Tourism destinations as Innovative clusters: an opportunity to make a destination more attractive: Case of Agadir city

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Abstract:

The spatial expansion of tourism and the growing diversification of this activity in the world to create opportunities for countries, regions and communities to seek to bring about their development. A cluster is a progressive form of business network, which has strong business objectives focusing on improving sales and profits. It makes the exchange of information and technology possible, encouraging different ways of co-ordination and collaboration within them. Clustering is a process that enables the participants to exploit their synergies and the complementarities between their outputs, involving several benefits. (E.C., 2003). Clusters are vital for regional development increase the competitiveness, the productivity and local businesses’ critical mass. In an era where tourism is suffering from the pandemic effects, our paper highlights the role of actors networking on tourism destination attractiveness.

Limited research has investigated on tourism clusters; this paper fills this gap by proposing an Innovative tourism cluster as a framework-providing destination with innovative opportunities and solutions to operate in an attractive tourism environment.

Hence our main paper question: “what is the role of actors networking, as an innovative tourism cluster, one destination tourism attractiveness?” Our methodology started with a review of relevant literature on innovative tourism cluster, and yet the literature in this respect is scarce and there is a need for more research. Then a qualitative method is undertaken via interviews with different tourism actors. The empirical results validate the need to apply a new framework to develop tourism attractiveness. The paper also provides a contribution to the assessment of tourism industry clusters.

Keywords: Innovative cluster, tourism, destination, attractiveness, Morocco

JEL Classification: L83, Z30

Paper type: Empirical research

Résumé :

L’expansion spatiale du tourisme et la diversification croissante de cette activité dans le monde créent des occasions pour les pays, les régions et les communautés de chercher à réaliser leur développement. Une grappe est une forme progressive de réseau d’affaires, qui a de solides objectifs commerciaux axé sur l’amélioration des ventes et des profits. Il rend possible l’échange d’informations et de technologies, en encourageant les différents modes de coordination et de collaboration en leur sein. Le regroupement est un processus qui permet aux participants d’exploiter leurs synergies et les complémentarités entre leurs extrants, ce qui comporte plusieurs avantages. (E.C., 2003). Les grappes sont essentielles au développement régional pour accroître la compétitivité, la productivité et la masse critique des entreprises locales. À une époque où le tourisme souffre des effets de la pandémie, notre document souligne le rôle des acteurs du réseautage sur l’attractif des destinations touristiques.

Peu de recherches ont porté sur les grappes touristiques ; le présent article comble cette lacune en proposant une grappe touristique novatrice en tant que destination-cadre offrant des possibilités et des solutions novatrices pour opérer dans un environnement touristique attrayant.


Mots clés : Cluster innovant, tourisme, destination, attractivité, Maroc

Classification JEL : L83, Z30

Type de papier : Recherche Empirique

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1. Introduction:

It is indisputable that the health pandemic generated very remarkable change around the world (Higgins-Desbiolles, 2020). On the one hand, we are talking today about a recession in the majority of the sectors which directly and indirectly affect the lifestyle of peoples, and on the other hand, have catalyzed growth at the level of consciousness and have also pushed towards reorganization of priorities and accelerating the sustainable development (Chang, McAleer, & Ramos, 2020; Higgins-Desbiolles, 2020). Tourism is considered as priority sector for the economy of certain countries. In fact, it is characterized by its fragility and vulnerability, since it is an activity extremely impacted by instability (Chang, McAleer, & Ramos, 2020; Gössling, Scott, & Hall, 2020; Goavec & Hoarau, 2015). At the moment, innovation development is among key priorities in the development of Moroccan economy. Many businesses are looking for innovative ways to improve efficiency and maintain attractiveness in order to survive.

