

Importance of genius loci in destination management by shared vision

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Abstract—The paper deals with the development of sustainable tourism, based on the use of the genius loci of a tourist destination. Understanding the genius loci is an essential prerequisite for creating a shared vision, through which the Destination Management Organization can manage the development of a whole region. Participatory planning and participation of the widest range of stakeholders in the implementation of common objectives is one of the conditions for success. Evidence of this is the presented case study based on analysis of the resource of genius loci of the region, identification of significant business interest groups of Czech Stone Cluster, and the presented results of the empirical investigation.

Keywords— cultural heritage, destination management, genius loci, shared vision, tourism.

I. INTRODUCTION

THE aim of this paper is to analyze the possibilities of the share of industrial enterprises in the development of the region, and in particular its ability to participate in the management of the region, through participation in activities in tourism. The paper is based on the concept of a Learning Tourist Destination (LTD), which is analogous to the learning organization, hence learning regions. Within a learning destination, the objective is to establish a network of stakeholders that adapts to changes and continually improves in the sustainability of tourism. Common objectives of LTD are achieved primarily through:

- lifelong learning as a basic organizing principle and the main social objectives of the community, individuals and organizations;

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- promoting of co-operation of tourism, educational, civic and volunteer sectors;
- providing the infrastructure for collecting, processing and the sharing of acquainted knowledge.

Destination management is based on a shared vision and monitoring of common objectives. However, to establish the common objectives for all stakeholders of tourism is difficult and time consuming. Vision is also changing over time depending on the destination life cycle [1]. The success of this participatory planning is based on whether we manage to get representative representatives of relevant stakeholders for co-operation, the intensity of their involvement and degree of consensus between these groups. Among other prerequisites for the functioning of LTD is the creation of an information system, continuous learning and co-operative research, co-ordination, cultural exchange, participatory planning and decision making, adaptive management [1].

Therefore, associations or organizations were sought, which pursue similar objectives as those of the tourist destination. They have built a level of co-operative culture, i.e., they work on the base of voluntary co-operation and they are focus on the actions. Another factor in the choice was whether these organizations can have an influence on the development of tourism, and possibly participate in it, and to what extent they are able to convey information to a wider circle of people.

Given that the economic system and economic processes are understood as the result of geographical, historical and social characteristics of the selected region. Thus are important criterions in assessing the linkage of the organization activity with the territory. Businesses and institutions are also perceived as informally and formally interdependent [2].

In the case study of the mining-manufacturing cluster of the Czech Stone Cluster (from the Hradec Kralove region), in relation to the tourist area of Podzvicinsko (foothills of Giant Mountains), the ability of the cluster to contribute to the start of development of tourism in the region is evaluated and thus help to increase employment and socio-economic development of this area. Although, in the concept of a learning destination is not sufficiently taking into account the role of manufacturing enterprises. In the case of selected tourist area it is evident that a high potential for interconnection and subsequent promotion of tourism. Clusters are geographically close groups of interconnected companies and other institutions in a particular field [3].

II. DEFINITION OF THE ISSUE AND METHODS OF SOLUTION

In this paper, a region is perceived as a territorially embedded socio-economic system, and therefore was chosen as the basic unit of analysis. Cultural and institutional conditions are considered as the basis for regional economies, which form the skills and shape the relational specifics of local economic actors, and these conditions are not transferable to other regions [2].

Tourism destinations are heterogeneous territorial entities that are defined by physical and administrative boundaries in the form of cadastral boundaries. In terms of size, it can be individual states, regions, cities or municipalities, etc. [4]. These areas are characterized by a common procedure for exploiting the potential for tourism development, shared capacity of territory and the life cycle [5]. This potential are images, impressions, experiences of a visitor associated with the area, therefore, forming a market competitive advantage. The attractiveness of the destination is shaped by its attractions, the level of public and private services, availability, price, quality of workers in tourism [4].

