

Institute for Tourism and Leisure (ITF)

Annual Report

2019 edition



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0 Foreword

Success and failure are often found side-by-side, and this holds true when we look back on tourism in 2019. Global travel developed pleasingly over the course of the year, until the outbreak of coronavirus in China's Wuhan province marked the beginning of a tragic story that would keep the whole world in suspense for months, and which would also affect the University of Applied Sciences of the Grisons (FHGR). Tourism's fantastic success story over the last few years had almost led people to forget that the growth drivers of mobility and globalisation also carry risks and are susceptible to disruption. At the time that this Annual Report was published, it was not possible to predict the subsequent development of this, and the consequences of it for our university were not clear, either. However, the factors under our control developed as desired in 2019.

- We were able to maintain our student numbers in the hotly contested tourism education market and boost our turnover in research and service by almost 15%.
- We managed to use the 'digital tour' (a further education product that criss-crosses the Grisons) and CAS Tourism 4.0 to make our mark on the key topic of digitisation, giving participants points of reference within this demanding topic.
- The funding agreement was received from SECO for international further education in the area of sustainable tourism. This is implemented in collaboration with UNWTO and WEF and is to be officially launched at the World Economic Forum (WEF)'s Sustainable Development Summit in New York in September 2020.
- A cooperation agreement was concluded with the Scuola Universitaria Professionale della Svizzera Italiana (SUPSI) in the fields of education and research/service. This is intended to help us better appeal to students and tourism-related topics from Ticino, in collaboration with SUPSI.
- The ITF played its part in ensuring that the University of Applied Sciences of the Grisons received independent accreditation.
- The second group of six students from our partner university in Shanghai have already started their one-year course at FHGR, and they will complete this in summer 2020 with a Bachelor's degree in tourism.
- The synergies within the Department Lived Environment are being cultivated more intensively. Bachelor's students from Tourism and Architecture with a minor in Hospitality Management were able to work together in an interdisciplinary manner for the first time.
- We made an important contribution to our local canton in the shape of 75 contributions (projects, publications, student dissertations, events).

This Annual Report is intended to provide a detailed insight into our activities while highlighting possibilities for topic-based and institutional collaboration.



Professor Andreas Deuber

Director of the Institute for Tourism and Leisure

1 Institute for Tourism and Leisure: Organisation and Management

The Institute for Tourism and Leisure (ITF) is the centre of excellence in tourism at the University of Applied Sciences of the Grisons. We are an important Swiss institution for education, further education and research in tourism and leisure at university level, with a national and international impact.

Our Bachelor's and Master's programmes in Tourism and Service Design are predominantly international. These programmes are at the front of the pack in terms of content and teaching, giving our students the professional and personal skills they need to be perfectly prepared for a career in tourism, leisure and other service industries. Thanks to the support of a professional 'International Office', we are able to offer our students and staff appealing exchange trips, and many of them make use of these opportunities.

In research and service, we focus on the fields of 'Service Innovation', 'Tourism 4.0', 'Management of Tourist Real Estate and Infrastructure' and 'Sustainable Development'. Our partners and clients are destinations, service providers and associations, as well as politicians and administrators. We work with them to develop solutions to corporate, social and political issues relating to tourism and leisure, integrating our students into this whenever possible so we can assist them in building up practical skills.

A series of events, such as the Tourism Trend Forum (TTF) or the Distinguished Speakers Series (DSS), sees the ITF support the exchange of knowledge and experience between academics, the economy, society and politicians.

Department Lived Environment

The ITF is embedded within the 'Department Lived Environment' at the University of Applied Sciences of the Grisons. The term 'lived environment' encompasses the smallest communities, large-scale lived environments, specific kinds of lived environments and the entire habitat of all living beings and social groups. The Department Lived Environment at FHGR focuses on the alpine environment, where settlement structures develop in a decentralised manner due to the natural valleys, creating spaces for living, working and leisure that are networked with one another to differing extents. The complex issues associated with this call for holistic approaches and solutions that cannot solely be handled by one single discipline. The topic of 'lived environment' focuses on the sustainable development of these spaces through a combination of the disciplines of tourism, architecture, civil engineering and economics.

The applied research and consulting projects are highly practical and closely linked to the region, integrating approaches from sustainable development and requirements relating to digitisation. In turn, this leads to holistic, innovative solutions.