The success of clusters in the developed world diffused quickly to developing countries starting the interest of scholars, practitioners and policy makers. It is a basic observation that economic activity is concentrated in space and, following this, there is growing attention being paid to the forces of agglomeration and the role of location in economic development (Titze et al., 2008). Theoretical basics of the analysis of local industry concentrations are given by the concept of agglomerations economies (Marshall, 1920), external location economies (Capello, 2007) and the dominant cluster theory developed by Porter (1990). Despite the growth in literature on tourism cluster, the problem is that most clusters literature is applied in the manufacturing and technology based industries. Tourism is a challenging sector to describe and manage, even in its most evident form that is a destination. Due to its variety of forms and interlinkages with other actors it is difficult to quantify, leading to discussions about core and peripheral activities (Smith 1994). Our paper suggests to manage a destination as an innovative cluster by taking Agadir as a case to highlight how actors are working, and if they coordinate as a “cluster” to manage the destination.

Our paper exposes answers to the question: “what is the role of actors networking, as an innovative tourism cluster, one destination tourism attractiveness?”

To answer our research question we opted for a qualitative study, by interviewing potential actors, the software Nvivo treated results, so that we can find out structured analyses.

This paper is structured as follows: it is carrying out a literature review that allows clarifying a number of concepts related to the clusters, in particular of tourism, according to several researchers’ vision. Then it presents some evidence about study context, Moroccan initiative clusters and Agadir’s networks. After that, it does develop the methodology and data followed to answer the question. Then it exposes results of our qualitative approach, it is also proposing a potential model of an innovative tourism cluster, our paper is aiming to help fill the existent gap within this field and to provide as a tool for future research in the tourism management field. In the end, the final considerations, and future lines of research are addressed.

2. Theoretical Overview:

Recently many academics, researchers and policymakers have been increasingly involved in studying clusters with particular allusion to their regional atmosphere. In order to recognize the characteristics of regional attractiveness, a diversity of conceptual models have been developed (Ferreira et al., 2009).

2.1 Defining clusters:

Cluster theory traces its origin to the notion of “industrial districts” discussed by Marshall (1966, p.225), which refers to a “concentration of small businesses of a similar character in particular localities”. Marshall develops, in fact, the hypothesis that economic performance can

