

The above descriptions of lifestyle reveal the change in the role of lifestyle in NRE entrepreneurship, indicating a continual transformation of the role of lifestyle as entrepreneur motivation towards a customer's product and then towards enterprise culture capital. Repeated comparisons and model matching were done on the cross-sectional codes of three entrepreneurial stages to find the dynamic factors, respectively, from each dimension and each change. The keywords of primary factors are shown in the outer ring of Fig. 3. The inner ring lists the main contributors for the changing lifestyle role of each dimension concluded from the initial ones. Based on the results, the cause mechanism of changing lifestyle role is discussed in the following text.

5.1. Macro-background

Reflecting Horsfield's quote (2015), 'At that moment, everything in China gave me excitement', NRE's lifestyle tourism entrepreneurship was closely related to the macro-background. First, Horsfield's Western-inspired lifestyle was an avant-garde conception; however, there was strong potential demand for such a lifestyle in the context of the historical transition in Chinese social and economic development. The main NRE customers were members of the urban emerging middle class. According to Forbes and UP-Financial (2018), the world's largest emerging middle class is in China. Therefore, the scarcity of a Western lifestyle as perceived by both Horsfield and the emerging Chinese middle class drove the TLE of NRE. Unexpected attention and pursuit from

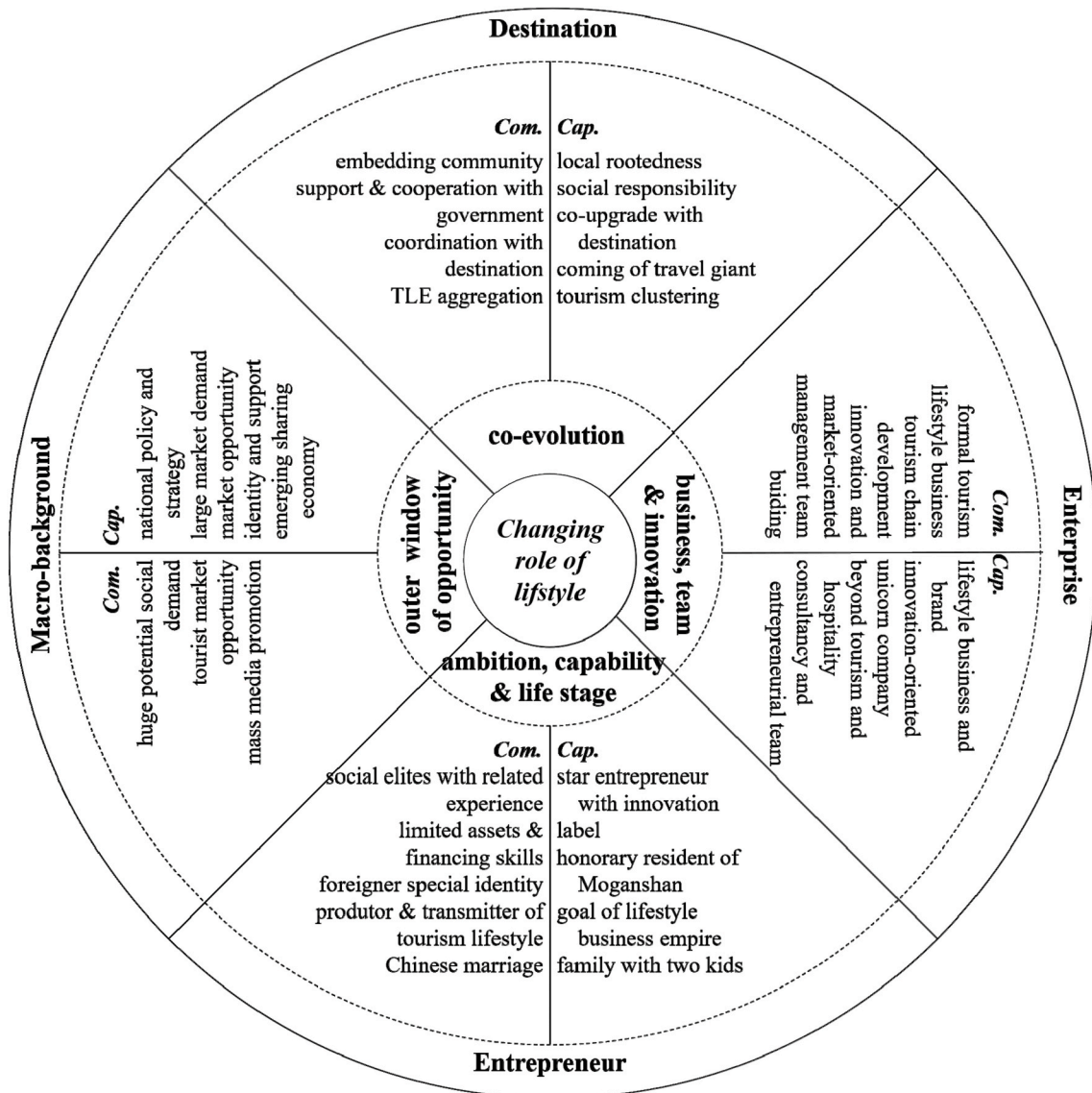


Fig. 3. Causes and dynamics of changing lifestyle role in NRE entrepreneurship.

the demand side including market and mass media showed the possible business value, inspiring Horsfield to change the role of lifestyle in later entrepreneurship. In recent years, when innovation and entrepreneurship in the sharing economy was popular in post-modern China, NRE succeeded in being involved in the trend through the extension of concepts related to the NRE lifestyle, namely, sharing and originality. The new NRE business formats, such as a co-working space through Naked Hub, led a new wave of urban lifestyle businesses. Moving lifestyle to the city and adding urban elements, NRE created a new growth field.

Moreover, the Chinese national strategy created opportunities. On the one hand, the market share of leisure and tourism has gradually replaced that of business trips among Chinese residents since 2012, when the Chinese government issued the Eight-point Austerity Rules (Ba xiang gui ding), which effectively supported the market positioning of NRE lifestyle tourism (Bao, 2015). On the other hand, the naked lifestyle, which has the characteristics of being nature- and rural-oriented, eco-friendly, and community tourism-based, among others, coincided with the newly proposed national strategy of Ecological Sustainable Development and Rural Revitalization (Lu et al., 2019). The government even publicly promoted NRE as an innovative module and the Horsfield couple as star entrepreneurs.

