

# Tourism Clusters:

## Meaning and Relevance

### Examples from Austria & Turkey

### Implications

Walther Czerny & Markus A. Grillitsch  
 ATC – Austrian Tourism Consultants  
 office@atc-consultants.com

## Content of Presentation

1. Definition of Cluster
2. Meaning & Relevance in Tourism
3. Cluster Elements
4. Case Studies
5. Requirements & Implications

## 1. Definition of Cluster

- Critical mass – in one place – of unusual competitive success in a particular field
- Geographic concentration of interconnected companies and institutions
  - Suppliers of specialized inputs, providers of specialized infrastructure, customers, related industries, governmental and other institutions (universities, think tanks, training institutes, trade associations, etc.) (Porter, 1998)

## 2.1 Meaning & Relevance

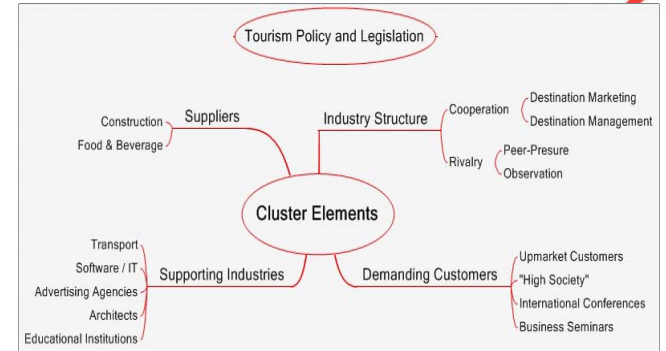
- Given natural and/or cultural resources
- Ways of preservation and/or utilization
  - Deliberate decisions of the actors involved
- Variety of interconnected companies and institutions in the field of tourism
 

– Accommodation	- Activities
– Catering	- Numerous related services
– Entertainment	- Educational institutions
– Attractions / sights	- Research institutions
– Facilities	- Trade associations

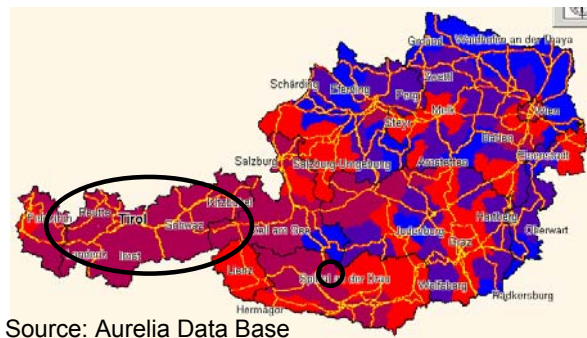
## 2.2 Meaning & Relevance

- Strengthening of the cluster base
- Strengthening of the interactions among cluster members
- Collective actions
  - Destination management
  - Destination marketing
- Collective decision making processes
  - Ensure sustainable tourism development
  - Balance exploitation and preservation
- Public-private responsibilities

## 3. Cluster Elements



## 4.1 Case Studies



Source: Aurelia Data Base

## 4.2 Bad Kleinkirchheim



## 4.2 Bad Kleinkirchheim



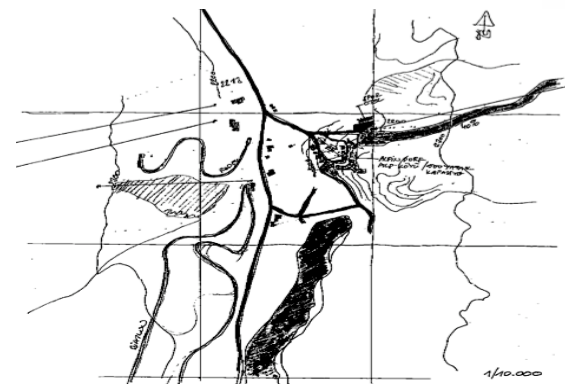
## 4.2 Bad Kleinkirchheim



## 4.3 Erciyes Mountain Resort



## 4.3 Erciyes Mountain Resort



## 4.3 Erciyes Mountain Resort

Zur Anzeige wird der QuickTime™  
Datenkompressor „IFF (L)ZWT“  
benötigt.

## 4.3 Erciyes Mountain Resort



## 5.1 Requirements & Implications

- Macro level - National tourism policy
  - Ensure an investor friendly business environment
  - Sound legislation
  - Improve education and skill levels
  - Develop supporting institutions
  - Upgrade infrastructure

## 5.2 Requirements & Implications

- Meso level - Regional tourism policy
  - Stimulate public-private partnerships
  - Destination Management and Marketing
  - Upkeep of infrastructure
  - Investment in cluster-specific assets
  - Build on experience of existing clusters
  - Stimulate networking among actors

## 5.3 Requirements & Implications

---

- Micro level requirements (business decisions)
    - Choice of location
    - Engage locally
    - Work collectively on destination management and marketing issues
    - Strive to be the best in the cluster
    - Be open for public-private partnerships
- 

---

## ATC – Austrian Tourism Consultants



Thank you for your attention!

---