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be expressed through a configuration characterized by a geographical concentration of companies. Italian researchers had taken up and updated the industrial district concept (Trigilia C., 1986; de Bagnasco, 1991; Garofoli G. 1992;…). Mainly Beccatini who defined the concept as “a socio-territorial entity characterized by the active presence of a community of persons and a population of enterprises in a given geographical and historical space. (...) There tends to be perfect osmosis between local community and business». Porter (1998) defines a cluster as a geographically proximate group of interconnected companies and associated institutions in a particular field, linked by commonalities and complementarities. The idea of geographic clustering among firms that cooperate and collaborate for economic advantage is not new. While Porter's (1990) concept has gained prominence since the early 1990s as a potential vehicle for industrial and regional economic policy, the presence of this phenomenon can be traced back in history as far as the eleventh century to the medieval guilds and craft associations, with enduring cultural traditions in northern Italy (Putnam, 1993), France and Germany. Industrial clusters, as postulated by Porter (1990), are concentrations of expertise among closely linked industries and companies, in which extensive investment in specialised factors of production triggers a positive growth spiral. The focus is on the mutual connections and interaction between individual industries. Clusters are formed through the flow of information or products between companies which are functionally linked together. The agglomeration of producers, customers and competitors, whether based in geographical proximity or linked by complementary expertise, promotes efficiency and increases specialisation. Agglomeration promotes positive externalities through increasing innovation, and especially through technological spillovers. This concept underpins Porter's "Diamond" model which defines the interplay of favourable factor conditions required to build a nation's competitive advantage. In much of the literature, industrial districts came thus to be linked to the notion of flexible specialisation (Streeck, 1993). Flexible specialisation, according to Piore and Sabel (1984), provides the basis for an alternative, post-Fordist production model that challenges the mass-production rationale of the first half of the twentieth century. According to Arzeni and Pellegrin (1997), the creation of networks of firms as self-help devices for small and medium-sized enterprises (SMEs) is based on the idea that contacts and cooperation with other firms is the best way for an SME to solve its problems and that this mutual learning process could be facilitated by some kind of external assistance and brokerage. The core idea is that a cluster is better equipped to succeed than individual companies and industries acting separately without the benefit of resources that complement each other. This is especially so for small and medium enterprises attempting to compete in globalising markets. According to Martin and Sunley (2003), there is a great controversy surrounding the cluster concept. For these authors, it is simple to identify the clusters in space; however, the same does not happen with respect to its definition, which is very ambiguous. As discussed in Malmberg (2003), Malmberg and Power (2006), and Waxell and Malmberg (2007) it is problematic that the cluster concept as such has gradually taken on a number of distinctly different meanings, such that it is not always clear which of these should be included in the definition of the concept. This ambiguity is mainly because the definition of cluster fluctuates between its industrial and geographical definitions (Waxell and Malmberg, 2007; Fernandes, 2008). Bergann and Feser (1999) defining clusters as a group of companies, business organizations or not, for whom membership within the group is an important element of each member of the company’s competitiveness. According to Martin and Sunley (2003), the definition of the cluster is obscure and not accepted unanimously, which leads to an identification of clusters in an anecdotal way and less accurate. Swanw and Prevezer (1996) defined it in a simple way that clusters were groups of companies within an industry in a given geographical area. To sum up clusters have been defined (implicitly or explicitly) by several researchers as a set of geographically proximate firms (Swann and Prevezer, 1996; Rosenfeld, 1997; Porter, 1998;
Cooke and Morgan, 1998; Crouch and Farrel, 2001; Cooke, 2001), or firms located in a specific area (Swann and Prevezer, 1996; Cortright, 2006) and producing a product or similar service (Rosenfeld, 1997). Others have defined a cluster as a group of interrelated industries (Simmie and Sennett, 1999; Porter, 2000, 2003), without ignoring the importance of institutions (Porter, 1998), synergies between firms located in the cluster (Rosenfeld, 1997) and the eventual competition between them (Feser, 1998; Bergman and Feser, 1999; Ketels and Memedovic, 2008), and still further as catalysts for competitiveness policies (Shakya, 2009).

2.2 Evolution of clusters:

The cluster concept has undergone a significant evolution; we summarize this evolution in the table below:

**Table N°01: Evolution of clusters**

<table>
<thead>
<tr>
<th>Cooperation form</th>
<th>Definition</th>
<th>Keys criterias</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industriel district</td>
<td>« A geographically localized production system based on an intense division of labour between small and medium-sized enterprises specialising in distinct phases of the same industrial sector» (J. Zeitlin, 1992)</td>
<td>Dominant economic activity in the same field</td>
<td>A. Marshall, 1890, G. Becattini, 1979, J. Zeitlin, 1992</td>
</tr>
<tr>
<td>Local productif system</td>
<td>« A set of SMEs in connection or not with one or more large companies located in the same proximity area around a business, or even several industrial businesses» (B. Lévesque et al., 1998)</td>
<td>Productive units, More or less strong relationships</td>
<td>C. Courlet, 1994, B. Lévesque et al, 1998, P. Aydalot, 1986, D. Maillat, L. Kebir, 1999</td>
</tr>
<tr>
<td>« Technopôle »</td>
<td>« Science parks or technopoles are local geographical concentrations of innovative enterprises, located near scientific research and training centres, with the aim of forming together an innovative micro-system» (B. Ruffieux, 1991)</td>
<td>Limited geographic area, High technology and research organizations, Innovation and Transfer</td>
<td>B. Ruffieux, 1991</td>
</tr>
<tr>
<td>Cluster</td>
<td>« A network of geographically related and interdependent companies and institutions, linked by common businesses, technologies and know-how...» (M. Porter, 1998)</td>
<td>Innovative cooperative projects, Delimited geographical area</td>
<td>M. Porter, 1990</td>
</tr>
</tbody>
</table>

Source: authors development
2.3 Tourism cluster:

The concept of clusters has been generally applied to the transformation industry (Jackson and Murphy, 2002; Steinle and Schiele, 2002; Nordin, 2003; Cunha and Cunha, 2005) with its applicability to the service sector limited in scope, especially as regards tourism. However, more recently, there has been exponential growth in tourism clusters (Jackson and Murphy, 2002; Breda et al, 2004; Flowers and Easterling, 2006).

