

TOURISM CLUSTER IN THE SAILING OPERATIONS OF SMALL SEAPORTS IN POLAND

Piotr Nowaczyk✉

West Pomeranian University of Technology Szczecin

ABSTRACT

Despite an improvement in sailing conditions, the potential of Polish small seaports is not fully used. The limitations in the supply of sailing services, resulting from fragmentation and the reluctance of local tourism enterprises to cooperate are one of the main causes of such situation. The article uses methods of literature review, comparative analysis, and in-depth interview. A maritime cluster in Barcelona, whose creation ensured additional benefits for tourism enterprises, was selected for comparison. The condition for the success of the initiative was the involvement of public authorities in the organization and operation of the cluster. The increase in attractiveness of the Polish tourism sector should be sought in expanding the scope and quality of provided services. The first of the mentioned goals will require establishing close cooperation between tourist enterprises, while the latter entails competitive struggle. The cluster concept creates the possibility of simultaneous cooperation and competition. Creating a sailing cluster shall require support from public authorities.

Key words: sailing cluster, sailing tourism, sailing services, small seaports

JEL codes: R12, Z32

INTRODUCTION

There is a network of small ports located on the Polish coast. In the postwar period, sailing constituted a marginal area of their activity. The situation started to change once the political transformation began. Liberalization of border traffic, simplification of requirements for sailing on sea waters, and increase in the wealth of society, increased tourists interest in sailing. Accessibility of EU funds contributed to the development of nautical infrastructure on an unprecedented scale. Despite the favorable conditions, the sailing potential of ports is not fully used [Nowaczyk and Malkowski 2018]. The main reason behind this situation is not adjusting the services offer to the requirements and needs of the sailors. The fragmentation of the tourism sector and the reluctance to cooperate

negatively impact the scope and quality of provided sailing services. Shortages in the supply of services reduce the interest of tourists in the sailing market. This mostly concerns foreign sailors, more sensitive to the quality of the tourist product. However, Polish sailors are also becoming more demanding, which often leads to them choosing sailing facilities abroad as their destinations. A self-perpetuating mechanism is created in which the low quality of a tourist product discourages sailors from using seaports, which in turn reduces the interest of tourist enterprises in the provision of sailing services. Additionally, internationalization of sailing forces the ports to recognize the international dimension of competition, which includes the Baltic Sea region but also part of the Mediterranean, especially the Adriatic coast [Klimek 2006, Sawicka 2010, Łapko 2015, Vujičić et al. 2017].

Piotr Nowaczyk <https://orcid.org/0000-0001-8625-1959>

✉ piotr.nowaczyk@zut.edu.pl

The improvement in the situation of the Polish sailing sector should be achieved through close cooperation and competitive effort on the part of the tourism enterprises. A platform which facilitates simultaneous cooperation and competition is a sailing cluster. Therefore, the aim of this article is to elaborate a concept of a sailing cluster as a project aimed at increasing the tourist attractiveness of Polish seaports. The construction of the cluster will be based on theoretical premises and international experience while also taking into consideration the specificity of Polish conditions for the development of sailing.

Clustering is a relatively popular phenomenon in highly developed countries. Clusters are considered to be one of the main factors increasing the competitiveness of regions [Porter 2001, Gancarczyk 2010, Roman 2013]. However, despite the fact that nearly thirty years that have passed since the creation of the clustering concept, clusters of enterprises have not been fully researched [Gancarczyk and Gancarczyk 2011, Kłosiewicz-Górecka 2012]. Difficulties that researchers encounter result from the overall complexity and heterogeneity of enterprise clusters.

In Poland, clustering is a new phenomenon, although gaining more and more popularity [Skowronek 2015]. Most of the existing clusters are in the early stages of development.

The article uses methods of literature review, comparative analysis, and in-depth interview. A sailing cluster in Barcelona was selected as a reference for analysis. The respondents were CEOs of companies managing the seaports (seaport operators), CEOs of sailing associations, and owners of tourism enterprises.

The territorial scope of the research includes eight small seaports representing each section of the Polish part of the Baltic coast, i.e.: Dziwnów, Kołobrzeg, Darłowo, Ustka, Łeba, Władysławowo, Jastarnia, and Hel. The major part of the sailing traffic is concentrated there.