1.1 Organisation

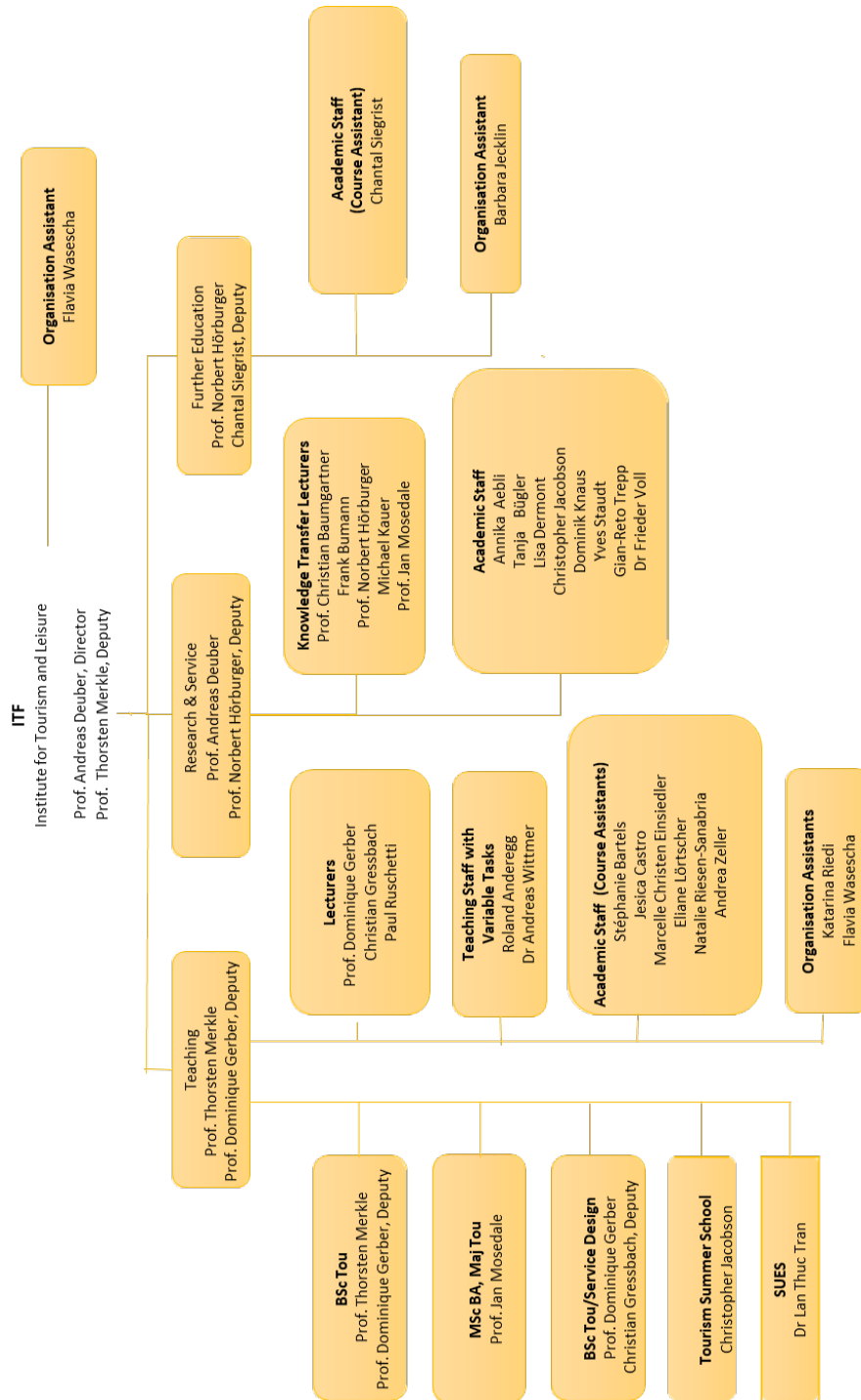


Figure 2: The organisation of the Institute for Tourism and Leisure (ITF)

1.2 ITF team

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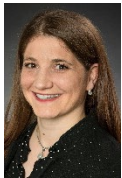
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1.3 Advisory Board

The ITF is supported by a broad-based advisory board that reflects the ITF's programmes and developments, while contributing external perspectives from the market, academia and politics.

Members	Position*
Professor Pietro Beritelli	Deputy Director IMP-HSG
Michael Caflisch, lic.rer.pol	Head of Tourism Development, Economic Development and Tourism Agency of the Grisons
Barbara Gisi, lic.iur.	Director of the Swiss Tourism Federation
Reto Gurtner, lic.oec., lic.iur.	President and delegate of the Board of Directors of Weisse Arena AG
Julia Kamber, Dr. med.	Member of the clinic's management, Klinik Gut
Richard Kämpf, lic.rer.pol.	Head of Tourism Policy at the State Secretariat for Economic Affairs, SECO
Harald Pechlaner, Professor	Professor and Head of the Centre for Entrepreneurship, Catholic University of Eichstätt-Ingolstadt
Daniel Renggli, EMBA	CEO, REVIER Hospitality Group
Philipp Ries, MSc in Computer Science	Head of EMEA Assistant Distribution Partnerships, Google Switzerland
Gerry Romanescu	Director of Lodging and Tourism, PWC Switzerland
Rolf Schafroth	Chairman of Nezasa, Tourism Council of the Grisons
Jürg Schmid	Executive Director, Schmid Pelli & Partner, President, Graubünden Ferien

*Only the most important role in a tourism context is stated.

Table 1: ITF's advisory board

2 Bachelor of Science in Tourism (Full-Time and Part-Time)

As a university of applied sciences, the University of Applied Sciences of the Grisons, and by extension, the ITF, has a four-fold task to undertake in terms of teaching, research, service and further education. The cornerstone of this at the ITF is represented by teaching, with its range of degree programmes:

- BSc in Tourism (full-time degree)
- BSc in Tourism (part-time degree with a major in Service Design)
- MSc in Business Administration with a major in Tourism
- Tourism Summer School as a stepping-stone for graduates of higher education colleges in tourism and hotel management, enabling them to enter directly into the last year of the BSc in Tourism course
- Cooperation programme with Shanghai University of Engineering Science (SUES)

The ITF holds a leading position in terms of academic education within Switzerland's tourist sector, and has an international impact. A degree from FHGR stands out compared to tourism teaching institutions in tertiary area B (higher education colleges) thanks to its research-based teaching, highly practical nature and international network.

In education, the ITF adheres to the three maxims of practicality, quality and innovation, and consequently provides young people with the perfect preparation to enter the world of work in both a Swiss and an international context. Thanks to FHGR's strategic sustainability initiatives, we support our students and graduates to develop into responsible experts and managers.

Bachelor of Science (BSc) in Tourism

(Professor Thorsten Merkle, Professor Dominique Gerber)

This full-time Bachelor's degree is the focus of education in tourism at FHGR.