Definitions of a tourism cluster are also scarce in comparison to the cluster concept in general (Santos, 2007). Monfort (2000) defines a tourism cluster as a ‘complex group of different elements, including services carried out by tourism companies or business (lodging, restaurants, travel agencies, the diverse range of aquatic and thematic parks, etc)’ or supplied by vacation tourist experiences, multidimensional groupings of interrelated companies and industries, communication and transport infrastructure and complementary activities, supporting services, and natural resources and institutional policies.

Novelli et al (2006) add that the aim of a tourism cluster is to bring together companies in a particular region that generally work in isolation to construct a successful tourism product. Cunha and Cunha (2005), in their study of the impact of tourism clusters on local development, put forward a definition of tourism clusters as a group of companies and institutions involved in a product tied to its local base – an accumulation of companies associated with the tourism products of the region. According to Brown and Geddes (2007), the government must stimulate and finance programs both to attract private investment and to invest in infrastructure, as well as promoting the tourist region – this is especially important in the current climate, given that tourism clusters stand up well to recessions.

For Beni (2003), cluster tourism is a set of attractions with detached areas for tourists, concentrated in a delimited geographical space endowed with high-quality equipment and services, collective efficiency, social cohesion and policies, merging the chain of production and associative culture, and with excellent management through company networks that create comparative and competitive advantages. For Capone (2004), a tourism cluster is a geographical concentration of companies and institutions interconnected through tourist activities, including suppliers, services, governments, institutions, universities and competitors. The concept of networks and clusters has been also examined in the tourism sector for the last ten years (Novelli and others, 2006) and its popularity is rapidly increasing.

The concept of tourism cluster is related to the specific characteristics of tourism activities and tourism products. Tourism product comprises physical environment and members of the social environment (some enterprises), because it is one of the conditions for its formation and performance. Tourism product is like a set of services and goods sold in the particular region in order to satisfy tourists’ needs. Tourism activities may be characterised as a cluster as well: complementarities and mutual dependence among tourism subjects in the particular region; and natural, cultural, and social resources.

Research on explanations of tourism clusters analyzing tourism cluster concepts provided by the scientists was carried out in order to present detail essence of the tourism cluster (Capone F., 2004; Novelli M. et al., 2006). The concept of tourism clusters is becoming central within the tourism development planning and process. The cluster is suited to specific characteristics of tourism activities. The tourism product interacts with local base (physical space and social actors), leading to joint actions of interrelated enterprises with great power to create conglomerates. In most economic activities, it is the product that reaches the consumer, but when it comes to tourism, it is the opposite in that the consumer seeks tourism services. Because of this characteristic, tourism has a heavy impact on local development.

The Tourism Cluster Concept: The concept of the cluster is adapted to the specific characteristics of tourism activity, whose product is linked to its local base and to the joint action of an agglomerate of enterprises involved in the region’s tourism product.
Different actors may construct the tourism cluster for a destination: Government, unions, tourists, federations and associations and universities (Figure 01), the tourism product is characterized by the contribution of many actors directly and indirectly.

2.4 Innovative tourism cluster:

Over the past decade, to explain the role of tourism in influencing local growth and stimulating regional development/attractiveness, several attempts have been made in using networking, clustering agglomeration theories. The growth potential of destinations increasingly relies on the effectiveness of their innovation system in creating, diffusing and using knowledge, tourism nowadays needs to be as a huge innovative cluster that will improve destination, so policies to stimulate innovation at national and local levels must both build on and contribute to the dynamics of innovative tourism clusters.