CLUSTERS – THEORETICAL ASSUMPTIONS

Historically, the first cluster structure was presented by Marshall in the 1990s. At that time, the term used was industrial district. However, the concept of clusters was only more widely applied in the late

twentieth century thanks to Porter. According to the author [2001], clusters are: “geographic concentration of interconnected companies, specialized suppliers, service providers, firms in related industries, and associated institutions (for example, universities, standards agencies, and trade associations) in particular fields that compete but also cooperate”. It should be noted that it is not the only definition of a cluster, but perhaps the most universal one, often quoted in academic works.

From the very beginning, clusters were a business project aimed at increasing management effectiveness. They were an answer to globalization and increasing competition. It is thus not coincidental that Porter’s theories gained recognition in the USA – a country with a liberal model of capitalist economy – in the 1980s, so in the period of widespread deregulation and privatization.

The business character of clusters meant that in conceptual assumptions particular attention was paid to the economic calculation. The most important issue was the proper location, in which the source of competitive advantage was sought. The location attractiveness of regions was dependent on: classic production factors, sophisticated demand, presence of related sectors, and the context of strategies and competition. An especially significant element of clusters is a mutual network of links between specialized suppliers and enterprises from related sectors. Connections occur both horizontally – between competing companies, and vertically, i.e. between enterprises from various parts of the production process, e.g.: specialized suppliers, producers, distributors, and sellers. The complex structure of clusters makes them useful in situations when meeting the needs requires a creation of a product and offering a service in a comprehensive manner.

Considering the location attractiveness of regions as understood by Porter it should be stated that the driving power behind the development of clusters which at the same time determines their position on the market is competition, which is fostered by high expectations of customers and conditions enabling fair competition. Moreover, Porter believed that building clusters from the ground up in places deprived of elementary location advantage was inefficient and a waste of valuable resources. The results of the actions undertaken are

difficult to predict and may not bring the expected results. The choice of proper location is thus essential for the clusters to gain competitive advantage [Fujita et al. 2000, Porter 2001].

Clusters are composed not only of enterprises, but also other entities, mainly: public authorities, universities, scientific and research units, and business environment institutions. An especially important role in the development of clustering is played by public authorities, who should initiate the creation of new clusters and strengthen the existing ones. Due to the market nature of Porter's theories, the engagement of public authorities should be limited to supporting the development of clustering. The authorities should act as an animator, but never a constructor of clusters. The above statement is based on the conviction that endogenous factors are behind the premises of development of clusters. Therefore, clusters should be created through "bottom-up" initiatives, i.e. on the initiative of enterprises themselves, which increases the chance of achieving success. Public authorities cannot favor selected clusters or individual enterprises in clusters [Porter 2001, Olejniczak 2003].

Clusters often form a formalized organizational structure, headed by a governing entity [Porter 2001, Kusa 2008]. Coordination of clusters' activities is particularly recommended in cases of numerous misunderstandings which may occur between enterprises, and weaknesses of connections, which in turn are a consequence of reluctance to cooperate. The organized structure of the clusters is a discussion forum on which the clusters' problems are revealed, which allows to deal with them more effectively.

As it has already been mentioned, proper location is a prerequisite for the emergence and subsequent development of clusters. The benefits from their operation are related to the geographic proximity of enterprises [Andrejic Bengtsson and Kock 2000, Porter 2001, Palmen and Baron 2008, Łącka 2018]. The idea behind the operation of clusters is an assumption that the benefits from clustering of enterprises exceed the advantages of enterprises from an isolated location and large vertically integrated enterprises. The main source of clusters' advantage is the possibility of simultaneous competition and cooperation. Although large enterprises, e.g. transnational companies, can be

parts of clusters, smaller entities should dominate in clusters due to their natural tendency to compete.

The geographical proximity makes it easier to compare the results achieved in the clusters, which, combine with the will to gain competitive advantage, enforces pro-developmental actions. Enterprises compete with each other for the quality of manufactured products, the source of which is innovation. The cost advantage is difficult to achieve due to the fact that enterprises use similar resources with comparable costs of acquisition.