Clearly, NRE completely differs from most lifestyle enterprises facing

multifarious external barriers and confusion (Carlsen et al., 2008; Lashley & Rowson, 2010; Prince, 2016; Wang et al., 2014). The harmonious macro-background includes significant market potential and opportunity, social recognition and support, and cooperation with the government, providing the outer window of opportunity for the commodification and then capitalization of lifestyle during NRE entrepreneurship.

5.2. Destination

“Moganshan provided possibilities for NRE, but NRE has done even more wonders for Moganshan” (Informant #9, an official from the Moganshan government). There was a high level of development coordination between NRE and local tourism. Each entrepreneurship activity of NRE has contributed to the upgrading of hospitality and tourism in Moganshan. This approach countered the traditional view that the long-term survival of lifestyle entrepreneurs in tourism restricts destination development (Ateljevic & Doorne, 2000; Garay & Font, 2012; Shaw & Williams, 2004; Wang, Li, & Xu, 2018). Therefore, different TLE results in different effects for a destination, indicating the necessity to identify the role of lifestyle and identify the relationship between TLE and destination. Similar to the finding of Russell and Faulkner (2004) – that

the type of entrepreneurship could change numerous times throughout the evolution of a destination – the role that lifestyle plays in tourism entrepreneurship is also continually influenced by destination dynamics and destination attributes. In the NRE case, the embeddedness and co-evolution with a tourism destination contribute to the changes.

First, the local government and the community provided NRE with many opportunities to participate in public affairs and even granted NRE privileges. For instance, the government took the initiative to provide land for Naked Stables and carried out policy experiments to enable legal construction. Second, tourism clustering reinforced the industrial atmosphere in Moganshan, changing the position of NRE from “the only one” to “one in a group of competitive peers”. As of 2018, there were nearly 700 newly opened accommodation ventures, 5 large resorts and 20 tourism or hospitality projects under construction whose total investment was more than 20 billion yuan RMB (Zhang, Lu, et al., 2019). Thus, NRE entrepreneurship in Moganshan was part of the linear tourism development process of Moganshan from virgin land to a complex cluster.

The lifestyle role's change trend with the destination evolution are partly consistent with the findings of Wang et al. (2014) and Wang et al. (2019). The local emerging commercial and competitive atmosphere also caused NRE to be value-oriented. However, unlike some entrepreneurs who quit entrepreneurship altogether or transition to striving to make money to maintain an entrepreneurial lifestyle (Sun & Xu, 2017; Wang et al., 2014; Wang, Li, & Xu, 2018), Horsfield chose to develop a formal business that originated from the personal lifestyle, which showed entrepreneurs of TLE another approach to coping with variations in the destination environment.

Furthermore, a high degree of embeddedness in the destination makes NRE in Moganshan a kind of social entrepreneurship characterized by community social responsibility, sustainable tourism and some heroism (Deborah & Rachel, 2017; Garay & Font, 2012; Sheldon & Daniele, 2017). Naked Castle, the Legend of Moganshan, is the best piece of evidence for this argument because in addition to business concerns, this complex and difficult project also originated from the entrepreneurs' innovation, place attachment and entrepreneurial responsibility.

5.3. Enterprise

In most studies, an enterprise has been examined as the result or output of entrepreneurship. Similar to the consideration of size growth as noted by Morrison (2006) and Çakmak, Lie, and McCabe (2018), an enterprise is also a nonnegligible input variable for a second start-up, especially in the context of chain corporations such as NRE. From a longitudinal perspective, the business, team and innovation are the main factors for a change in the role of lifestyle in the case. The silent transition from the entrepreneur's lifestyle to the customers' lifestyle is supported by Naked Home, a mom-and-pop homestay inn where what guests experience and consume while on holiday is the entrepreneur's daily life, indicating the blurred boundary between production and consumption. Similar findings were reported in the hospitality and accommodation context, which included findings on homestays, guesthouses and countryside hotels (Bredvold & Skålen, 2016; Shaw & Williams, 2004; Su et al., 2020; Wang et al., 2019). However, they have not yet been observed in other tourist business fields, such as surfing (Marchant & Mottiar, 2011), outdoor activities (Doris Anna Carson et al., 2017), and craft art shops (Prince, 2016). The business type is therefore one of the preconditions influencing the role of lifestyle in long-term entrepreneurship.

In regards to the rapid speed of change and the continual success of lifestyle business, a NRE enterprise, especially as a learning organization, is indispensable. When the lifestyle of the formal business was determined, NRE had already built a relatively complete entrepreneurial team fully configured with various functional members. In such a learning organization, knowledge about lifestyle entrepreneurship could be continually gained to promote innovative changes in the role of

lifestyle. Thus, uniqueness, originality, creativity, the pursuit of novelty experiences and increased social attention were gradually incorporated into the naked lifestyle culture. For instance, recent NRE affairs have notably included rebuilding heritage castles, designing new resorts, developing sailing tourism (Naked Sail), and co-working spaces (Naked Hub), which were all new to China and which no longer were inspired by a lifestyle that a single person or couple desired but instead were based on a lifestyle that a team effectively designed for the demand side.

5.4. Entrepreneur

As entrepreneurs are the core actors of entrepreneurship behaviour, their traits are the most powerful factors, and explanations for the change include the existing investigations and this case. There is no doubt that during the Naked Home stage, the Horsfields had many traits in common with other tourism lifestyle entrepreneurs. Regarding entrepreneurial behaviour, they moved out of the city to live in a favourite tourist destination, maintained NRE as a side business without any formal commercial plan, incorporated their personal favourite leisure activities into the business operations, and originally targeted like-minded enthusiasts as customers based on their hobbies (Ateljevic & Doorne, 2000; Marchant & Mottiar, 2011; Sun & Xu, 2017). Regarding their traits as entrepreneurs, they were good communicators, enjoyed interacting with people, had high levels of education and had rich life experiences (Bredvold & Skålen, 2016; Marcketti, 2006; Rooija & Margaryan, 2018). However, many other findings are contrary to previous research, which might explain the changes in the role of lifestyle at NRE. First, Horsfield may have always had the ambition to make money because this was the main purpose for his coming to China, which could also be reflected in his keenness for recognising opportunities when starting up NRE (Chell, 2008). Second, due to his high talent and rich entrepreneurial experience, he has never been owned by his firm (Morrison & Teixeira, 2004). Third, he has never shied away from debt in seeking funding; instead, he has been skilled at and has attempted different financing channels (Getz & Petersen, 2005; Wang et al., 2014). All of these factors reveal his excellent entrepreneurial traits, such as his perseverance, innovation, optimistic curiosity, willingness to take risks and challenges, teamwork and responsibility (Kallmuenzer et al., 2019; Presenza, Abbate, Meleddu, & Sheehan, 2019). Therefore, Horsfield is able to make pivotal adjustments to balance entrepreneurship and lifestyle. The changing role of lifestyle, in other words, was a kind of innovation and revolution. Constant chaos during the entrepreneurial process brings more opportunities and breakthroughs for excellent entrepreneurs (Skokic et al., 2016). Horsfield commented on the failure of loan investment in 2009: ‘The best way to measure an entrepreneur's excellence is to look at his performance in the most desperate moments, [an] entrepreneur must face failure’ and entrepreneurial dream: ‘I will sit in a bar, order a whiskey quietly by myself and happen to overhear the patron sitting next to me, who I do not know, talking about my brand and telling me, or telling his friend and me overhearing, how important it is to him; how it changed his life’.

In subsequent life stages, Horsfield's family became increasingly involved in NRE. After the opening of Naked Home, Horsfield was married in Moganshan, with many local residents in attendance. While Naked Stables was under construction, the Horsfields took their newborn baby to the site. In line with the existing literature, the study confirmed that individual motivation may change over time (Marchant & Mottiar, 2011; Wang et al., 2019). As Horsfield's social characteristics changed, especially in relation to his family, status and tourism working experience, so too did his motivations and desires. Numerous elements of entrepreneurs are related to the change dynamic of TLE in the case, including entrepreneurs' previous experience, personality traits and abilities, and life stages. The main factors contributing the changing lifestyle role in NRE can be concluded as the Horsfield couple's ambition, capability and life stage.

6. Conclusion and contribution

This article has highlighted a dynamic lens through which to explore changes in the role of lifestyle in the TLE process. Compared with a large collection of existing cross-section studies in TLE, this research is the first to use a case study based on longitudinal data. The case, NRE, is a 13-year-old enterprise operated by Chinese foreigners (from 2007 to 2020); it started as an informal lifestyle tourism business and has grown into a lifestyle tourism corporation. This case study indicates that the entrepreneurship process, which included the successive opening of three enterprises in Moganshan, presents an evident change from 'entrepreneurship for lifestyle' (Naked Home, 2007) to 'with lifestyle' (Naked Stables, 2012) and then to 'from lifestyle' (Naked Castle, 2015). Correspondingly, the role of lifestyle transitioned from entrepreneurial motivation to a customer product and then to enterprise capital. This lifestyle commodification process and capitalization process were both complexly related to different factors of macro-background, destination, enterprise and entrepreneur. Overall, the outer window of opportunity in the macro-background; the co-evolution with the local destination; the business, team and innovation of the enterprise; and the ambition, capability and life stage of the entrepreneur synergistically contribute to the change in the role of lifestyle during NRE entrepreneurship.

The rareness and peculiarity of NRE make it difficult to directly copy the overall practice. However, synecdochic analysis on it can strongly encourage us to rethink some theoretical puzzles, especially regarding the relationships between lifestyle and entrepreneurship in TLE. Regarding the primary contribution that this article makes, we emphasize that exploring lifestyle from both supply and demand sides in a dynamic process framework could provide a way to address the critical issues in TLE research in the aforementioned literature review, namely, the isolation of lifestyle discourses in tourism, the long-standing debate about the existence of lifestyle entrepreneurs and the absence of a longitudinal explanatory framework.

First, this article revealed the lack of unity in the lifestyle discourse in tourism research; however, it identified implicit connections in practical TLE. In addition to lifestyle as a source of motivation or intention (Ateljevic & Doorne, 2000; Paniagua, 2010), the sharing of the entrepreneur's daily life with customers as a product (Carlsen et al., 2008; Shaw & Williams, 2004) and entrepreneurship as a part of immigrant lifestyle (Iversen & Jacobsen, 2015; Rooija & Margaryan, 2018) were also clearly and intimately linked with TLE. However, they failed to be formally pointed out in the mainstream entrepreneurship research. The present case research in the broader framework of lifestyle responds to the research tension surrounding as well as the explanatory power of the area of TLE and LOST firms. In this vein, one of the contributions of this paper is to propose and examine a conceptual framework that could possibly bridge the lifestyle discourse in tourism. Concurrently embracing the role of lifestyle in both economic and business aspects could be more helpful to practical entrepreneurship and destination development than a separate analysis (Su et al., 2020; Sweeney et al., 2018).

Second, the changing role of lifestyle in the NRE case reveals points that existing studies have neglected and that have led to debate (Marchant & Mottiar, 2011; Skokic & Morrison, 2011). The possibility for changes in the role of lifestyle and the various forms of lifestyle facilitate confusion about the concept among scholars who reference a narrow portion of the literature. The NRE case research results argue that 'lifestyle-oriented' and 'business-oriented' are not binary and polarized. They are two independent types of entrepreneurship that, depending on the case and context, may be mutually exclusive but also may overlap and blend. The case indicates that an entrepreneur's psychological reasons for operating a tourism business change over time. Thus, earlier debates that lack robust reasoning and are situated in a utopian theoretical context are not logical. Historical analysis combined with both subjective narratives and objective realities is necessary in future TLE research. Furthermore, windows of opportunity from the

macro-ground are key factors in the change in the role of lifestyle in the NRE case. It is a complex output from the social focus of the entrepreneur's foreigner identity, the market shortage of lifestyle tourism, the accordance of policy and favourable government conditions. Accordingly, a combination of external environmental elements is another efficient approach to understanding TLE.

This case study shows that context-sensitive TLE research contributes to the body of knowledge on interpreting and navigating the TLE practice. As Toulmin (2001) mentioned, a universal rationality in service of objectivism makes theoretical knowledge as the only real form of knowledge worth taking seriously for both scholars and practitioners. Respect for the wisdom of everyday reason as practiced in contextualized settings is the only corrective. In particular, in a situation lacking support from mainstream entrepreneurship research (Fu et al., 2019; Solvoll et al., 2015), the social economic effects and internal mechanism of TLE should attract more academic attention, not meaningless debates on a narrow conception without mature consideration of the context.

Finally, the case study approach, which is important for exploring details and processes, is rare in existing TLE research. Our study indicates not only the values of the methodology and the case itself but also, more importantly, the necessity of taking a holistic and dynamic perspective. The tunnel vision of existing TLE quantitative research builds a reductionistic view of a complex phenomenon, leading to remaining unresolved disputes (Verschuren, 2003). The case of NRE evidenced the fact that lifestyle and entrepreneurship interact and change over time due to different factors in the internal setting or external environment. Therefore, a case study that aims at describing and explaining complex and entangled group attributes, patterns, structures or processes, is an optimal complement to existing TLE research and crucial for gaining whole knowledge of TLE embedded in the social cultural context.

7. Limitations and future directions

Although this research presented several important findings, it was limited by the peculiarity of the NRE case and, thus, has several significant limitations that could lead to new areas of inquiry. First, the role of lifestyle needs to be compared in an across-case study to increase the generalizability of the conclusions of this study for global tourism. Second, this study is the first to combine the lifestyle conceptions of suppliers and demanders in TLE. We advocate that more lifestyle-related tourism studies adopt this broader conception to build systematic knowledge of tourism lifestyle. Third, although dozens of factors influencing the changes in the role of lifestyle were identified, refinements from the perspective of supply and demand and the perspective of complexity are still missing. An in-depth and composite theoretical exploration of the causal mechanism is needed in the future. Finally, as previously mentioned, lifestyle and entrepreneurship interact; also worth exploring is the reverse issue of the role that entrepreneurship plays in lifestyle and how this role functions.

Declaration of competing interest

None.

CRediT author statement

Haizhou Zhang: Conceptualization, Methodology, Investigation, Formal analysis, Writing -original draft, editing & final manuscript. **Lin Lu:** Investigation, Supervision, Writing - review & final manuscript. **Feng Sun:** Formal analysis, Reviewing original draft.

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