80% of students come from outside the Grisons, with a majority coming from other parts of Switzerland and overseas. The language concept enables the degree to be provided both in a fully English-language variant and in mixed classes with events held in German and English. This also facilitates international student exchanges, which are very important.

In 2019, the curriculum for the BSc in Tourism was fully revised to take on a broad-based bottom-up approach that revolves around competences. The new curriculum applies to students starting their degrees from 2020 onwards.

Professional competence	Methodological competence	Personal competence
<p>They gain knowledge of...</p> <ul style="list-style-type: none"> - the national and international tourism market - economics - management studies, project management and organisational theories - methods of service management - marketing - digital skills in functions relevant to their course - research methods - social and cultural theories - communication theories and models - sustainability and ethics - business studies 	<p>They gain the ability to...</p> <ul style="list-style-type: none"> - research - manage projects - communicate with their audience in mind - develop tourist products - think innovatively 	<p>They boost their ability to...</p> <ul style="list-style-type: none"> - work collaboratively in an intercultural context - act ethically and sustainably - undertake (self) reflection and self-organisation - develop learning strategies to enable them to continue their studies in a largely independent manner and see learning as an ongoing process (life-long learning) - communicate in other languages

*Figure 3: Competences

2.1 Student Numbers

Student numbers for the BSc in Tourism degree course have developed as follows:

	2011	2012	2013	2014	2015	2016	2017	2018	2019
Number of students on the BSc in Tourism	305	317	322	316	279	266	259	324	338
Course entrants: Bachelor's level									
- BSc Tou	124	131	115	105	81	93	97	94	87
- Service Design (part-time)							20	33	25
Number of classes BSc Tou First year of study, German	3	3	3	3	2	2	2	2	2
Number of classes BSc Tou First year of study, English	1	1	1	1	1	1	1	1	1
Number of classes BSc Tou, Service Design, first year of study (part-time)							1	1	1

Table 2: Development of the number of Bachelor's students

The following specialisations (majors and minors) are offered within the full-time BSc in Tourism. The part-time BSc in Tourism looks at a single topic, Service Design.

	2011	2012	2013	2014	2015	2016	2017	2018	2019
Event Mgmt. major (from AS 2015: Event Communication)	21	19	18	24	19	11	15	18	19
Leadership major (from AS 2018: Leadership and Change)**	15	3	6	10	4	3	3	2	5
Mountain and Leisure Mgmt. major (ended in AS 2015)		10	0	0	--	--	--	--	--
Marketing and Product Development in Tourism major	25	27	21	12	14	19	11	16	34
eCommerce and Sales in Tourism major			21	27	25	30	13	19	13
Sports Mgmt. major (ended in AS 2019)	14	12	14	17	24	19	5	14	--
Sustainable Tourism Mgmt. major (ended in AS 2014)	0	21	0	--	--	--	--	--	--
Transportation major (ended in AS 2017)	19	14	23	16	11	20	--	--	--
Sustainable Tourism and International Development major (new from AS 2017)							17	22	22

*AS = autumn semester, **in collaboration with Business Administration

Table 3: Student numbers for the majors

	2011	2012	2013	2014	2015	2016	2017	2018	2019
Cross Cultural Competence minor (ended in AS 2015)	52	26	47	37	--	--	--	--	--
Hospitality Mgmt. minor	14	26	30	33	30	24	23	36	22
Media and Public Relations minor	33	60	45	67	56	66	26	33	40
Niche Tourism minor	14	17	17	19	26	28	28	33	37
Sustainable Tourism Mgmt. minor (Sustainability Empowerment from AS 2015; ended in AS 2018)	19	18	13	13	21	19	19	--	--
Insights into Transportation minor (ended in AS 2015)	11	16	21	15	--	--	--	--	--
Leisure Mgmt. minor	17	31	25	10	23	26	16	19	19
Leadership and Organisational Behaviour minor (ended in 2019)	44	54	41	48	38	44	21	40	40
Mountain Tourism Mgmt. minor	--	--	14	10	14	16	13	13	15
Product Development and Mgmt. minor (ended in AS 2016)	32	31	21	42	46	--	--	--	--
Sports Event Mgmt. minor (Event Mgmt. from AS 2015; ended in AS 2018)	41	43	45	31	45	0	23	--	--
Real Estate Mgmt. in Tourism and Hospitality minor (ended in AS 2012)	12	--	--	--	--	--	--	--	--
Designing Memorable Experiences minor (new from AS 2015)	--	--	--	--	37	29	25	26	21
Health Tourism minor (new from AS 2015; Health Tourism Mgmt. from AS 2018)	--	--	--	--	0	0	0	22	25
Retail Mgmt. minor (new from AS 2015)	--	--	--	--	24	29	0	0	--
Quality Mgmt. minor (new from AS 2015; Service Quality Mgmt. from AS)	--	--	--	--	12	10	0	17	18
Integrated Mobility Mgmt. minor (new from AS 2018)	--	--	--	--	--	--	--	9	--
Aviation Mgmt. minor (new from AS 2017)	--	--	--	--	--	--	19	33	38
Academic Research in an International Context minor (new from SS 2019)	--	--	--	--	--	--	--	--	4
Sports Tourism minor (new from spring semester 2020)	--	--	--	--	--	--	--	--	--

Table 4: Student numbers for the minors

2.2 Dissertations

The International Bachelor Thesis (IBT) is the most important dissertation, and, with 12 ECTS credits, the one that carries the most weight, too. With the IBT, students in their third year of study show that they are able to independently plan out a demanding issue of practical relevance within the specialist disciplines of tourism and leisure, within a prescribed period of time and in line with academic standards, while also developing, documenting and presenting suggested solutions.

This tests their professional competence, methodological competence and self-competence. Students generally choose their topic and 'co-advisor', the external client, themselves, but they can also apply for a topic from the topic list.