Enterprises compete mainly for sales markets, and thus for consumers. However, there are areas of activity in which cooperation is possible, i.e. supply, training activities, legal services, market research, raising capital, and marketing activities. Joint undertaking of the aforementioned activities reduces unit costs, as it allows the distribution of total costs to a larger number of enterprises. Actions undertaken by more members increase the negotiating power in the economic environment, and lower unitary costs.

Apart from the possibility of simultaneous competition and cooperation with the activity of clusters, there are also many other benefits. Clusters contribute to a more efficient allocation of workplace, setting prices at a level reflecting the market value of products, are conducive to creating innovative solutions and accelerating their diffusion and facilitating access to information. Trust, which is a consequence of long-term cooperation, reduces transaction costs and specialization, in turn, increases the quality of products and increases work efficiency.

The concept of clusters can be applied to all branches of economy. This equally concerns the maritime sector. Clustering in the maritime sector is gaining in popularity. Over 1,000 clusters have been identified in Europe [ECCP n.d.]. Maritime cluster is usually defined as "a network of enterprises, science institutions, universities, and local governments, local and central administration, working together for the added value of maritime industries" [Miształ 2010]. The above definition – like Porter's concept of clusters – emphasized the network of connections, actors of the clusters, and the objective, which is the synergy effect. The maritime clusters consist of three basic functional areas, i.e. traditional sectors of maritime activity (ship-

ping, shipbuilding, seaports and other maritime activities); maritime tourism and recreation, as well as sea fishing. The sailing tourism sector can thus be one of the elements of a bigger whole, i.e. a maritime cluster. On the other hand, we can speak of a “purely” maritime cluster when the network of connections consists of entities closely related to the maritime tourism sector. A maritime cluster can thus be defined as “a geographical aggregation of mutually connected maritime enterprises and entities supporting the activity of the sailing sector, especially public authorities, universities, science and research units, tourist associations, and business environment institutions, acting together on behalf of acquiring added value in sailing tourism”. The most important links of the cluster are sailing marinas, shipbuilding and renovation yards, and yacht charterers. However, a maritime cluster can include a wider circle of tourist enterprises providing services for yachts and sailors¹. In Europe, sailing clusters are particularly popular in countries with a long tradition of maritime tourism, i.e. in Italy, Spain, Greece and France [ECSIP 2015].

MARITIME CLUSTERS IN PRACTICE – EXAMPLE OF THE MARITIME CLUSTER IN BARCELONA

The Barcelona cluster, called Barcelona Clúster Nàutic, was created in 2013. It is managed by Barcelona Clúster Nàutic, a non-profit organization established by the city authorities and the public port in Barcelona. The cluster comprises nearly 90 members representing various trades, united by a common objective which is the development of sailing [Barcelona Clúster Nàutic 2017].

The most important link of the cluster are three yacht marinas with 1,552 berths. Numerous enterprises offering a wide range of services for yachts and sailors are connected with the operations of the marinas. Sport clubs and sailing schools operate in the port. The mentioned service providers use the offer of transportation, marketing, insurance, consulting, legal, and energy companies. There are also business operating in the port whose profiles are not strictly connected with

sailing: catering, accommodation, commerce. Tourists have a water sports center at their disposal, fitted with an aqua park and a gym. Information system about the services offered by the cluster and tourist attractions of the city and region, including the existing marina network in the region of Catalonia, is strongly developed. The activity of the cluster is supported by public authorities, universities, science and research units, and business environment institutions.

While analyzing the maritime cluster in Barcelona, a question should be posed: what benefits does it offer to its members? After all, tourism enterprises could offer sailing services without participating in a formalized structure. However, a cluster generates benefits not only for its members, but also for the city and the region. The engagement of public authorities in the activities of the cluster reinforced the promotion of sailing. Legislative lobbying has simplified the law, reduced formalities and made procedures more flexible. The education system was adjusted to the needs of the cluster to a larger degree. The organized sailing courses raised the qualifications of the personnel. Connections with schools of higher education and science and research units allowed to be better adjust the service offer to the changing trends on the sailing market.