Destination management organization (DMO) is an association of a number of organizations and interest groups working on common objectives. Consistency of these members is provided by internal bonds of a complementary nature within the destination processes [5]. The role of the DMO is leadership and co-ordination of activities within a coherent strategy. DMOs usually perform marketing activities, but their task is much broader - to become the strategic leader in the development of a destination [4]. For this reason, attention must be paid to long-term solutions to optimize the impacts of tourism, when local community involvement and continuous monitoring of these effects are needed [5]. Representatives of the organization must obtain a high level of skill in developing and managing partnerships between individual organizations. They must also be able to use many techniques, methods and strategies for sustainable tourism, for example, to determine the manageable capacity of the territory, its spatial zoning, concentration and dispersion of visitors to the area, to appropriately restrict and charge for their movement, take advantage of existing advanced technologies used in the tourism industry [6], or find and capture specific indigenous knowledge connected with the given region [7].

The image of a destination includes a uniqueness, attractions, landscape, environmental quality, safety, level of service and the friendliness of its people [4]. By materialization of the image is the tourist product offering a specific experience. Tourist products are made by attractions and support services [4]. Product package is the combination of two or more services that are intrinsically linked. These services are booked or purchased by the customer for one price. Integral part of the package must be basic and supplementary tourism services (accommodation, catering, leisure time activities, transport, etc.) in order to form a

separate unit by which purchasing a day trip or multi-day vacation can be realized.

One of the important trends in contemporary tourism is its sustainable development. It is characterized by being green, environmentally friendly, post-industrial, soft, alternative and intelligent. It is characterized by small scale, especially by the high specificity of the product offered and the recognition of aesthetic value of the landscape. The low proportion of products of saving forms of tourism (agrotourism, cycling, hiking, spa) and low quality of basic additional services, however, according to The State Tourism Policy Concept in the Czech Republic for 2007 - 2013 (hereinafter referred to as Concept) belong to the weaknesses of tourism in the Czech Republic. As the essential one is considered the absence of motives for visit that would have been given by nature or experience of free time and not just by a focus on the history and cultural heritage [8]. If we want visitors to focus on sustainable and adventure tourism, it is necessary to build on links of existing attractions with neglected natural attractions and living culture. In addition, this can contribute to the strengthening of local or regional identity, and the deepening of interest in the happenings in the area. As pointed out by Vencalek [9], "strengthening the territorial identity of the population, based on the development of folk traditions, belongs in an integrated Europe among those activities, that local companies are very successfully in helping to create a constructive synergy effect. Thus, such processes, lead to generally increasing quality of people's lives in the territories".

According to a number of authors, for sustainable development of tourism in the destination the link between business and the public sector is important, NGOs and the citizens. The concept perceives the link as a key principle tool in the management of tourism in the regions: "The partnership brings together and enhances energy and inserted means of stakeholders (local population, public administration, business, NGOs, etc.) and the quality of the final product is dependent on that." [8] Similarly Trhlikova [10] points out that the development of economic, social and cultural activities thrive, especially where there is a collaboration of key stakeholders. Trousil [11] also emphasizes the possibility of linking the principles of community work with the management of tourism, which can alleviate its negative impacts and enhance social cohesion in the area.

Tourists can also be attracted to the destination by less visible factors, such as uniqueness and emotional or empirical experiences. The unique character of areas and their impression are crucial for attracting visitors, other factors are less significant. [4] Therefore promotion of a destination or region should not be simply a list of sights and various attractions, but it should be based on its uniqueness, genius loci (spirit of the place). According to Zschocke [12], we live in a time of flooding images and pictures, but they often have no basis in reality. In the development of tourism and recreation, it is required to look for real, authentic reality. Genius loci can be defined as "a set of exceptional qualities

and meanings, which are characteristic for the site, and in totally unique way combine human artefacts with the natural environment“ [9]. In many cases, however, we cannot be contented with mere visual sensations, and especially in regions rich in historical events ”it is extremely necessary to try to break into the ways of thinking and style of thinking of those, who for a long time by their actions, affected the genius loci“ [13]. Although, the perception of the genius loci is highly subjective, uniqueness of location can be determined at its moorings in the broader historical, social, cultural and geographic context. ”Psychologically, it is a difficultly defined phenomenon consisting of a series of moments: natural habitat, cultural representation, atmospheric conditions, time of year, as well as the current mental and physical fine-tuning of a human.“ [14]