Total number of IBTs: 91		
Divided by language	• English	60
	• German	31
Divided by geographical area	• Grisons	17
	• Rest of Switzerland	68
	• International	6
Practical focus	• Service innovation	54
	• Tourism 4.0	13
	• Mgmt. of tourist real estate and infrastructures	5
	• Sustainability	19

Table 5: Total number of IBTs

2.3 Study Week Abroad (SWA) and Study Days

As in every spring semester, the Study Week Abroad, the practical component of the Project Mgmt. module, took place in the first week of June 2019. For this, the students organise a study trip and explore a topic of relevance to tourism, after having defined research questions and selected business partners in advance.

The objectives of **Study Week Abroad 2019** were:

Objectives and topics	Supporting lecturer
Armenia – Sustainable Armenia	Dr Frieder Voll
Azores, Portugal – Prevention of mass tourism in São Miguel	Professor Christian Baumgartner
Baku, Azerbaijan – Urban development in the light of UNESCO cultural and historical heritage status	Dr Thuc Lan Tran
Bilbao, Spain – The Bilbao effect	Christian Gressbach
Gdansk, Poland – Social trends in Tourism	Jürg Hüsser
Nur-Sultan, Kazakhstan – MICE Tourism in Nursultan	Professor Thorsten Merkle
Copenhagen – ‘Hygge’ in connection to the everyday life of the Danes, design and tourism	Michael Kauer

Table 6: Objectives/topics and supporting lecturers for the Study Week Abroad

The Study Days took place for the Service Design course for the first time in the spring semester. The Study Days are a shortened version of the Study Week Abroad, for our part-time students, where students explore a Service Design topic that relates to tourism.

The objectives of **Study Days 2019** were:

Objective and topic	Supporting lecturer
Berlin – Service Design meets digitalisation.	Professor Dominique Roland Gerber
Innsbruck – Tracking down tourist product development, as illustrated by summer tourism in Innsbruck.	Jürg Hüsser
Copenhagen – Researching the organisation, marketing and operation of cycling in Copenhagen with regard to Service Design.	Christian Gressbach

Table 7: Objectives/topics and supporting lecturers for the Study Days

2.4 Distinguished Speakers Series (DSS)

The DSS (Distinguished Speakers Series) format was introduced in 2015 and has now become a firm fixture at the ITF. We were able to welcome top-class speakers in 2019.

Date	Speaker	Topic
21 Feb 2019	Alexander Bernhard Director of Seilbahnen Schweiz (SBS)	Swiss cableways – challenges and chances
7 Mar 2019	Tobias Bowald Strategy and Innovation Transport Mgmt. SBB AG	How to get a tanker moving – Making SBB agile
7 Mar 2019	Klaus Brüggemann Supervisory Board of Hertha BSC	From the lecture hall to the stadium – Sport and events as a career path; paper at the ITB Berlin Convention
28 Mar 2019	Pascal Jenny Tourism Director of Arosa	The Arosa bear sanctuary – new ways of destination Mgmt.
11 Apr 2019	Reto Rey CPO qiip quenzer international innovative projects	Lasting benefit or financial hangover? Sustainable infrastructures for major events
25 Apr 2019	Patrick Naef Former CIO of Emirates Airlines	Digital transformation: myth or reality?
9 May 2019	Mario Enchelmaier Manager Culinary Experience at LSG Sky Chefs	SMART Cooking – the slightly different DSS Event
26 Sept 2019	Jonas Meuli Pricenow AG David Wyssen Bellwald Sportbahnen AG	Dynamic pricing & data analytics – first insights into a new era for mountain railways
10 Oct 2019	Elke Hausdorf travelArt Chile	From start-up to market leader – the journey of a leading inbound tourism company in Chile
31 Oct 2019	Renato Fasciati Director of Rhaetian Railway	Moving Grisons forward – the challenges of leading a long-standing railway corporation into the digital age
14 Nov 2019	Mirjam Frei Manager of Market Research at Switzerland Tourism	Tourism Monitor Switzerland – the largest national guest survey in the leisure sector

Table 8: DSS events

2.5 Student Exchange

The topic of 'student exchange' is very important to our students as it enables them to gain international experience and expand their network. Exchange students (both incoming and outgoing) are supported and coached by the International Office. Free-mover exchange (i.e. dematriculation at the home university and matriculation at the host university) opens up the opportunity for an overseas exchange if official places are already full or if a request is made for a university outside the cooperation network.

In 2019, six students returned from their year abroad at the University of the Sunshine Coast in Australia (USC), our partner university. The ITF has a double degree agreement with USC, enabling students to complete their second year of their degree at USC. After they successfully complete their degree, they will hold both a BSc in Tourism from FHGR and a BSc in Business Administration from USC.

Spring semester 2019			
Incoming		Outgoing	
The Hong Kong Polytechnic University, Hong Kong (China)	1	Nanyang Polytechnic, Singapore	2
University of Balearic Islands (UIB), Spain	1	USC Queensland, Australia	2
		International School of Law and Business Vilnius, Lithuania	2
		Solent University, UK	1
		Warmadewa University Denpasar, Indonesia	1
		Babeş-Bolyai-Universität Cluj, Romania	1
		IMC Krems, Austria	1
		Universidad de Sevilla, Spain	1
Total	2	Total	10