The actions of public authorities contributed to an increase in the supply of services as well as a bigger concentration of service providers, consequently increasing the competitive pressure. The information system has a great merit in improving the service offer. The knowledge of the tourist about the sailing product improved the efficiency of decision making. This forced tourism enterprises to care more about their customers. Information about sailing services is not limited to the port on Barcelona, but it covers the entire regions, impacting the operation of the 44 marinas located along the 780 km of the Catalan coast.

The cluster contributed to expanding the scope of provided services. The ability to comprehensively meet the sailing needs has increased the popularity of the port – especially for the largest yachts, thus guaranteeing the demand for specialized services.

¹ More on members of a maritime cluster in the section devoted to the activity of the port in Barcelona.

POSSIBILITIES OF USING CLUSTERS IN THE DEVELOPMENT OF SAILING TOURISM IN COASTAL AREAS IN POLAND

The conducted research shows that in the studied seaports the scope and quality of provided sailing services vary (the table). The majority of them provides a safe exit and a possibility of mooring yachts by special wharfs and floating bridges. Sailors have access to a water and energy infrastructure, sanitary facilities, and utility rooms. In almost all the ports, there are catering and sports and recreation services provided². However, the latter are limited to one event a year in the case of sailing regatta. Similarly, most ports provide yacht wintering. In every other

port sailors can use maintenance and accommodation services. The situation is not the best when it comes to yacht charter – only three ports provide such services. The biggest deficiencies are associated with fuel supply. The quality of services provided on the basis of sailing infrastructure is at a high level, which is a consequence of the recent modernization of sailing facilities. The quality of accompanying services is more diversified.

One should be very careful while comparing the Barcelona agglomeration and the large, international Barcelona port with the towns and local ports situated along the Polish coastline. However, having accounted for the above condition, numerous differences can be noticed in the operation of the

Table. Sailing services offered in small seaports in 2019

Port	Bathroom facilities and utility rooms	Service facilities	Yacht chartering	Wintering	Fuel distributor	Base		Recreation and sports services
						catering	hotels	
Dziwnów	+ good	–	–	+ good	–	+ good	–	organized good
Kołobrzeg	+ good	+ average	+ average	+ good	+ good	+ average	–	organized average
Darłowo	+ good	+ average	+ good	+ average	+ average	+ good	+ average	organized good
Ustka	+ good	+ good	+ good	+ average	–	–	–	limited scope average
Łeba	+ good	–	–	+ good	–	+ good	+ good	–
Władysławowo	+ average	–	–	–	–	+ good	+ good	limited scope average
Jastarnia	+ good	+ good	–	+ good	–	+ good	+ average	organized good
Hel	+ good	–	–	–	–	+ good	–	limited scope average

Explanation: + service provided; – service not provided; average, good – quality of service.

Source: Own study on the basis of conducted research.

² The recreation and sport services include the organization of sailing regatta, sporting events, sea shanties concerts, etc.

Polish sailing sector. The biggest problem is the insufficient engagement of tourism enterprises in sailing activity. In the respondents' opinion, the reasons for the situation should be seen in the reluctance of the fragmented tourist sector to cooperate and in the lack of experience in organizing clusters and, consequently, in insufficient knowledge about the benefits they offer. Similarly, no network of connections formed between tourism enterprises and public authorities, science and research units, and business environment institutions. The last barrier is the limited access to tourist information. If information is provided, it concerns individual sailing facilities. A comprehensive system of information on a network of yacht marinas is lacking. It is very important in the context of raising the quality of sailing services. Meeting the needs of sailors – depending on the port – requires from a few to several tourism enterprises. In smaller ports, the volume of sailing traffic can be insufficient to enter into competitive struggle, indispensable for the constant improvement of the sailing product. In such a situation, competition between tourism enterprises has to concern a network of marinas.