The study was incorporated in the following steps: First, an analysis of the purpose and objective of the tourist destination of Podzvicinsko and an analysis of cultural and natural conditions were carried out, in relation to the genius loci, whose uniqueness creates a competitive advantage for the region, i.e. it is materialized to the form of tourism products. Subsequently, an association or organization pursuing similar objectives to those of the tourist destination were sought for, working on voluntary co-operation, their activity is linked with the territory, they may affect the development of tourism and possibly participate in it, and are able to convey information to a wider circle of people. After finding co-operative of the Czech Stone Cluster, an analysis of its vision and objectives, structure of membership, etc., was carried out. An in-depth interview with the chairman of the cluster was conducted, according to a pre-prepared script of questions, focused on the functioning of the cluster and possible options for co-operation with the tourist destination of Podzvicinsko. Subsequently, a questionnaire was created for comments of the chairman of the cluster, and for the manager of the destination. The questionnaire was distributed electronically with the use of free user licences of easyresearch.biz. The survey took place at the turn of 2010 and 2011. Subsequent analysis of the results of the questionnaire survey among members of the cluster, in relation to other survey data, allowed to conduct the SWOT analysis of the Czech Stone Cluster involvement in sustainable tourism development of Podzvicinsko and to answer the following research questions:

- 1) How deep is the embeddedness of the cluster and its interconnectedness with the tourist area of Podzvicinsko?
- 2) In what way can the cluster be used for the development of tourism in the tourist area?
- 3) What are the weaknesses in the mutual co-operation of the cluster and the destination?

III. CASE STUDY: GENIUS LOCI AS A SOURCE OF COMPETITIVE ADVANTAGE

If we look at the genius loci from a business standpoint, it is a specific advantage of the region, which is valuable and rare. Rare, because it is difficult to replicate, and at the same time it does not have readily available substitutes. Valuable, because a visitor is able to distinguish it, perceives it as valuable and is also willing to pay for it.

A. Tourist destination of Podzvicinsko

The Destination Management Organization of Podzvicinsko is an interest association of legal entities, whose purpose is the co-operation of member municipalities and cities, with the objective to contribute to the development of the region of Podzvicinsko, especially in tourism. The main priority of tourism development Strategy for the area of Podkrkonosi / Podzvicinsko 2011 - 2020 is ”to improve the quality and offer of tourism, which is based on the development of local traditions, assessment of local heritage - local varieties of fruit and vegetables, stone-cutting traditions and rich historical and cultural heritage - particularly unique concentration of stone monuments in the territory. Therefore, to achieve a sustainable, balanced development of the region and favourable conditions for inhabitants, increasing competitiveness, tourism development, advanced communications in the region and expanding partnership activities of local, regional and international for life.“ [15]

To the 14th of July, Podzvicinsko includes 35 members from cities and municipalities and two members from the business sector (Lazne Belohrad, Inc. and the Pod Zvicinou Hotel) [16]. The administrative, economic and cultural centres include 4 cities, 1 village and a township (the mean between a village and a city). It is Dvur Kralove nad Labem (16,100 pop.), Horice in Podkrkonosi (9,000 pop.), while other residences like Lazne Belohrad, Miletin, Ostromer and the township of Pecka, have populations below 5,000 inhabitants. The total population living in Podzvicinsko as at 1st of January 2010 was 54,798, population density 91 inhabitants/km² [15]. Podzvicinsko itself is not an administrative territorial total, but only the tourist area, which has a form of association where the membership is voluntary based. The association was founded in 2000. The boundaries of the area overlap with the boundaries of cadastral territories of municipalities involved in the association, but not all municipalities are formal members of the association. A map of the area at the end of 2010, shows that from a geographical point of view it is a perforated area with an area of 601,03 km² [15], rugged shape with two exclaves. As the physical-geographical centre of the area can be considered the Zvicina peak (671 m). In relation to the local stone, the so-called Horicky hrbet near the southern border of the area is very important (with a length of 21 km and a maximum width of 3 km) [17].