Table 9: Exchange students for the spring semester

Autumn semester 2019

Incoming

Outgoing

Hochschule Heilbronn, Germany	2	The Hong Kong Polytechnic University, Hong Kong (China)	2
IMC FH Krems, Germany	1	Haaga-Helia University of Applied Sciences, Finland	4
Nanyang Polytechnic, Singapore	4	Breda University of Applied Sciences, The Netherlands	2
Universitat de Girona, Spain	1	ESC La Rochelle, France	3
Hochschule Heilbronn, Germany	2	Universitat Autònoma de Barcelona, Spain	3
IMC FH Krems, Germany	1	Prince of Sonkla University Phuket, Thailand	1
Nanyang Polytechnic, Singapore	4	Dalarna University, Sweden	2
Universitat de Girona, Spain	1	San Diego State University, USA	1
Hochschule Heilbronn, Germany	2	Thompson River University, Canada	1
IMC FH Krems, Germany	1	Nanyang Polytechnic, Singapore	2
Nanyang Polytechnic, Singapore	4	Leeds Beckett University, UK	2
Universitat de Girona, Spain	1	Universidad de Girona, Spain	1
		Babeş-Bolyai-Universität Cluj, Romania	1
		Udayana University Denpasar, Indonesia	1
		Warmadewa University Denpasar, Indonesia	2
		Anâhuac Mayab, Mérida Mexico	1
		University of Guelph, Canada	1
Total	7	Total	30

Table 10: Exchange students for the autumn semester

2.6 Tourism Summer School (TSS)

(Christopher Jacobson)

In collaboration with Academia Engiadina, the ITF has been offering a Tourism Summer School (TSS) in Samedan since summer 2018, with students at Academia Engiadina, above all, making active use of this. The TSS replaces the Coordinated Transfer Procedure (KÜV) that was in place previously.

Within the framework the various teaching events that are to be completed both alongside and after the course at the higher education college, students are prepared for a transfer into the third year of the BSc in Tourism full-time degree or the part-time degree in Service Design at FHGR, over the course of two summers. After an additional time outlay of one year, or three semesters, they obtain a Bachelor's degree, the BSc in Tourism.

	2011	2012	2013	2014	2015	2016	2017	2018	2019
Number of students in the year when the course started	13	4	12	9	10	9	12	21	20
Transfers to the Bachelor's programme	8	3	10	3	7	5	11	16	open
Bachelor's graduates from the year	6	1	10	3	7	5	9	open	open

Table 11: TSS students

2.7 Shanghai University of Engineering Science (SUES)

(Dr Thuc Lan Tran)

The University of Applied Sciences of the Grisons and Shanghai University of Engineering Science (SUES) signed a cooperation agreement as far back as 2013. The aim behind the agreement is the construction of a joint programme that enables SUES students to complete tourism education at the level of a higher education college. The content lead within FHGR is handled by the ITF, which makes its specialist skills available for the development of a tourism course for SUES.

For this, teaching is divided into 15 subjects, which are taught in Shanghai by FHGR lecturers. They take the form of four blocks (modules) over two years (from the third to sixth semester). The 'Sino-Swiss students', as they are called, receive an excellent insight into tourism topics, as the 15 modules are aligned with FHGR's Bachelor's degree in tourism. Afterwards, the best students have the opportunity to receive a Bachelor's degree in tourism in Chur.

In autumn 2018, the first four students joined the fifth semester of the full-time BSc in Tourism, completing it successfully in September 2019. The ITF was able to welcome six further students from Shanghai for the 2019 autumn semester.

3 Master of Science in Business Administration (Tourism)

(Professor Jan Mosedale)

The ITF is a partner of the Master of Science in Business Administration and is responsible for the major in Tourism. In 2019, 15 students were welcomed as part of the course kick-off at FHGR. As with every year, the students on the course come from all around the world. Alongside students from Switzerland, students starting the course hailed from Azerbaijan, China, Germany, India, Indonesia, Italy, Colombia, Saudi Arabia, Tanzania and the USA.

Its international nature is a key element of the Master's degree: dealing with an array of cultures and international experiences enables students and teachers to discuss the challenges of tourism in the various countries in question. The international character of the degree course is greatly appreciated by students and lecturers alike, and is a unique characteristic of the major in Tourism.

	2011	2012	2013	2014	2015	2016	2017	2018
Overall number of students on the MSc BA, major in Tourism	18	24	33	35	26	24	27	30
Course entrants on the MSc BA, major in Tourism	11	11	22	12	11	13	14	16

Table 12: Student numbers for the MSc in Business Administration, major in Tourism

Excursion to Mallorca

As every year, some students on the Master's programme were able to undertake an international excursion in October, gaining an array of insights into the international tourism sector and familiarising themselves with various solutions to local challenges. This multi-day excursion is a supplementary, didactic form of teaching and learning in the Master's course in Business Administration with a major in Tourism. Practical experience on the ground plays just as much of a role during the excursion as stimulating discussions with tourist service providers and the development of a feeling of solidarity within the group.

During the excursion to Mallorca, the following topics were discussed with the city of Palma de Mallorca, environmental and community associations and companies:

- The impact of increasing visitor numbers on inner-city districts in Palma de Mallorca, primarily with regard to Air B&B and boutique hotels.
- Building density in Playa de Palma since 1970, with capital being moved from agriculture/shoe manufacturing to tourism.
- Innovation and technology, plus drivers of change for tourism.

Revision of the curriculum: Master's in Tourism & Change

As part of the institutional accreditation, the university made some changes to teaching that also impacted the curriculum for the Master's degree. Given these amendments and with regard to its practical benefit, the Master's degree is being realigned for the 2020 autumn semester to focus on change.

The tourism sector is in the throes of change. On the one hand, it is subject to an array of change factors while, on the other, tourism itself contributes to change:

- Tourism can change the social structure of a destination and, in extreme cases, lead to overtourism.
- Extreme weather phenomena caused by climate change have a negative impact on how destinations are perceived, while tourism contributes to global greenhouse gas emissions.
- New digital technologies affect travel behaviour and can lead to fundamental changes within the booking process.

In the Master's degree in Tourism & Change, students are given a well-founded basis in business administration and specialise in change in tourism. They analyse various change factors, assess the consequences of change for the tourism sector and determine how changes in tourism can be overcome and shaped.

When the content of the curriculum was reviewed, the teaching and learning methods were also adjusted at the same time, with the aim of further boosting students' skills. As a result, the flipped-classroom method was introduced into some of the new modules. In this approach, students gain knowledge by undertaking appropriate tasks prior to in-person classes. This leaves time in in-person classes for them to apply their knowledge in discussions, workshops, exercises, etc., thereby continuously improving students' skills. The newly adjusted course is being marketed at the moment, and the initial registration figures show that interest in the Master's degree in Tourism & Change has increased.

4 Further Education

(Professor Norbert Hörburger)

The ITF offers two further education courses to support practitioners' professional development, at the level of the Certificate of Advanced Studies (CAS).

CAS Event Mgmt.

The CAS Event Mgmt. (15 ECTS credits), organised jointly by the University of Applied Sciences of the Grisons and HFT Graubünden, includes topics such as sports events, cultural events and corporate events. Participants can expect an exciting mix of well-grounded theoretical fundamentals, which are networked from a practical perspective with various partner events. Topics from business administration, such as financial and project Mgmt., ecology and event law are discussed, with a special focus on staging events, press work and sponsoring. Additional content encompasses budgeting, event knowledge, leadership and organisation.

CAS Tourism 4.0

Digitisation represents a major opportunity for Swiss tourism, but it also poses a challenge because companies and organisations often lack the necessary specialist skills. The CAS Tourism 4.0 (15 ECTS credits), introduced in 2019, is a module-based further education course which focuses on digitisation in tourism.

The course concept revolves around two mandatory modules that look at digital opportunities in marketing and sales for service providers and tourism organisations, plus the digital transformation and networking of the sector. Students can choose two of the four compulsory elective modules of Product & Service Design in Tourism, Hotel Mgmt., Principles of Tourism and Alpine Destination Mgmt.. This enables them to tailor their degree to their own interests and shape it more flexibly in terms of time, too. A certificate dissertation is required to obtain the CAS Tourism 4.0 at the end of the course, but it is also possible to attend individual modules without gaining the certificate.

	2017	2018	2019
CAS Event Mgmt.	25	24	25
CAS Tourism 4.0	-	-	14
• Entire CAS	-	-	5
• Participants in individual modules	-	-	

Table 13: Student numbers on further education courses

5 Research projects

The ITF has a broad research portfolio across its four fields of research. This is a list of major projects that were completed in 2019.

Project name	InfraTour – Communities as Tourist Companies
Project head(s)	Andreas Deuber (ITF), Curdin Derungs (ZVM)
Project member(s)	Norbert Hörburger, Gian-Reto Trepp (ITF); Gian Andri Hässig (ZVM)
Project start date	1 Mar 2017
Project end date	31 May 2019
Primary area of research	Development and Mgmt. of tourist real estate and infrastructures
Partners	Municipalities of Arosa, Flims, Scuol, St. Moritz, Surses and Vals; Economic Development and Tourism Agency (AWT) GR; Communities Agency (AfG) GR
Funding	Municipalities of Arosa, Flims, Scuol, St. Moritz, Surses and Vals; NRP AWT GR; FHGR funding association

Description:

Tourism infrastructures are expensive and often unprofitable, due to ever-shorter lifecycles and the high maintenance costs for buildings and facilities. As a result, financing them with private funds alone is increasingly challenging, particularly in rural seasonal holiday regions. However, as up-to-date infrastructures are essential for tourist development, the public purse often makes up the shortfall. Municipalities, in particular, feel partly responsible for economic development and tourism. It is clear that they are providing financing across Switzerland, whether for local cable cars, hotels, leisure parks or congress centres. This leads to high financial commitments, tying up substantial funds and not always leading to the desired results.

In a [research report](#), the theoretical principles are explored, and the extent and Mgmt. of financial commitment by tourism communities is recorded. The separate [guidelines](#) are based on these considerations and findings. The objective of the guidelines is to provide practical analysis tools and recommendations for communities, and to support them during challenging decisions. Approaches from modern public Mgmt. and good-practice examples are intended to show how participation Mgmt., and the decision-making process, can be shaped optimally. To do so, the guidelines are intended to help communities make sustainable investment decisions that make sense in the long term. Furthermore, the 'InfraCheck' also offers assistance, encompassing twelve criteria and more than 20 questions and thereby covering every key aspect of relevance to funding decisions.

The project was carried out in an interdisciplinary manner by the Institute for Tourism and Leisure (ITF) and the Centre for Public Mgmt. (ZVM) at the University of Applied Sciences of the Grisons.

Project name	RenoRent – Renovating and mobilising second homes for tourism
Project head(s)	Norbert Hörburger, Andreas Deuber
Project member(s)	Gian-Reto Trepp
Project start date	1 Jan 2018
Project end date	28 Feb 2019
Primary area of research	Development and Mgmt. of tourist real estate and infrastructures
Secondary area of research	Service design
Partners	Interhome AG Glattbrugg, Kunz AG Klosters, Jägli & Schneider AG Davos, Delta Möbel AG Haag, Bernhard Holzbau AG, Caviezel AG Davos, Kanzlei Kunz Schmid Chur
Funding	NRP AWT GR, Graubündner Kantonalbank GKB

Description:

The destination of Davos Klosters has around 8,000 holiday homes and second homes, with around 6,000 of them in need of renovation of some kind. The majority of these homes were built in the 1970s, and they require comprehensive investment in the renovation of sanitary facilities and fittings. Some of them have been passed down through two or three generations, and these people often have little interest in their property (e.g. joint heirs) and are not able or willing to invest in it.

