

Clusters in tourism

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ABSTRACT

One way of improving efficiency and competitiveness of developing a network of business which relate to the formation of associations of undertakings, which is used for cluster designation. Clusters of tourism include recreational facilities, accommodation, catering, cultural, transport and additional character in various combinations according to local or regional conditions. The preparation and implementation of a cluster of tourism Přerov will be made in both of nationally applicable materials, and from the development plans of Přerov, resp.v event include wider areas of similar materials from different towns and villages. The basic idea should be filled with ideas Přerov region as an important center of tourism. The choice of focus will be exploited to the maximum extent unique situations, especially historical ones, which the region is famous in professional circles. VŠLG task can be seen in the early stages of Přerovsko cluster formation, both in the elaboration of an appropriate theoretical model, both in the choice of focus and filling activities.

Keywords: Network business. Tourism cluster Přerovsko. Assumptions of development. Role of VŠLG.

INTRODUCTION

In recent decades, globalization is increasing emphasis on cooperation among firms. Business is becoming more and more power, even though the original meaning of "Business Networking" is extended by another dimension (Leeder et al., 2004). The process involves creating linkages between business and non-business organizations to achieve higher profits and the overall effect of the joint (Fig. 1).

Currently, as a way of improving efficiency and competitiveness of developing a network of business which relate to the formation of associations of undertakings, which is used for cluster designation.

CHARACTERISTICS OF THE CLUSTERS

Definition of clusters can be found in the literature of the entire series. It is worth noting the definition, which states Porter (1998), OECD and the European Commission. According to a simplified definition of clusters are geographically concentrated industry that your performance and gain competitive advantage by using the location in a certain location, and all factors relating thereto. A more detailed definition defines a cluster as a limited regional associations of interconnected businesses, specialized suppliers, service providers, firms in related industries and associated institutions and

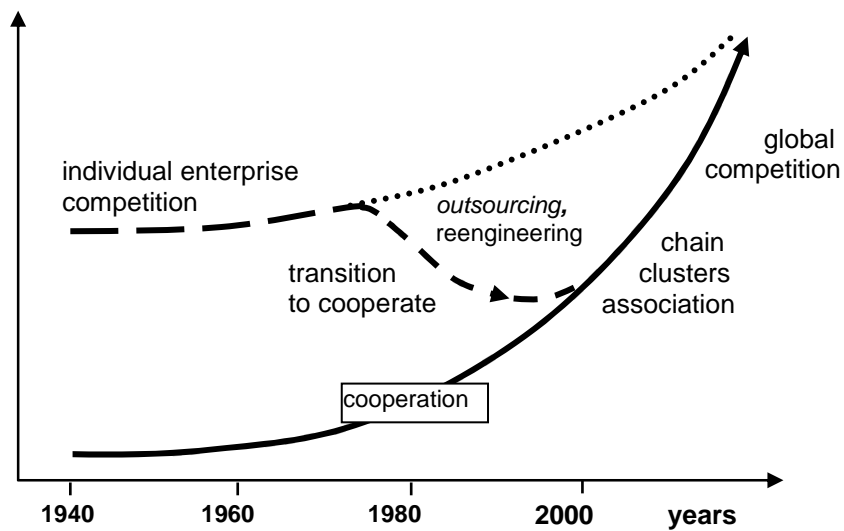


Fig. 1 Development of the network business in a globalized environment (Sitttek, 2007)

organizations that will compete with each other, but also cooperate, whose ties have the potential to consolidate and increase competitiveness (Skokan, 2002). Already in this definition is set out some pitfalls. Clustering faces limitations imposed by law on competition, specifically the provisions protecting freedom of competition.

The general structure of the cluster scheme can be illustrated in Figure 2. The core of the cluster consists of leading companies that compete with each other, but are also confronted with a number of similar problems, such as access to suppliers, staff training, collaboration with research and development capabilities, providing resources for research, etc.

Thanks to the cooperation in these areas can overcome many of its limitations and gain a competitive advantage that is difficult to mimic. The cluster is supporting companies that provide services to the cluster core: transport services, legal and accounting services, banks, marketing agencies, etc. An essential part of the so-called soft, ie, the intellectual infrastructure, including technical institutes, schools and universities, consulting firms, economic chambers and government agencies. The last component of the cluster is a tough technical support infrastructure that includes communication and transport infrastructure, etc.

The structure of the cluster can be very

diverse. Depending on the orientation, number of members and environmental conditions. Regions are able to build and sustain viable clusters tend to be effective creators of wealth and offer their citizens a better job and future prospects. As a general factors conditioning the success of the cluster, are given a functional partner network and strong innovation and knowledge base. The additional factors are adequate technical infrastructure, the presence of large firms, a strong entrepreneurial culture and access to financial resources.