A remedy for the shortages of the tourism sector could be the creation of a maritime cluster. The condition for the success of any cluster initiatives is that the given location has a competitive advantage. It should be noted that in the case of a maritime clusters, locations are determined by seaports, so it is imposed in advance. Creating a cluster in less attractive locations would deprive the undertaking of the elementary competitive advantage at the very beginning. The more so because in the recent period a comprehensive modernization of the nautical infrastructure took place. The location advantage of seaside areas is also connected with the operation of numerous tourism enterprises, most of them based on local capital. Moreover, sailing has been gaining in popularity. What is most important, sailing tourism is especially predestined to enterprises clustering into a large economic entity [Luković 2012]. The sail-

ing tourism product is heterogeneous, i.e. comprises many different kinds of services. The researched areas thus possess the necessary conditions for the creation of a cluster.

It seems that without the support of public authorities, overcoming the barriers which impede the development of clustering will be difficult. Therefore, creating a sailing cluster will require public authorities to take actions aiming at increasing the awareness of the benefits from the creation of a sailing cluster among tourism enterprises, encouraging tourism enterprises to participate in cluster initiatives, and developing the network of cooperation in the sailing sector. The next step should consist in formalization of the cluster structure, i.e. the establishment of a managing entity. The experience of Barcelona and many other cluster initiatives indicate that strong leadership is an essential factor of cluster development or sometimes even their creation [Jackson and Murphy 2006, Novelli et al. 2006].

As mentioned, a sailing cluster should include a network of ports instead of individual objects, which is connected with a larger number of service providers and thus more intense competition³. This will require universal access to comprehensive information on the locations of individual ports, and the scope and quality of services provided by tourism enterprises.

As far as the construction of the cluster is concerned, the main link should include operators of sailing infrastructure, around which business providing complementary services would be focused, e.g. servicing and chartering of yachts, gastronomy, accommodation, recreation and entertainment, fuel supply. Competing, i.e. providing the same services enterprises would create horizontal connections. Vertical connections would be made between enterprises from various links of the production process. And so in the case of port operators, the suppliers could be entities providing services in periodic inspections of sailing infrastructure, collection of waste from yachts, supply of energy, water, and utilities.

³ Despite the fact that there are three competing yacht marinas in the Barcelona port, the maritime cluster cooperates with numerous marinas scattered along the Catalan coast.

The problem of tourism grown in the Baltic Sea region is the seasonality of sailing traffic limited to summer months. That is why in some foreign seaports – like in Barcelona – in order to minimize the negative consequences of seasonality, additional tourist attractions are offered, e.g.: spa, massage salons, conference rooms, shopping malls, apartments and houses on the water [Łapko 2015]. The possibility of offering similar services should also be considered in Polish conditions.

Creating a sailing cluster from enterprises representing many complementary sectors would expand the scope of provided services. Mutual competition would have a positive impact on the quality of sailing services. The formalized structure of the cluster, apart from initiating cooperation, would lower the costs of marketing and supply. Geographical proximity would accelerate the flow of information about new trends and changes on the sailing tourism market.

Engagement of public authorities in the process of cluster development should be most intense in the initial stages of its construction. Once the cluster reaches the so-called critical mass enabling its self-development, the participation of public authorities should be limited to solving current problems and supporting innovation processes.

Apart from public authorities, science and research units, tourist associations, and business environment institutions should also be involved in the development of the cluster. It is necessary due to numerous “shortages” of the local sailing sector. Of special importance is support in the area of legal services, acquisition of capital, market research, and trainings.

CONCLUSIONS

The main objective of clustering is improving the competitive position of enterprises. The condition of its achievement is proper location. Clusters generate numerous benefits and reduce operation costs, which as a result gives them an advantage over free location and large, vertically integrated businesses. They are useful in situations when meeting the needs requires creating a product or offering a service in a comprehensive manner.

Cluster initiatives are successfully used in the global sailing tourism sector. Barcelona Clúster Nàutic analyzed in the article provides numerous benefits to tourism enterprises. The active role of public authorities led to increased demand for sailing services, which resulted in an increase in sailing traffic. The joint co-existence of cluster members strengthened the negotiating power with the economic environment. Promotion and information system increased the knowledge of tourists about the sailing market in the region.