The project aims to use the example of the destination of Davos Klosters to develop a business case to renovate these homes and market them to tourists. A rental portfolio of second homes is to be constructed, with these properties renovated en masse (and by extension, cheaply) and marketed via booking platforms. The business model can be scaled up, meaning it can be extended to cover other destinations in the Canton of Grisons and Switzerland.

As part of the project, renovation and maintenance costs for a home portfolio are surveyed, along with potential rental prices. In addition, the extent to which owners of second homes would accept a 'RenoRent' model is reviewed. Legal expertise, provided by an external partner, is required to assess the legal implications of investment in third-party properties. The data and information gained are used to develop the business model, define the key contractual principles and carry out profitability calculations using various scenarios.

Project name	What's Flix? How do different user groups see and experience Alp Flix?
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Project head(s)	Frieder Voll
Project member(s)	Tanja Bögler, Annika Aebli
Project start date	1 Feb 2018
Project end date	1 May 2019
Primary area of research	Sustainable development
Secondary area of research	Service innovation
Partners	Agency for Nature and the Environment of the Grisons (ANU), Parc Ela association
Funding	Agency for Nature and the Environment of the Grisons (ANU), Parc Ela association

Description:

Alp Flix is one of the most popular areas in Parc Ela, with large numbers of tourists visiting it in the summer. At the same time, Alp Flix is a protected site, as a moorland landscape of national importance. Various visitor Mgmt. measures have already been taken to enable people to experience this area while also protecting its natural potential.

The aim of the project lies in better understanding visitors' experiences on Alp Flix. On the one hand, there is the question of why visitors come to Alp Flix, how they perceive it, what structures they like and where they believe there is room for improvement. On the other, it is necessary to explore whether visitors are aware of the special value of the moorland landscape and whether they have enough information and awareness.

As the name of the project implies, an innovative app-based method was used to answer these questions. The app enabled visitors to record their experiences independently, in the form of a digital diary, without being influenced by the research team. GPS data was also stored alongside this, revealing where visitors spend their time. Visitors were asked to document their impressions in the app itself, using their own photographs and comments.

The cultural and natural landscapes of Alp Flix are especially important to visitors, being seen as particularly attractive even if they do not always mention them directly. The panorama receives great praise, although many visitors complain about the expansion of the roads and paths: they break up the panorama, on the one hand, and disrupt the experience of hiking, on the other, as there is more traffic. The two most popular areas for tourists are the lakes and streams, and the food & beverage outlets. This suggests that the visitor Mgmt. methods seem to be working.

However, increasing visitor numbers and traffic issues impinge on visitor experience in the long term and negatively impact nature conservation, which requires additional measures. Given that visitors would like more information about flora, small-scale landscape structures and the history of their Mgmt. and construction, these topics could be used both for visitor Mgmt. and knowledge transfer.

Project name	
Survey of health tourism products in the Grisons	
Project head(s)	Andrea Zeller
Project member(s)	Stéphanie Bartels, Andreas Deuber, Eliane Lörtscher
Project start date	1 Jun 2019
Project end date	30 Sept 2019
Primary area of research	Sustainable development
Partners	Health Tourism Steering Group of the Canton of Grisons; Department for Justice, Security & Health
Funding	Department for Justice, Security & Health

Description:

With its comprehensive, decentralised healthcare provision, the tourist canton of Grisons is also a 'health canton'. There is the intention to use this potential to a greater extent from a tourism perspective, positioning the canton more as a destination for health tourism. Tourism is intended to be boosted by tapping into new target groups for health tourism products, increasing tourism-based value-creation. In this regard, there is the desire to develop concepts and strategies to boost export-focused health services. The project surveys and categorises existing health tourism products, with this overview capable of serving as the basis for product development.

6 Service projects

The ITF handles service projects on behalf of third parties on an ongoing basis. These projects are completed by Institute staff, with students sometimes providing assistance. This is a list of major projects that clients have agreed may be disclosed.

Project name	Tourism-based potential analysis for Appenzeller Bahnen
Project head(s)	Frank Bumann
Project member(s)	Andreas Deuber, Dominik Knaus, Lena Pescia
Project start date	1 Mar 2019
Project end date	30 Dec 2019
ITF competence area	Tourism-related potential analysis
Client	Appenzeller Bahnen

Description:

Appenzeller Bahnen are reviewing potential alternatives for operating the three outdated gearwheel tracks in their network of routes, all of which have an overly low cost recovery rate. To this end, the expert report on 'Alternative ways of operating cable car lines for the Appenzeller Vorderland and Altstätten-Gais' was commissioned by Appenzeller Bahnen. To add to this, FHGR was commissioned by Appenzeller Bahnen to assess the tourism potential of these three lines.

Customer analysis was executed on the basis of a customer survey carried out by students at FHGR, and an interdisciplinary service design workshop saw potential approaches to future service design be sketched out. On the basis of a regional service analysis and expert interviews, the development opportunities of the tourism region of St. Gallen-Appenzell were assessed and the tourism potential of the three routes over the next 25 years was evaluated.

In addition, the steps needed to tap into this potential were shown (e.g. marketing, product development, strategic partnerships), along with the consequence of discontinuing tourism in the region. Subsequently, various courses of action were highlighted for Appenzeller Bahnen.