Innovation in tourism, as elsewhere, is a collaborative action between governments, academia, corporations, micro, small and medium enterprises (MSMEs) and start-ups, investors, supporting business partners (accelerators, incubators, etc.) and other stakeholders. Fostering a successful tourism innovation and entrepreneurial ecosystem requires connecting all stakeholders to collaboration opportunities and prioritizing capacity building in tourism and technology.

The relations between enterprises and institutions and a tourism cluster can be understood in two ways (Rodrigues, 2001, p. 307):

- Horizontal – by the creation of strategic alliances, where agreements can be of two kinds: on one side, the agreements between enterprises that have the same principal activity, i.e. among enterprises that deal with lodging, entertainment, transport and catering. On the other side, the agreements between enterprises working with the same group of customer satisfaction, but offering different product components to the customers (tourism service);
- Vertical – by the creation of strategic nets, where there is the establishment of a unilateral supplier-customer relation between the partners in such a way that the object activities
of the agreement are fulfilled by one of the parts, which gives its output to the other in exchange for a payment. To Zacarelli (2004, p. 200), a complete cluster must include some other technology-related characteristics as well as characteristics related to competitiveness, environmental and cultural sustainability, quality of life and synergy as a result of systemic relations. The variables presented, Porter adds: the habit of reusing recyclable materials or sub-products; intense competition among cluster actors and from them to other clusters; similar technological pattern among enterprises; society culture adapted to cluster activities; high correlation and synergy among activities, agents and widening benefits concerning quality of living. Innovative Tourism cluster is a group of highlighted tourism attractions within a limited geographic space provided with high-quality equipment and services, social and political cohesion, linkage between productive chains and associative culture, and excellent management in company nets that bring about comparative and competitive strategic advantages. (Beni, 2003, p. 74)

2.5 Tourism attractiveness and tourism innovative cluster:

Tourism is one of the fastest growing worldwide industries and at the same time is the main source of income in foreign currency for an appreciable number of developing countries. By the vast human potential, natural materials and through multiple effects on areas of reference, tourism acts as a stimulating factor for development progress. The attractiveness of a tourism destination is often referred to the opinions of visitors about the destination’s perceived ability to satisfy their needs. Research has shown that attractiveness studies are necessary for understanding the elements that encourage people to travel (Formica, 2002). The more destination is able to meet the needs of the tourists, the more it is perceived to be attractive and the more the destination is likely to be chosen. Mayo and Jarvis (1980), define attractiveness as, ‘the perceived ability of the destination to deliver individual benefits’. This ability is enhanced by the attributes of a destination, i.e. those components that makeup a destination. This is a demand side perspective of the destination. The importance of these attributes help people to evaluate the attractiveness of a destination and make relevant choices. The attractiveness of a tourist destination encourages people to visit and spend time at the destination. Therefore, the major value of destination attractiveness is the pulling effect it has on tourists. Without the attractiveness, tourism does not exist and there could be little or no need for tourist facilities and services. It is only when people are attracted to a destination that facilities and services follow (Ferrario 1979b).

The interaction of the consumption of the tourism product with its local base is one of the main characteristics of the activity, showing the fundamental role it plays in the strategies for local development. In most economic activities, it is the product that reaches the consumer, but when it comes to tourism, it is the opposite in that the consumer seeks tourism services. Because of this characteristic, tourism innovative cluster will have a heavy impact on tourism attractiveness. From this perspective, tourism attractiveness and tourism innovative cluster are interconnected.

3. Study context:

3.1 Moroccan initiative clusters:

In the current global economic context, developed and developing countries have made the bet on clusters and business agglomerations, in order to consolidate the attractiveness of territories and thus of the national economy. In Morocco, the first cluster analyses date back to the beginning of the 2000. They are made by the Direction of territory, responsible for the National Land Use Plan. Led by French and
Moroccan academics, Statistical work and field surveys on Localized Productive Systems or SPL have identified around fifty agglomerations of specialized establishments totaling 35% of Moroccan manufacturing employment. In this mapping, a few business lines dominate. In the industrial sector, this includes textile and clothing (Tangier, Casablanca, Guercif and Taza), mechanical and electrical subcontracting (Casablanca) and information and communication technologies. In the area of Fez, it is the leather industry, the copperware industry and tourism in the Ziz valley.