In essence, the literature distinguishes between two types of clusters. The first of them based on the value chain is defined by the network supplier links. The second type of cluster-based competencies are focused on a specific area of technical expertise or competence in the region, such as research or teaching skills that cut across various economic activities (eg information technology). The role of universities is to help search/education of talents, and direct participation or spin-off activities, ie to implement their third function (Cermak - Horyl, 2007).

Partnership in the cluster can in principle be vertical or horizontal type. Horizontal linkages can be cooperation between the companies tasked with carrying out the same level of the supply chain (hard grid) or multilateral, which create an

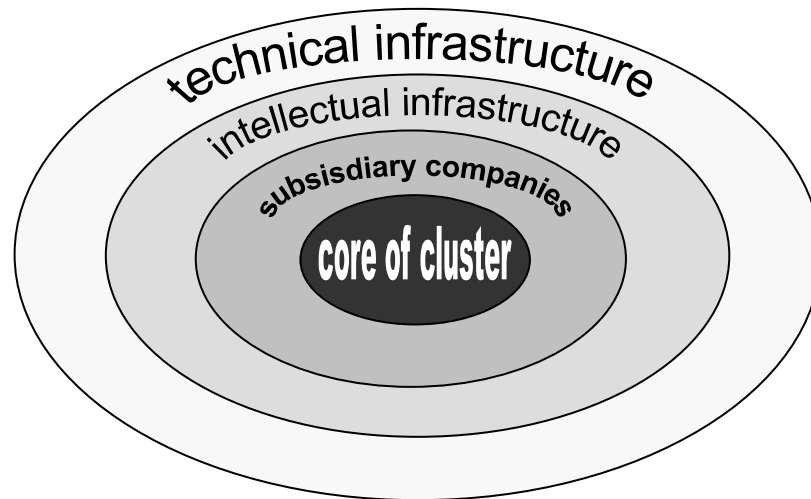


Fig. 2 The general pattern of the cluster (Sittek, 2007)

environment for sharing ideas (soft network). Vertical links exist up (eg between producers and buyers) and down (between manufacturers and suppliers).

Clusters are based on systemic relationships among firms that have common or complementary relations in products, processes, technology, human, material, raw material, financial and other resources, skills and distribution channels. The life cycle of the cluster is generally divided into four stages. The first stage is the formation of clusters based on innovations, inventions, foreign investment, but also natural resources, etc. The second stage is the period of growth when the market begins to develop so that it separates a new unit (spin-offs) from the midst or attract imitators and competitors and generally it is the business development in the cluster. The third stage is maturity, where processes or services become routine, the market settles down more imitators and costs will be a key competitive advantage. The final stage is decline, where products will be replaced by cheaper and more efficient solutions.

The cluster is characterized primarily by the knowledge function, where the know-how acquired on a highly innovative and creative collaborations voluntarily grouped firms that concentrate on specific areas and have all the business processes and

functions (research, development, production, trade, ...) sometimes also on the supply structure.

CLUSTERS IN TOURISM

Tourism industry is a large and diverse sector, which make up the system connected only to each other in a hierarchical structure of objects and destinations, but the number of links with external economic, technological, ecological and political environment. Tourism is a cross-cutting sector, involving a variety of services and professions, linked to many other economic activities. It impacts on many other sectors, especially transport, construction, culture, and the retail sectors that provide services related to recreation, leisure and business travel. The main sectors of the industry according to Middleton (1994) and intermediary organizations include tourism, transport companies, catering and accommodation services and facilities engaged in a variety of attractions. Lednicky (2006) defines a cluster of tourism as a cluster of various activities of the private, public and voluntary sector, which is mounting up to a specific destination.

Although this sector accounts for some big companies, it is mainly dominated by

Tab. 1 Category of companies under EU rules (Leeder et al., 2005)

| enterprise | middle | small | micro |
|--------------------------------------|---------------|--------------|--------------|
| number of employees | bellow 250 | below 50 | 10 or less |
| annual sales [million euros] | to 50 | to 10 | to 2 |
| annual balance sheet [million euros] | to 43 | to 10 | to 2 |
| the criterion of independence | satisfy | satisfy | satisfy |

small and medium enterprises and micro enterprises (Table 1). Divided into categories based on the number of employees, with the total turnover and the criteria for independence (25% or more of the capital or voting rights may not own a company or several companies which meet the definition of small and medium-sized enterprises).

Clusters of tourism include recreational facilities, accommodation, catering, cultural, transport and additional character in various combinations according to local or regional conditions. They can create very powerful units, such as that in coastal and mountainous areas, provide employment for tens of thousands of people. Their structure and organizational arrangements may be different, as well as the overall focus. An example of the general layout is shown in Figure 3.