Podzvicinsko is not one of the most visited areas and among its visitors are mainly domestic tourists staying short stays (up to 3 days) and hikers (one-day visits to specific objectives) [15]. The area lies in the shadow of major tourist attractions in

the Czech Republic, i.e. the highest Czech mountains (Krkonoše/Giant mountains) and Český ráj/Bohemian Paradise (UNESCO Geopark).

B. *Genius loci of the region*

As the source of the *genius loci* is considered natural and cultural wealth of the region. The following analysis carried out from a culturally geographical view, was focused on monitoring the importance of mineral resources in the socio-economic development of the region, landscape character and architecture. Furthermore, on the role of personalities and their works in the formation of regional culture. The scope of this paper does not allow extensive characterization of the tourist area, and therefore, only selected data are mentioned here, which related to the studied issue can be considered as relevant and which are closely related to the activity of the studied cluster.

Dvůr Králové nad Labem and its surroundings as one of the centres of the area, is in tourism particularly associated with the existence of the well-known Zoo and the significant cultural-historical attraction of Hospital Kuks (former baroque monastery) with statues of the most important sculptor of Baroque in Bohemia, Matthias Bernard Braun (1684 - 1738). Braun is also the author of biblical scenes carved in sandstone rock near Kuks, called Braun's nativity. Hospital Kuks is considered one of the most spectacular sites of Baroque art in the Czech Republic, and one of the most important manifestations of Baroque architecture in Europe. The city of Dvůr Králové n. L. was also the birthplace of an important representative of the inter-war Cubist in sculpture - Otto Gutfreund (1889-1927) and Czech jazz musician R. A. Dvorský (1899-1966). Near Dvůr Králové, one of the oldest Czech dams called Les království from the early 20th century is built from local sandstone [17], [18].

Horice in Podkrkonoší (presented on the website as "city of stone beauty") and the surroundings are very closely connected with stone. "Horice sandstone is extensively mined here and has been processed from the second half of 19th century. Therefore, near Horice nearly 150 historical quarries can now be found. Horice sandstone is used in countless number of major constructions and works of art in the Czech Republic and abroad" [19]. Already in the Horice in Podkrkonoší almanac of 1934, it says: "For a city with eight thousand people, away from the capital city, is peculiarities that the sculpture would up and found home, to the extent that it gives its character to the city and its surroundings. The roots of this, in our country unique in appearance, are stored in large local deposits of excellent sandstone, which, as they say, has been mined here since time immemorial [20]. From a physical-geographical point of view in the wider area of Horice is the above mentioned Horice hrbet, which basically consists of three peaks called "chlum" (450 m, 449 m, 420 m) [18]. On its southern slopes many small and several large quarries are found. The closest and largest quarry to Horice a quarry called St. Joseph's (the venue of the International music festival of Cultural Reggae Vibez for ten years) and a quarry in the small

village of Bohanka (used as a summer cinema). The southern slopes of the ridge were and still are used for growing fruit trees. For example, this is manifested by the existence of the Research and Breeding Institute of Pomology Holovousy Ltd. or the so-called Podchlumím Fruit Trails - tourist product, which includes five growers and processors of apples [21]. Five farms have their products classified as certified regional products of Podkrkonoší, from which one is of organic quality [22]. Socio-cultural connection to geology in Horice, is in particular embodied by The Sculpture and Stonemasonry School in Hořice, which was founded in 1884, and among its graduates are some of the most important sculptors of modern Czech history. In the European context, Jan Stursa (1880-1925) is popular abroad [23]. From younger graduates celebrities like Vladimír Preclík (1929-2008) and Kurt Gebauer (1941) can be mentioned, who are also exhibiting their works abroad. The school was at one time the only one in Austria-Hungary, preparing stonemasons and sculptors for their professions [24]. In the town since 1966, the Sculpture Symposium an international meeting of sculptors is held in the mentioned quarry of St. Joseph. The works are then exhibited in galleries in the city or also for a short time in Hradec Králové [19].