There are conditions on the Polish coast to create a sailing cluster. The sector of tourism enterprises, however, largely consists of local capital entities with limited resources and providing single tourist services. As research has shown, the scope of provided services is incomplete and does not satisfy the diversified needs of the sailors. The recipe for improving the situation may be establishing close cooperation between tourism enterprises, based on the concept of a maritime cluster. A barrier to its creation is the limited interest of tourism enterprises in the market of sailing services as a result of reluctance to cooperate and lack of experience in organizing clusters.

Overcoming development barriers will require the involvement of public authorities. Activities should aim to increase awareness in the tourism sector about the benefits of creating a sailing cluster, creating preferential conditions for enterprises taking part in cluster initiatives and supporting the development of the network of cooperation.

Drawing from the experiences of Barcelona Clúster Nàutic a managing body with broad decision-making prerogatives should be established. Its main objective should be the coordination of the activities of enterprises forming the cluster. The main link of a sailing cluster should be formed by sailing infrastructure operators, around which enterprises providing complementary services would be concentrated. Consideration should be given to expanding the sailing product with additional services, which would reduce the negative consequences of the seasonality of tourist traffic. A sailing cluster should include a network of yacht marinas. Such a construction will require universal access to information on the location of sailing facilities as well as on the scope and quality of tourist services provided.

REFERENCES

- Andrejic Bengtsson, M., Kock, S. (2000). Coopetition in Business Networks – to Cooperate and Compete Simultaneously. *Industrial Marketing Management*, 29 (5), 411–426.
- Barcelona Clúster Nàutic (2017). The marine industry, Barcelona's economic engine. Press Kit. Retrieved from http://www.barcelonaclusternautic.cat/uploads/press_dossier/dossiereng17.pdf [accessed 31.05.2019].
- European Cluster Collaboration Platform [n.d.]. List of Cluster Organisations. Retrieved from <https://www.clustercollaboration.eu/cluster-list> [accessed 31.05.2019].
- European Consortium for Sustainable Industrial Policy (2015). Study on the competitiveness of the recreational boating sector. Report for DG Enterprise and Industry. Rotterdam–Brussels.
- Fujita, M., Krugman, P., Venables, A. (2000). *The Spatial Economy. Cities, Regions and International Trade*. MIT, Cambridge.
- Gancarczyk, J. (2010). Wpływ klastrów na aktywizację gospodarczą regionów turystycznych [Impact of clusters on economic activation of tourism regions]. *Acta Sci. Pol. Oeconomia*, 9 (4), 106–107.
- Gancarczyk, M., Gancarczyk, J. (2011). Wzrost i internacjonalizacja przedsiębiorstw w klastrach [Growth and internationalization of enterprises in clusters]. *Organizacja i Kierowanie*, 3 (146), 59–60.
- Jackson, J., Murphy, P. (2006). Clusters in Regional Tourism. An Australian Case. *Annals of Tourism Research*, 33 (4), 1018–1035.
- Klimek, H. (2006). Konkurencyjność polskich portów morskich na bałtyckim rynku usług portowych [Competitiveness of Polish seaports on the Baltic market of port services]. *Studia Gdańskie. Wizje i Rzeczywistość*, 3, 124–126.
- Kłosiewicz-Górecka, U. (2012). Klastry – idea i praktyka w Polsce [Clusters – idea and practice in Poland]. *Handel Wewnętrzny*, 1, 3–11.
- Kusa, R. (2008). Uwarunkowania rozwoju klastrów turystycznych [Determinants of the development of tourist clusters]. [In:] B. Godziszewski (Ed.), *Zarządzanie organizacjami w gospodarce opartej na wiedzy: kluczowe relacje organizacji w gospodarce opartej na wiedzy [Organization management in a knowledge-based economy: key organization relationships in a knowledge-based economy]*. TNOiK, Toruń, 517–518.
- Łącka, I. (2018). Industrial clusters as a device of stimulation of cooperation and innovation of small and medium-sized enterprises in the area of bio-economy. *Acta Sci. Pol. Oeconomia*, 17 (2), 74–76.
- Łapko, A. (2015). *Turystyka żeglarska [Sailing tourism]*. Bel Studio, Warszawa.
- Luković, T. (2012). Nautical Tourism and its Functions in the Economic Development in Europe. [In:] M. Kasimoğlu (Ed.), *Visions for Global Tourism Industry – Creating and Sustaining Competitive Strategies*. In Tech, Rijeka, 416–418.
- Misztal, K. (2010). Organizacja i funkcjonowanie klastrów portowych [Organization and functioning of port clusters]. [In:] K. Misztal (Ed.), *Organizacja i funkcjonowanie portów morskich [Organization and functioning of seaports]*. Wydawnictwo Uniwersytetu Gdańskiego, Gdańsk, 238.
- Novelli, M., Schmitz, B., Spencer, T. (2006). Networks, clusters and innovation in tourism: A UK experience. *Tourism Management*, 27, 1150–1151.
- Nowaczyk, P., Malkowski, A. (2018). Revitalization of degraded port areas as a chance for local development on the example of Kołobrzeg municipality. [In:] T. Studzieniecki, M. Kozina, D. S. Alilovic (Eds.), *In Economic and Social Development – Book of Proceedings*. Varazdin Development and Entrepreneurship Agency, Koprivnica, 582.
- Olejniczak, K. (2003). Apetyt na grona? Koncepcja gron oraz koncepcje bliskoznaczne w teorii i praktyce rozwoju regionalnego [Appetite for grapes? The concept of clusters and synonymous concepts in the theory and practice of regional development]. *Studia Regionalne i Lokalne*, 2 (12), 55–76.
- Palmen, L., Baron, M. (2008). Przewodnik dla animatorów inicjatyw klastrowych w Polsce [A guide for animators of cluster initiatives in Poland]. PARP, Warszawa.
- Porter, M. E. (2001). Porter o konkurencji [Porter about competition]. PWE, Warszawa.
- Roman, M. (2013). Klastry jako forma współdziałania w działalności turystycznej [Clusters as a form of cooperation in tourist activities]. *Zarządzanie i Finanse*, 11 (1), Part 3, 309–320.
- Sawicka, J. (2010). Determinanty konkurencyjności polskiego sektora rolno-żywnościowego – rola popytu turystycznego [Determinants of polish agro-food sector competitiveness – the role of tourism demand]. *Acta Sci. Pol. Oeconomia*, 9 (4), 451–452.
- Skowronek, E. (2015). Klaster jako forma współpracy w turystyce [Cluster as a form of cooperation in tourism]. *Europa Regionów*, 24, 129–140.
- Vujičić, S., Mohović, D., Mohović, R. (2017). A Model of Determining the Closest Point of Approach Between Ships on the Open Sea. *Promet – Traffic & Transportation*, 29 (2), 225–232.