Drawing on international experience, Morocco has invested in strengthening territorial competitiveness through proactive policies, to enable the emergence of an industry that is strong in value added and the anchoring of a logic of innovation and territorial competitiveness. Since 2009, ranges of clusters have been maintained under the Morocco Innovation Initiative, including the Maroc Numeric Cluster (MNC). The policy pursued by the government aims, in fact, to encourage projects to promote agglomeration and the cooperation of enterprises in several sectors and the strengthening of links with local institutions both private and public. The aim is to provide cluster companies with assistance for their joint activities and to create a global environment conducive to their development and competitiveness.

Figure 02: The chronology of initiatives in Morocco

<table>
<thead>
<tr>
<th>Year</th>
<th>Initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995</td>
<td>“Maroc compétitif”</td>
</tr>
<tr>
<td>2005</td>
<td>Plan Emergence</td>
</tr>
<tr>
<td>2009</td>
<td>Pacte National de l’Emergence Industrielle</td>
</tr>
<tr>
<td>2014</td>
<td>Plan d’Accélération Industrielle</td>
</tr>
</tbody>
</table>

1995: “Maroc compétitif"
It is based on dynamic industries specializing in just-in-time, high-value-added processing of natural resources (seafood, horticulture) and export-related services (tourism, information technology). To create the virtuous circle of growth, interdependent clusters of industries will have to play the driving role, supported by sound economic infrastructure and policies to encourage competition.

2005: “Plan Emergence “
It represents a new industrial policy that aims to be proactive and that highlights the country’s competitive factors. This plan targets sectors and businesses where Morocco can position itself at the international level in the context of the specialisation that is emerging behind the globalization of economies.

The National Pact for Industrial Emergence is a program contract aimed at developing the industry in Morocco through the development of the global trades of Morocco, to upgrade the fabric of Moroccan SMEs, to improve vocational training and the business climate.

2014: “Plan d’accélération industrielle “
In 2014, the Ministry of Industry, Trade, Investment and Digital Economy launched the “Industrial Acceleration” plan. with the ambition to increase the share of industrial GDP in national GDP from 14% to 23% by 2020 and the creation of 500,000 jobs over the next ten years.¹

3.2 Agadir clusters:
Agadir is considered the regional capital of Morocco and lies to the south of the Atlas Mountains, It is a favorite with holidaymakers due to modern construction and the open spaces.

¹ https://www.mcinet.gov.ma/fr
The beaches are serene and favorable for water sports. There are several resorts where you may have leisurely accommodation and experience the superb hospitality of the Moroccans. Agadir is a fine modern city now with wide avenues, blooming gardens, superb hotels, first grade airport and a magnificent port. Other than this the first attraction for the tourists are the splendid beaches lined with lively resorts. The beaches are the most popular with the town lacking typical tourist attraction like museums, ancient monuments, etc. There was a time when obvious cooperation with companies in the same field often raised suspicions of collusion. Today, the situation is certainly different. Even if competitive rivalry still exists, joint efforts are becoming increasingly the norm. Companies tend to cluster, forming critical masses in one place, to take advantage of synergies such as increased productivity, a higher pace of innovation and, essentially, the opportunity to become more competitive. The region has significant economic potential based on its natural resources and opportunities in agriculture, fisheries, tourism and mining. In order to boost these locomotive sectors in the region, policies and actors have adopted a cluster strategy.