Horice in Podkrkonoší has a rich musical tradition, which it retains to this day. "Horice region, especially its centre - Horice, has been known for a long time for its love of music and true understanding of its beauty. The great master of tones A. Dvořák himself, praised Horice after his trip to our city (...)." [20]. For example, there still operates one of the first Czech male choirs called Ratibor (founded in 1862), as well as the women's association of Vesna (1870), and as a symphony orchestra and the association of Dalibor (1881) thanks to who, in the early 20th century the park of Smetanovy sady was construed with sculptures of Antonín Dvořák and Bedřich Smetana [25].

Lazně Belohrad in terms of tourism is mainly a spa centre. The Kamenolom Javorka, is located on the outskirts of the city, whose owner is the chairman of the Czech Stone Cluster, which has official place of business here.

In the village of Ostromer the Museum of Eduard Storch and Karel Zeman can be found. Eduard Storch (1887-1956) was a significant Czech writer, author of books for children and youth with a focus on the pre-historic period of our history, and indirectly referring to the geological past, which in the form of fossils strongly connected with archaeology. Karel Zeman (1910-1989) was an important representative of the Czechoslovak cinema, who also became famous abroad with films such as Journey to Prehistory (where in 1955 he combined live characters and animated models of pre-historic animals) and An Invention for Destruction [26]. In nearby Ostromer are several small quarries and it is also residence for the Kamen Ostromer company, one of the largest companies in the area and their hand-worked stone products belong among the certified Regional Product of Podkrkonoší [22]. Interesting

is the fact that the company is not a member of the studied cluster.

Other sites are not more important in terms of tourism but are in relation to stone. Worth noting, however, is the small town of Miletin (900 pop.), where the Czech national revivalist Karel Jaromir Erben (1811-1870) and the most important collector of Slavic fairy tales, and mother of the world-famous composer of Bedrich Smetana were born. On the square you can find a Corinthian column of the Virgin Mary, made by the above-mentioned Matyas Bernard Braun [20].

Summing up the brief description of the tourist area, it is clear that part of the genius loci of the most important centres is mainly stone, artworks associated with it, the music in the form of the never-ending tradition of admiration for it, and fruit (especially in the form of the southern slopes of Horice hrbet and the related organizations and products). It is also possible to mention the local culinary specialties of Horice rolled wafers (protected designation of the EU and Podkrkonosi Regional Product) and gingerbread product of Erben Miletin prayer books (with a tradition of production since 1820). The decisive role in the destination is played by the quarries, art and fruit. Quarries are after the fulfilment of the technical terms used for cultural events, for educational or recreational purposes. Especially within the cultural events, local sculptors deliberately process their walls, and thus contribute to strengthening the genius loci. Sandstone bedrock and quarries can be seen here as part of the cultural heritage, since it significantly influenced development and culture throughout the region. For materialization and the possibility of commercialization of genius loci, therefore, the existing tourism products or planned and innovative themed promotional materials: 1) can be considered. *Following the footsteps of ancient times* - the material showing the major geological and historical milestones of the Podzvicinsko region. It provides suggestions for trips with the theme of archaeology, history and geology. 2) *Stone trail* - Podzvicinsko area is also very well known for the mining and processing of sandstone. Trips to important sites that are associated with sandstone. 3) *Fruit trail* - for the purpose of rural tourism development, focused on the growth and processing of fruit. 4) *Educational trail of K. J. Erben* - meeting the works and life of the famous Miletin native - K. J. Erben, within the program for tourists [27].

C. Characteristics of the cluster

From the above analysis, it is clear that an important source of genius loci of the destination is its geology. For further analysis the mining-manufacturing cluster of Czech Stone Cluster was therefore chosen, which represents a regional industry group of enterprises, that are competing, but also working together and whose bonds have the potential to consolidate and increase their competitiveness.