In the Czech Republic there are a number of cluster initiatives, but they are primarily oriented to the industry. In the sphere of tourism, organization of clusters gradually develops. Shape up or prepare clusters of different types, from local to regional. Lednický (2006) as examples of local cluster states OKD Mining museum (Mine Anselm + National natural monument Landek + cycling + pub Harenda + accommodation + sport + boat) or Ostrava Stodolni ulice with plenty of restaurants, bars and taverns. An examples of a regional cluster are Baťa channel (activities of municipalities and private individuals: rental companies + operation of ships + wine cellars + museum + brewery + cycling and horse trails), cluster Amerika or marketing stronger Karlštejnsko covering 41 villages and towns in the Bohemian

Karst, cluster Karlovy Vary oriented on spa and tourism, Moravian Tourism Cluster KLACR etc.

POSSIBILITY OF PŘEROVSKO CLUSTER REALISATION

The preparation and implementation of tourism cluster is necessary to come partly from existing materials nationwide by the central authorities, and from the development plans of Prerov, resp.v event include wider areas of similar materials from different towns and villages. Existing conditions the formation of a cluster of tourism can be briefly summarized as follows:

- Přerov is a major industrial center and transportation crossing, which has long provided both north-and east-west road, rail and likely future air travel.
- The city and the surroundings are kept attractive historical monuments (the world's significant evidence of prehistoric settlement in the Předmostí and at other locations Přerov agglomerations concentrated in the The Mammoth Hunters Memorial and Comenius Museum, important Amber pathway through the Moravian Gate (northern and southern route) and other medieval merchant roads (Olomoucká, Trstenická), urban conservation area with a renaissance chateau in Přerov, in surroundings town reserve Lipník nad Bečvou, Castle Helfštýn, architecturally oldest square in Moravia Tovačov, castle in the

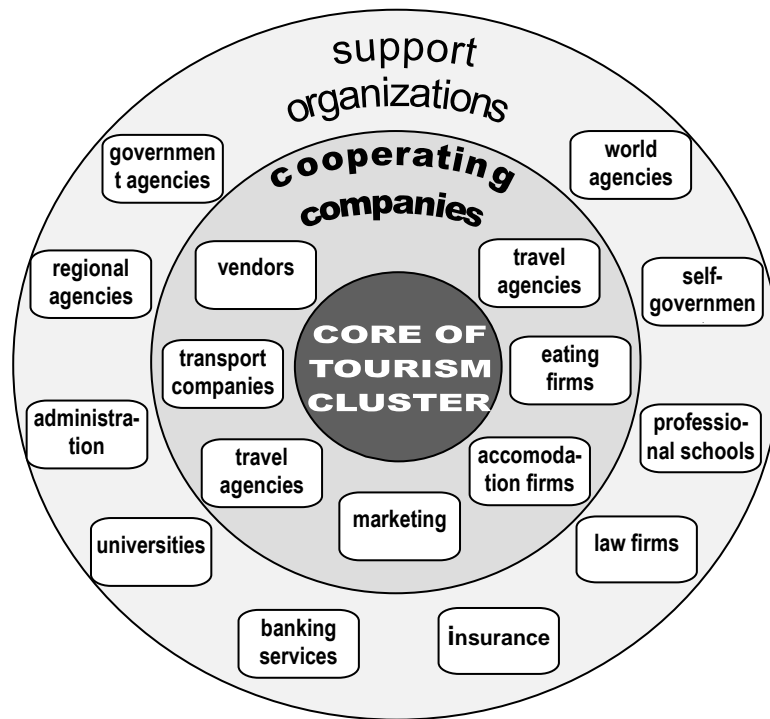


Fig. 3 General scheme of the tourism cluster

- Hustopeče nad Bečvou or in Tovačov, etc.).
- In Přerov region there are many religious buildings, such as a place of pilgrimage Kostelíček in Hranice, churches in Hranice, in Lipník, Drahotuše, Přerov, Kokory etc. Not to mention frequent sites of Jewish settlement in Hranice, Lipník or in Tovačov. In the wider area is the most important pilgrimage place Svatý Hostýn and Svatý kopeček near Olomouc.
 - Attractiveness of the technical monuments, historic buildings such as Ferdinand railway (tunnel in Slavíč or Hranice viaducts), windmills (Partutovice, Lazníčky, Přemyslovce etc.), location of mining and quarrying (Hranicko limestone quarries, sand and gravel mining in the Tovačov and Hustopeče nad Bečvou, quarries for building stone Hrabůvka, Výkleky, Podhůra, Nejdek and Veselíčko, mining of brick raw materials Hranice and Polom, travertine quarries in Kokory, Tučín and in the surroundings).

- There are found interesting landscape areas such as the Odérské vrchy, Hostýnské vrchy, the graben Moravská brána, thermal water karst Hranice with famous light hole and Zbrašov aragonite caves, etc.
- The whole area has a number of protected natural objects that can be advantageously incorporated into the tourist routes. This is a significant European sites Bečva-Žebračka, Dřevohostický les, Dolní and Prostřední Svrčov, light hole of Hranice, Hustopeče - Štěrkač, Choryňský mokřad (wetland), Libavá, Lesy u Bezuchova, Chropyňský Luh, Přestavický les, Soudkova štola, Týn nad Bečvou, Veselíčko and Vikošstatek, national nature reserve Hůrka u Hranic, Zástudánčí, Zbrašov aragonite cave and Žebračka, natural reserve Bukoveček, Doubek, Dvorčák, Malá Kobylanka, Škrabalka a Velká Kobylanka, natural monument Kamenice, Lhotka u Přerova, Malé laguny, Na Popovickém kopci, Nad Kostelíčkem and Těšice and a number of memorial

trees.

- The spa facilities include mainly Teplice nad Bečvou, providing both medical and wellness services.
- Other attractions include a brewery Zubr (the first written indication of Přerov brewery comes from the late 15th century), Horní Moštěnice with springs of Hanácká mineral water, local history nature trails, marked hiking trails, activities associated with the smith's craft to the Castle Helfštýn, bell manufacture in the Brodek u Přerova with a unique set of bells, etc.
- Number of accommodation and catering facilities providing quality service exist in Přerov and surroundings.
- Přerov is known sports center (tennis, handball, volleyball, motor sport, squash, water sports, cycling, etc.).
- As in Přerov, and in many other places, there are information centers that can form the basis for an integrated tourist information system.

A positive feature for the cluster organization is fact, that in Přerov College of Logistics and in Olomouc and Zlín other universities (Palacky University, Moravian College, University of Tomáš Baťa) are located. Involving of such institutions in the formation of organization under the general experience leads up to the interaction of theoretical models and business practices. This means that the business practice receives formal models, under which proceeds in specific activities. Educational institutions have the opportunity to the practical verification of the implementation of theories and paradigms.

From the list of existing assumptions, it is clear that the possibility of a cluster of tourism is quite real. The basic idea should be filled with images of Přerov region as an important center of tourism, as foreseen in the development projects of the city and

county. The choice of focus will be exploited to the maximum extent unique situations, especially historical ones, which the region is famous in professional circles. Greater attention should be paid to technical monuments, religious buildings (including the type of small chapels, calvaries, etc.) and natural attractions, the surrounding area. From a tourist point of view it is interesting yet little exploited region Odra Hills.

It is clear that the initiative to form a cluster of tourism initiatives must come from local governments and self-governments, or at least be supported by them (in this case the City Council of Přerov, respectively the appropriate organizational unit). According to experience the formation of clusters is long-term process, which in a number of recommendations are generally carried out in two phases, that is in the phase of the cluster mapping and follow-up by establishment and development phase of the cluster. But it seems that second phase, in fact, disintegrates into subphase of establishment and subphase of development, as objectives these subphases are logically different.

If the idea of a tourism cluster attaches, you will need to start setting up the cluster to create a steering group composed of employees of participating companies, oriented to the handling of administrative matters. According to general experience, the first step is to select a facilitator, whose tasks are described in many available materials eg. CzechInvest.

The aim of the first phase, ie. the first stage of mapping is partly to determine whether there is potential for the emergence and development of the cluster, partly to define common objectives and possible strategies for development. It seems that in this case, the appropriate procedure is "top down", ie. from the municipality to considered participants, whether public or private. Mapping study should provide information on the potential of the cluster origin. An essential part is to identify the

objectives and benefits and identification of suitable members of the cluster and their interaction (cluster map). A proposal for the composition of the Steering group on the action plan, budget and possible funding sources results from here.

In the second phase of the establishment and development of the cluster must be known cluster members, who have expressed interest in cooperating on joint projects. As the leading organization should act in the cluster is likely to municipal authority. An essential step is their association to one of the possible legal forms (part of an existing legal entity, corporation or association of individuals, consortium, foundation, company).

VŠLG task can be seen in the early stages of Přerovsko cluster formation, both in the elaboration of an appropriate theoretical model, both in the choice of focus and filling activities. VŠLG could help in the selection of the facilitator and the development of mapping studies, which may be regarded as essential steps of successful cluster formation.

The establishment of the cluster would attract positive media coverage. Therefore, setting up a cluster should be a prestigious event. Generally speaking, there is an important part of promoting the work of the cluster throughout its operation. It will therefore be necessary to work closely with information centers, which operate or will operate in the activities of the cluster.

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