<table>
<thead>
<tr>
<th>Cluster</th>
<th>Geographic zone</th>
<th>Sector</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agadir Haliopôle</td>
<td>Agadir</td>
<td>Industry</td>
<td>Valorization of seafood products, fish performance,</td>
</tr>
<tr>
<td>Agrotech</td>
<td>Souss Massa</td>
<td>Industry</td>
<td>Agro-technology, development of food biotechnology,</td>
</tr>
<tr>
<td>Logipole Massa</td>
<td>Souss Massa</td>
<td>Industry</td>
<td>Development of logistics and transport,</td>
</tr>
</tbody>
</table>

Source: authors development

4. Methodology and Data
As previously mentioned, the focus of this study is to explore the impact of innovative tourism cluster on destination attractiveness. We want to understand this complex phenomenon, by placing ourselves in the perspective of the actors, their practice and by trying to understand the interpretations they give. To do this, we have adopted a qualitative method. This method allows for a close relationship with the interviewees, a richness and a character encompassing many data, a strong explanatory power of the processes, and a better strategy of discovery and exploration (Miles and Huberman, 2005).
At the data collection level, we collected primary data from 07 semi-directional interviews (see Table 1). We have targeted the actors involved in training the territorial attractiveness of companies. The choice of actors was based on a generalizable rule for determining network boundaries, proposed by Doreian and Woodard (1994). To achieve our purpose, a qualitative method is followed by undertaking interviews with different actors of the potential innovative tourism cluster of Agadir city:
Table 01: interviewers’ panel

<table>
<thead>
<tr>
<th>Actor</th>
<th>Function</th>
<th>Interview number</th>
<th>length</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional delegation of tourism</td>
<td>Administration and assistance</td>
<td>E1</td>
<td>1h50 min</td>
</tr>
<tr>
<td>Moroccan agency for tourism development</td>
<td>Product development and investment</td>
<td>E2</td>
<td>2h10min</td>
</tr>
<tr>
<td>Regional council of Tourism</td>
<td>Product’s promotion</td>
<td>E3</td>
<td>2h10min</td>
</tr>
<tr>
<td>Rural tourism development’s Network</td>
<td>Product’s promotion</td>
<td>E4</td>
<td>1h50min</td>
</tr>
<tr>
<td>Regional society of tourism development</td>
<td>Product development</td>
<td>E5</td>
<td>2h10min</td>
</tr>
<tr>
<td>Souss Massa</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hospitality industry association</td>
<td>Product’s assistance and promotion</td>
<td>E6</td>
<td>2h10min</td>
</tr>
<tr>
<td>Tourism institute</td>
<td>Research and training</td>
<td>E7</td>
<td>2h10min</td>
</tr>
</tbody>
</table>

Source: authors development

Our study covered seven actors’ interviews with different functions; we tried to have answers from different sides: Administration, promotion, development and investment, research and training, so that our paper highlights the importance of Innovative Cluster Tourism to improve tourism attractiveness of Agadir city.

We sat up six themes to analyze our object; first theme was about the role of the actor on tourism attractiveness, we asked our interviewers about their role to construct an innovative tourism cluster, the second theme was about attractive tourism city, so that we understand how actors define an attractive city.

The third theme was a question about tourism stagnation on Agadir city, to analyse tourism attractiveness and detect reasons of degradation of tourism in the city.

The fourth theme was an opportunity to collect actor’s definition of an” Innovative tourism cluster”, and the fifth one was a question to collect the actor’s degree of intention to involve an innovative tourism cluster.

The sixth theme was a question to collect actor’s propositions to improve tourism attractiveness. Regardless of the methodology adopted, we believe a systematic approach is important to ensure that qualitative data analysis is undertaken is a rigorous manner. Nvivo provides a good structure for this.

To expose a potential example of an Innovative tourism cluster, we used a “Graph Commons tool to establish networking between actors.

5. Results and discussion

The purpose of our paper is to highlight the importance and the intention degree of actors networking to enhance tourism attractiveness of a destination. Therefore, by using Nvivo software we made a lexical analysis and a word cloud map.

Based on the outcomes of analyzing data, first we focused on a lexical analysis, second we got a word cloud and then we proposed an innovative tourism cluster for the city.