One of the objectives of co-operative of the Czech Stone Cluster is a rational utilization of mineral resources of the Earth, by increasing the number of innovations [28]. The

cluster has defined in its website and also other general objectives that are as follows:

- *"Elevating the entire industry of stone-manufacturing in innovations, science and research, joint advertising and marketing, human resource development and education.*
- *Creating a strong group of co-operating companies in various fields of production, suppliers and research and educational organizations and optimization of supply chains.*
- *Linking mutually co-operating design, engineering, manufacturing and assembly companies.*
- *Promotion of the cluster and its members at national and international level, establishment of international co-operation.*
- *Joint action in the field of human resources for field of stone-manufacturing.*
- *Joint science, research, innovation within subsidies and grants of CR and EU."* [28]

From these objectives it is clear that the cluster has a direct link to the genius loci in the form of stone, and it can destroy as well as strengthen it by its activities. The interview with the chairman of the cluster showed that he considers the establishment of co-operation with the tourist destination of Podzvicinsko as desirable. On the basis of this information, a survey targeted also on the possibility of involvement of individual cluster members in tourism activities has been conducted.

The Czech Stone Cluster was founded in 2006 and is chaired by Eng. Frantisek Zocek, who is also the representative of Kamenolom Javorka Company, Ltd. The corporate cluster members are primarily small businesses employing up to 10 people. The cluster currently has a total of 19 members, of whom, 8 are academic and 11 businesses. Among the "academic members" belong other non-business members (e.g. High School of stonemason and sculptor). Of all the members, in the survey a total of 14 responded, from which 7 were academic and 7 were businesses. So the total return was 74%. All the responding corporate members are small businesses employing up to 10 people.

Within searching for the answer of the first research question: How deep is the embeddedness of the cluster in the region and its interconnectedness with the tourist area of Podzvicinsko? Firstly, an analysis of the members' bases of both organizations was conducted, which showed that the City of Horice and the City of Lazne Belohrad are members of both groups. At the same time, 7 of the total of 19 cluster members have residence in this tourist area, including the cluster itself. The interview with the chairman of the cluster and the destination manager, however, showed that they do not know about each other, although they share the same territory, and both organizations strive for its development.

The following block of questions provides answers to the localization rate of the enterprises' activity.

What is the share of exports on the average annual turnover of your business? (n=7) The five firms surveyed do not export

at all, one member exports less than 25% of its production and one's share of sales is from 25 to 50%.

Name three foreign countries, on whose markets you would like to strengthen the position? (n=7) Only three of the respondents want to strengthen their position in foreign markets and their preferences are as follows: 2x Germany, 2x Slovakia, Austria, the Netherlands.

Please, sort the following regions according to the locations of your customers, from most important 1 to least important 14. (n=7) Most companies have customers from the region, where they also have place of business, the neighbouring regions are also important. They basically do not have a customer from geographically distant regions and businesses are mostly local.

The two following questions were focused on the performance of individual companies, which should outline the situation in the field and subsequently formulate the preconditions for participation in tourism development.

How would you rate the strength of competition in your field? (n=7) One interviewed rated it as very strong, 5 as strong and 1 as neutral.

What was the evolution of these indicators in your business over the past two years? (n=7) Equity - a slight decrease 2, the same 4, a slight increase 1. Revenues - a significant decline 1, a slight decrease 3, the same 2, a slight increase 1. Profit - a slight decrease 5, the same 2. Number of employees - a slight decrease 1, the same 4, 2 do not know.

Businesses perceive strong pressure of the competitive environment and to it is also added the adverse development of basic financial indicators, especially profit. From the answers, we can infer that their interest in diversifying their business activities could increase by engaging in tourism activities, thereby promoting their own business activities.

When asked whether cluster members would be interested in cooperation with the tourist destination of Podzvicinsko (n = 14), however, nine members of the cluster indicated that they are not interested, and five vice versa. High indifference may be due to the fact that the respondents are not geographically connected to the area, however, given to the anonymous questionnaires that can't be said with certainty. Although one respondent said he is not interested in co-operation, but still responded to other questions below.

Answers to the second research question of "What way it is possible to use the cluster to the development of tourism in the tourist area?" bring the following results of the survey.

In what form you would like to participate in the development of tourism in the region. (Select three answers). (n = 6). Four members would be able to participate by the demonstration of technology, within the events for the public, three members by a free supply of labour, 3 by placing statue near hiking trail, 2 by excursion in the company and one member by help with the restoration of a selected hiking trail, allowing for joint presentation at the joint stand at trade fairs, financial support for cultural events.

If you are interested in active involvement in tourism, what

is the optimal time for you to implement these activities? (n = 6) Two respondents can be actively involved in tourism throughout the year, two only in the summertime. One member prefers spring and one winter. Reflections on the impact of seasonal work were not confirmed here.

What kind of tourists do you prefer? (n = 6) Three respondents prefer individual tourist. In case of the interest of organized group, their preferred size ranges from 2 to 50 members.

How do you support the development of your region? (n = 6) Among the reported examples belongs a tour within the science day, teaching and promotion of mining and stone-cutting. A frequent response also was restoration of statues for communities and institutions, organizing symposia of sculpture, delivery of statues. In addition, lectures, conferences and seminars, sponsorship (supporting of sports and non-sports activities).

The last research question was "What are the weaknesses of mutual co-operation of the cluster and the destination?" The answer was formulated in relation to the above findings, from which the crucial weakness appears to be the fact that both organizations do not know each other, or communicate poorly with each other (in the case of Lazne Belohrad membership and Horice in Podkrkonosi, in both associations). This ignorance or non-communication can be considered the primary cause of inadequate use of the cluster for the development of tourism, even though there is great potential for it. An analysis of web sites from the 15th of July 2011 showed that neither the cluster nor the tourist destination are mutually promoting.

D. SWOT analysis of options for sharing a common vision of the Czech Stone Cluster and the destination of Podzvicinsko

Weaknesses

- Mutual ignorance and lack of communication
- Lack of information sharing by members, who participate in the activities of both organizations.

Strengths

- Experience with the operation of the organization on a network principle, based on voluntary membership and level of the carried out activities.
- Anchorage in the region, a joint relationship to the stone and cultural heritage.
- Ability to convey information to a wide range of people.
- Experience with the acquisition and administration of large projects financed from EU funds (the Cluster managed to get a grant for the project of "CZECH STONE CLUSTER - linking of science, education and practice in order to increase competitiveness and number of innovations in making rational use of mineral resources of the Earth", with a total cost of €928,000 from that a state aid amounting to €557,000 [29]. The tourist destination received a grant of €123,000, co-financed by 7.5% for the project of "Promotion of Podkrkonosi /Podzvicinsko" [27]).

Opportunities

- Sponsorship of cultural events in quarries
- Excursions with expert commentary
- Mutual promotion of the area and the cluster.
- Deepening of the local and regional identity of the local population and strengthening social cohesion.
- Support of the development of environmentally friendly tourism, adventure tourism and cultural tourism.
- Mutual promotion.
- Collaboration in the creation of tourist products and promotional materials.

Threats

- Frequent changes of representatives of member municipalities and cities in Podzvičinsko, every four years after the election.
- Changes of the membership of the cluster due to dissolution or existential problems of individual firms.
- Construction of large facilities, leading to more massive tourism in the region.
- The local population will not be able to participate in the development of tourism in the area.

IV. CONCLUSIONS AND RECOMMENDATIONS

The essence of the genius loci of the region is closely tied to the activities of the Czech Stone Cluster association. The cluster activities are not interrelated with the activities of the destination management neither are they mutually promoted, despite the fact that two of the non-business members are members of both mentioned groups. Some members of the cluster are ready to carry out activities closely associated with the development of tourism. This can diversify business risks, to help attract tourists to the area for a longer period and to strengthen local and regional identity among the local population. Willingness to sponsor cultural events, especially those which are certificated and therefore respect principles of environmental management [30], can also strengthen the local long-standing tradition of love for art, especially for music and singing.

Collaboration of the cluster members and the destination management of the area in promotion, creation of tourism products, joint projects or sponsorship of cultural events would be mutually beneficial. Genius loci would become a source of competitiveness of the destination as well as business in the cluster. To use the existing potential, it is necessary to initiate an intensive mutual communication about the specific possibilities of co-operation, based on shared vision of the genius loci or genius regionis.

For the development of sustainable tourism that takes account both natural and socio-cultural character of the area, it is necessary to study natural conditions and cultural and historical development to search genius loci that in the form of tourism products can become an important source of protection of cultural heritage and identity of the local population.

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