KLASTER TURYSTYCZNY W DZIAŁALNOŚCI ŻEGLARSKIEJ MAŁYCH PORTÓW MORSKICH W POLSCE

STRESZCZENIE

Pomimo poprawy warunków do uprawiania żeglarstwa potencjał turystyczny małych portów morskich w Polsce nie jest w pełni wykorzystywany. Jednym z głównym powodów są ograniczenia w podaży usług żeglarskich, wynikające z rozdrobnienia oraz niechęci do współpracy lokalnych przedsiębiorstw turystycznych. W artykule wykorzystano metody przeglądu literatury, analizy porównawczej oraz wywiadu pogłębionego. Do porównania wybrano klaster żeglarski w Barcelonie, którego utworzenie zapewniło dodatkowe korzyści przedsiębiorstwom turystycznym. Warunkiem powodzenia inicjatywy było zaangażowanie się władz publicznych w organizację i działalność klastra. Zwiększenia atrakcyjności polskiego sektora żeglarskiego należy upatrywać w poszerzeniu zakresu oraz poprawie jakości świadczonych usług. Pierwszy z wymienionych celów będzie wymagać nawiązania ścisłej współpracy między przedsiębiorstwami turystycznymi, a drugi wiąże się z podjęciem walki konkurencyjnej. Możliwość jednoczesnej współpracy oraz rywalizacji stwarza koncepcja klastra. Utworzenie klastra żeglarskiego będzie wymagało wsparcia ze strony władz publicznych.

Słowa kluczowe: klaster żeglarski, turystyka żeglarska, żeglarskie usługi turystyczne, małe porty morskie