Analysis of word frequency (Figure 04) resulted a use of different words, mainly:

- “tourism” 68 time
- “Agadir” 20 time
- “Cluster” 18 time
- “Innovative” 18 time
“Attractive” 16 time

Figure 04: Words frequency used by our interviewers

<table>
<thead>
<tr>
<th>Word</th>
<th>Length</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>tourism</td>
<td>7</td>
<td>68</td>
</tr>
<tr>
<td>tourists</td>
<td>8</td>
<td>21</td>
</tr>
<tr>
<td>agadir</td>
<td>6</td>
<td>20</td>
</tr>
<tr>
<td>cluster</td>
<td>7</td>
<td>18</td>
</tr>
<tr>
<td>innovative</td>
<td>10</td>
<td>18</td>
</tr>
<tr>
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We noticed that all actors used words: Tourism, cluster and innovative and attractive; which reflects the intention and voluntary to coordinate and collaborate to improve Agadir’s tourism attractiveness, this result answered a part of our starting question, related to the role of actors networking to improve tourism attractiveness.

In addition to this, a word frequency query was made up to show actor’s intention to develop a tourism innovative cluster; this tool exposed all orientations of different parts of tourism chain value.

As a result and based on our interviewer’s answers, all actors are ready to be involved on such a potential form ‘Innovative Tourism Cluster’.

Our sample insisted on innovative side to develop tourism attractiveness of Agadir, which was clear on the word frequency query, and because of the low supply and ‘old’ product, that needs innovation.

In order to deepen our knowledge of the intention of actors to develop an innovative tourism cluster, we carry on our analysis by a word cloud (figure 05) to highlight how actors networking could improve tourism attractiveness and we deduct that for all actors the concept of tourism innovative cluster is adapted to the specific characteristics of tourism activity, whose product is linked to its local base and to the joint action of an agglomerate of enterprises involved in the region’s tourism product.

Source: authors development

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One of the essential outcomes of our study is that all interviewers criticize all chains touristic actors, because of ‘individualism approach’ adopted by all of them, they are considerate it as the main reason for tourism stagnation in Agadir.

To go further on our research we are suggesting a potential Innovative tourism cluster for Agadir destination (figure 06), and we started a construction depending on our interviewers-actors.

Our suggestion is based on the role of each actor to develop the networking and improve tourism attractiveness of the city; we tried to involve all tourism stakeholders.

6. Conclusions and future development

Reading an innovative tourism cluster through the prism of tourism attractiveness makes it possible to see, beyond the thematic specialization (seaside tourism, mountain tourism, etc.), the action taken to make the destination an innovative place in tourism. In this sense, the cluster contributes to strengthening the capacity of stakeholders, the interactions between the actors and to record them in the long term. The competitive advantage of the destination is no longer an end in itself but the result that reveals how much the stakeholders mobilized and mobilized resources and knowledge to achieve this result. More than a static entity, the tourism cluster should be assimilated to a decentralized collaborative organization whose theorization is emerging.
One of the challenges of our paper is to highlight the role of actors networking on improving tourism attractiveness of a destination, by taking Agadir as a case of a touristic known city, The focus of the tourism cluster analyses is adapted to the characteristics of tourism activity as it is based on the analyses of agglomerations, functional complementary, cooperative relationships and competition among actors. Otherwise, the traditional cluster analyses are not clear when the objective is to evaluate local impacts concerning competitiveness, sustainability and social justice.

This article is intended to contribute a measuring model for the impact of tourism innovative clusters on tourism attractiveness, aggregating to Porter’s agglomeration analyses, competitiveness concepts at different levels and the concepts of environmental, social and cultural sustainability.

The result obtained from the application of lexical analysis and word cloud to highlight the tourism attractiveness are tools for understanding the role of different actors of tourism chain. There is much to learn about the efficacy of networks and the effects of programs designed to initiate network formation.

We cannot deny difficulty to collect data about innovative tourism cluster, but we tried to start analyzing and thinking about a new way of managing tourism destination attractiveness.

Our paper is a part of our studies on innovative tourism clusters and their impact on tourism attractiveness of a destination.

References:


