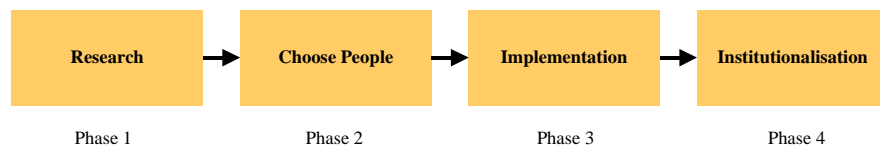


Recommended Process

Process

Based on our experiences, we recommend a four phase process.

Each cluster will soon develop its own personality and dynamics.



- **Phase 1 Gathering Research**
Gathering information about tourism in the local economy.
- **Phase 2 Choosing People**
It is necessary to choose the right people to establish a leadership group
- **Phase 3 Implementation**
Getting the cluster underway
- **Phase 4 Institutionalisation**
Setting up the institutions/organisations which will sustain the clustering process into the future.

PHASE 1 RESEARCH

What you will want from the Research

- Identify the dimensions and nature of local tourism and the place of tourism in the local economy.
- Introduce the clustering process, and gain the support of key stakeholders

What you will get from the Research

- Cluster Map and Discussion Document/Presentation.
- Have gathered enough information to understand the current situation.
- Developing a common understanding amongst the stakeholders

of the current position.

- Knowledge of key players, and securing their involvement in the process.

Desk Research Checklist

- ❑ **Gather** all the published material on local tourism you can get your hands on. It should be a significant stack.
- ❑ **Review** secondary material, including SDI/Provincial /local reports, media clippings, promotion brochures and other background data.
- ❑ **Establish** significance of tourism within the local economy, current international/domestic visitor numbers/expenditure, identify main and secondary tourism attractions, key local stakeholders (who to invite to the workshop, who are the potential leaders). Identify role, activities of existing tourism organisations.



Interviews

In addition to reviewing the published information, information needs to be obtained from the key people within the local tourism community. Undertaking a series of interviews with key stakeholders in the local cluster will enable you to:

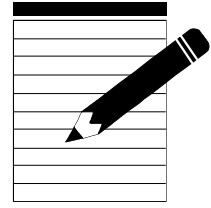
- Understand the cluster's opportunities and roadblocks
- Make an initial assessment of champions
- Introduce the cluster concept to sceptics
- Provide you with valuable allies in subsequent meetings



- Ensure that your interviews cover a wide cross section of participants
- Develop an interview checklist. This needs to include the opportunities and roadblocks facing the respondent.
- Keep records of all interviews, they will be invaluable for later review.
- Ask for other key contacts – keep building the list.
- Ask each person to identify the key people within the local tourism cluster - these may be your Leadership Team
- You should aim to interview at least 10-15 carefully selected participants from across the cluster at this initial stage, possibly more.

Prepare Discussion Paper/Presentation

Based on the initial research and interviews prepare a short sharp presentation/ discussion paper on the key features of tourism and the likely issues that will arise in the workshops.



Note: This is not a definitive, substantial piece of original research. This executive brief is to order your thinking and to provide sufficient data to gain the agreement of the key stakeholders on the current situation.

Keep it short – it is a platform for initial action, not major piece of analysis.

.Map the cluster

A cluster map helps each participant in the local cluster understand their relationship with the other participants.

Use the generic local tourism cluster map which was developed for the local pilots. It will cover most eventualities. See Appendix .

PHASE 2 ESTABLISH THE LEADERSHIP GROUP

What You Need From Your Leadership Group

- Having in place a Leadership group that covers all corners of the cluster, with broad community representation.
- A group with a balance of skills
-
- Gaining commitment from the preferred leaders to participate.

What You will Get From Your Leadership Group

A team that can effectively work together in furthering the development of their cluster

The Facilitator has a key role to play in identifying the senior stakeholders and then establishing the initial Leadership Group.

Chairperson

Selection of the Chairperson is a crucial aspect of cluster development. The chairperson's role is to:

- Chair Leadership Group meetings
- Publicly represent the Cluster in all forums
- Be inclusive

- Draw in additional support and resources to further the cluster’s objectives

Leadership Group

Between all members of the Leadership Group, including the Chairperson, the following skills need to be included:

- Tourism industry marketing, development, training
- Communication, public relations
- Political connections at national, provincial and local level
- Facilitation



- The Leadership group should be predominantly senior participants from the private sector. The group should not be dominated by government representatives or association officials
- Members of the Leadership Group should not formally represent different ‘factions’ within the local tourism community, though between them they should bring together the key constituencies that make up the local cluster.
- An ideal Leadership Group would be less than 10 people who are able to work together. Meetings with a larger group can be unnecessarily lengthy.
- The cluster facilitator may well be a member of this Group, in part to represent the broader interests of the community.
- Consider having Co-Chairs. This symbolises the need for partnerships. If say skills and training are a key issue, one Chairperson could be from the private sector, one from a Teknicon.
- Whilst the earlier the Leadership Group is in place the better for moving rapidly into implementation, the full Group does not need to be in place straight away. You may wish to see who emerges as a potential member at the first workshop.

PHASE 3 IMPLEMENTATION

A first step in moving to implementation is the holding of a public workshop.

An outline of what needs to be done in preparing for this key event, and the event itself, follows:

1st Workshop

Objectives	Outcomes
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Buy in from across the cluster. Generating excitement. Shortlist development priorities.	Developing the initial action agenda.
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Pre-Meeting Checklist



- ❑ Identify host to manage arrangements.
- ❑ Invitation list should draw on Chairperson, Host, SATSA local members, and other contacts. The aim should be for around 60-75 personally invited, you may need to invite over 100 to achieve this number. Use the Tourism Cluster Map to check all corners of the local cluster are covered – need to include all key stakeholders.
- ❑ The invitation should be exciting but realistic, warm but professional. Don't make it a summons, instead offer the reader some benefits. The invitation could be from a senior tourism leader and a senior politician – demonstrating the beginnings of a collaborative approach.
- ❑ Remember everyone wants to know WIIFM. (What's in it for me?) Answer it.



- Beware of communication pitfalls
- Faxes can sit in the admin room for days
- Mail can be unreliable
- Some clients will need to be personally approached
- Follow up non-responders with phone calls
- Allow plenty of time
- Clustering is an inclusive process; the workshop should be open to all who are interested in coming
- Generate media interest ahead of the workshop
- Check out carefully the workshop venue. You will need space for participants to sit in groups of 8-10

1st Workshop

Prior to holding this workshop you will have undertaken the desk research and the interviewing of key stakeholders so you should now be

knowledgeable about clustering and tourism, and have at least the beginnings of a team of experts in the Leadership Group.

The formal opening of the workshop should not take too long – people have primarily come to work, not to be talked to. A short speech from a senior politician, such as a MEC, coupled with an introduction from the Chairperson provides a strong opening.

Facing you at this workshop will be 60-70 expectant industry participants. They will be interested but wondering what it is all about

A presentation in opening the workshop will be an important tool in motivating the participants. It is important to make it worthy of the occasion.

See Appendix for presentation hints.

Logistics are important. If small things go wrong participants make large judgements about the organisers. Double-check all the small details.

We found that visioning was not a popular activity in South African workshops.

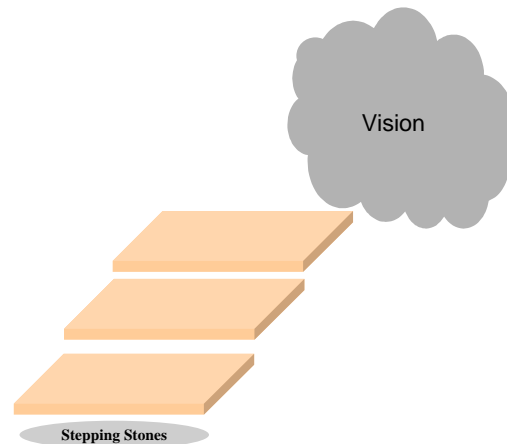
1st Workshop Process

1. Vision for a preferred future

The initial desk research and interviewing will have established the current situation.

As the next step we look at how the cluster might be in the future, assuming that all goes well.

Many participants in the pilots had already participated in visioning exercises at a Provincial and even National level. Although most would agree that a region is not going to go anywhere without a clearly understood vision, the organisers need to balance the need for a vision against the reluctance to do so. If there is not broad agreement as to where the cluster is heading, then there will be considerable difficulty when it comes to finalising the action agenda.



Two examples of Workshop Developed Visions

1. *“To establish the Greater Magaliesberg as a World Heritage Site, including the concepts of “The Magaliesberg Community Biosphere and Seat of Humankind”*
2. *“Valley of the Olifants is renowned as the premier tourist destination in Southern Africa offering a vibrant, unique and quality African experience focussing on eco, adventure and cultural tourism. It is built on the cooperation and empowerment of all stakeholders creating sustainable benefits for all.”*



- Take an existing vision and see if you can achieve buy-in to it
- Try using the term “preferred future” as an alternative to “vision”.

Strategic Agenda

After the “preferred future” or vision has been established the workshop needs to decide what steps are necessary to make it happen.

- These steps must be short and achievable
- They should not be agendas for other people to action
- Have some short time frame issues
- Try to get some consensus on the key issues

Members should have a passion for the issue

Teams In Place

Before the workshop ends it is important to have teams to address the issues.

The teams work best if they select themselves.

- Each team should have a leader and other supporting members
- If you cannot find a leader for a particular issue, place the issue at the bottom of the pile
- Suggest that members make a time for their next meeting
- Try to set up some competition between the teams to achieve results

Key Principles for Success

All actions undertaken must work towards these principles

- Gain buy-in
- Early action
- Public occasions for launches
- Use small groups
- Balance action and analysis

WORK GROUPS

What You Want Your Workgroups to Do

- Get to action as soon as possible
- Build a flexible task oriented group not permanent committee

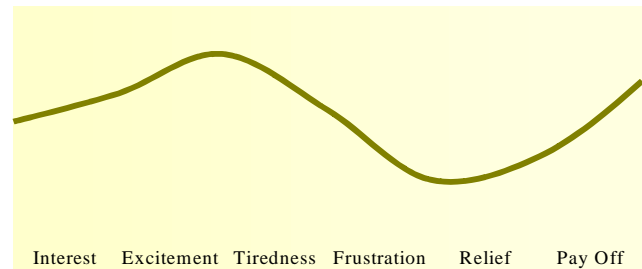
What You Want Your Workgroups to Achieve

- Action plans
- A team that can work together which has been expanded

Role of Mentoring

At this stage your participants will be coming down from the high of a workshop and have realised that they have enrolled for some hard work.

Clustering Process : Highs & Lows



Help!

Your facilitator will need to help at this stage. That help will need to be sensitive and caring. It will need a catalyst from a neutral corner to prod and ensure movement. There is a role for competition at this stage but it must be balanced with teamwork.

Reporting back is good discipline

Report back

Each of the groups should report back to either a plenary session or second workshop or the facilitator.

Possible Problems

Identity of Interest

During the workshop it is necessary to group participants according to common interests. The meeting can be divided into geographical areas or issues. It is worth ensuring that the meeting achieves a mix of both.

Participation

Some sections are less likely to participate and the organiser needs to draw them into the process.

Tourism as a sun-rise industry attracts new entrants and potential new entrants. Existing players often resist the new entrants into a “closed shop” environment.

“Workshop-fatigue”

People tire of workshops. Some think there have been too many workshops in South Africa and are reluctant to participate. They want to move to action as soon as possible.

“Let the Government Do It”

This is a common problem in clustering. It is worse in economies with a recent history of government intervention. The expectation is that government, not local stakeholders, will take the lead.

Generate some peer pressure to achieve.

Example Cluster Initiatives

Valley of the Olifants organisation

- This is now able to generate funds to market the area.
- Has a private sector run and paid for “pot hole patrol”
- The Valley is on the Lufthansa booking system as a destination

Tours in Magaliesberg.

- The clustering initiative developed a Shebeen tour in Tlhabane. This has already introduced tourism to a number of black entrepreneurs who have never been involved in tourism before
- Themed mining tours have been investigated
- Infrastructure in Fish River

LAUNCH

What You Want Your Launch to Achieve

- Public involvement and enthusiasm
- Champions announcing what they will deliver
- Commitment from all tourism stakeholders

The cluster can be launched at several stages. The best time is soon after you have a few initial successes and people are enthusiastic about the process. At this point the launch and publicity will help to generate new interest in the tourism cluster.

Use the launch to celebrate and showcase the people who committed to the process and achieved results.

PHASE 4 : INSTITUTIONALISATION

To be effective in the long term the cluster process needs a home. Some organisation needs to put up its hand and accept responsibility to manage the process once the initial enthusiasm dies away.

Many cluster initiatives in South Africa, New Zealand and the USA are initiated by national, provincial and local governments. But later they move to a different home.

The process can take 1 or 2 years and there are many different models which can be used. The ideal endpoint is a self funding organisation located within the tourism industry.

Case Study – Valley of the Olifants

- Cluster process nominated by the Northern Province Government
- Existing Valley of the Olifants organisation was dormant
- New leadership emerged from the cluster process
- Company established
- Totally funded by Community Tourism Associations

Case Study – New Zealand Film Organisations

- Industry – Government Joint Action Group started. (This was a national level cluster initiative)
- Independent Producers and Directors Guild and Project Blue Sky merged to form Film New Zealand because there was duplication
- Regional organisations started their own local clusters. For example Film Friendly Wellington.

There is no 1 “right” answer for the structure of the on going process. Each locality will need to experiment with structures that suit their own participants.