Project name	Benefit and impact analysis for the Bolgen area in Davos
Project head(s)	Frank Bumann
Project member(s)	Gian-Reto Trepp, student on the MSc in BA Major Tourism
Project start date	1 Mar 2019
Project end date	30 Sept 2019
ITF competence area	Use and development of tourist infrastructure
Client	Bergbahnen Davos Klosters

Description:

The Bolgen area has been the key sports hub and meeting place in the destination of Davos since 1934. The area is located right next to the RhB cable car and railway station, and is very well-connected as a result. It is zoned for agriculture or winter sports and events; it can be used for winter sports, and indeed, it sees intensive use in this regard. There is no legal basis on which to construct buildings or sport-related infrastructure to adapt it to modern-day needs. Alongside existing studies, the aim is consequently to demonstrate its economic significance and long-term benefit for Davos, and serve as an argument for the desired rezoning to enable it to be used more flexibly. Using expert interviews, the first step saw the user structure be analysed, and the economic significance of the area highlighted for Davos as a destination. In an additional step, future usage requirements were analysed on the basis of changed customer needs and possible actions highlighted.

Project name	Responsive design online booking tool for group trips
Project head(s)	Corsin Capol, Christopher Jacobson
Project member(s)	Marc-Alexander Iten
Project start date	1 Feb 2019
Project end date	31 Mar 2019
ITF competence area	Tourism 4.0, Internet of Things and ICT
Client	Graubünden Ferien

Description:

Following the 'Custom online bookable offers for group trips' project supported by Innosuisse, the Institute for Photonics and ICT (IPI) and the Institute for Tourism and Leisure (ITF) were commissioned by Graubünden Ferien (GRF) to implement the responsive design for the prototypes of the dynamic packaging platform. In addition, additional functionalities were developed in a customer-centric manner based on findings relating to user behaviour, and new functional requirements were implemented.

Project name	
Project head(s)	Norbert Hörburger
Project member(s)	Andreas Deuber, Chantal Siegrist
Project start date	1 Aug 2018
Project end date	30 Apr 2019
ITF competence area	Further education service
Client	Economic Development and Tourism Agency (AWT, Grisons)

Description:

To provide tourism experts and interested members of the public with an overarching overview of the topic of digitisation in tourism, the ITF was permitted to hold a series of one-day informational events in various destinations across the Grisons, commissioned by the Economic Development and Tourism Agency (AWT). Held under the heading of *Digital Tour Tourism 4.0*, these events piqued participants' interest in the digitisation of the tourist sector in a targeted manner, and informed them about further education in this field.

Throughout a varied four-hour overall programme, participants received information and practical examples of application from the fields of digital transformation, digital marketing & sales and service innovation. The specialist event was opened by the keynote on 'Opportunities of Tourism 4.0 – Findings from industry' given by Professor Deflorin and Professor Forster, lecturers at universities of applied sciences. The subsequent break-out sessions on the above three areas included talks from distinguished specialists, alongside presentations on suitable best-practice examples. This enabled visitors to learn how digitisation is already being used in tourism, and where its future potential is to be found. The concluding discussion that wrapped up the event enabled visitors and speakers alike to discuss additional aspects and answer questions.

The programme was designed by both our partner schools from Campus Tourismus Graubünden (Swiss School of Tourism and Hospitality SSTH Passung and Academia Engiadina Samedan), as well as Graubünden Ferien and GastroGraubünden. The *Digital Tour Tourism 4.0* took place in March and April 2019 in Chur, Davos, Samedan, Laax and Scuol.

Project name	Verrucano Mels culture and congress house: the creation of an operating concept with a financial business plan and organisation model
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Project head(s)	Norbert Hörburger
Project member(s)	Chantal Siegrist, Gian-Reto Trepp, Roland Köppel, Dominik Knaus
Project start date	1 Jan 2019
Project end date	31 Jul 2019
ITF competence area	Development and Mgmt. of tourist real estate and infrastructures/service design
Client	Municipality of Mels

Description:

An operating concept and a pricing & organisation model was developed for Verrucano Mels culture and congress house, which is under construction. The possible financial development of the property was depicted in a financial business plan. Our study served to determine the type of Mgmt. (primarily in catering), set future usage pricing and depict the organisation's embedding within the municipality. The project's findings are based on data relating to comparable properties and user surveys.

Project name	Bergbahnen Scuol visitor survey
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Project head(s)	Norbert Hörburger
Project member(s)	Chantal Siegrist, Gian-Reto Trepp
Project start date	1 Jun 2019
Project end date	30 Apr 2020
ITF competence area	Service innovation (development and Mgmt. of tourist real estate and infrastructures)
Client	Bergbahnen Scuol AG

Description:

Execution of a visitor survey to assess visitors' satisfaction with the summer and winter service offered by Bergbahnen Scuol AG.

Project name		Service design project development Graubünden Ferien
Project head(s)		Dominik Knaus
Project member(s)		Stéphanie Bartels
Project start date		1 Feb 2019
Project end date		30 Nov 2019
ITF competence area		Service innovation
Client		Graubünden Ferien (GRF)

Description:

Graubünden Ferien (GRF) operates its own open innovation platform 'Inno-Lab', on which it regularly launches crowdsourcing projects. The ideas generated from this are developed into idea concepts, and solutions based on them are implemented in the form of prototypes. The ITF assists GRF with various projects relating to creating and testing prototypes.

Project name		Service design project: 'Refining customer-centric services into experiences'
Project head(s)		Dominique Roland Gerber, Dominik Knaus
Project start date		31 May 2018
Project end date		30 Jan 2019
ITF competence area		Service innovation
Client		University Hospital Zurich (USZ)

Description:

In spring 2019, the University Hospital Zurich opened a new complex with a modern outpatient department, aiming to achieve a high level of quality in terms of the services to be rendered, through targeted collaboration with all the stakeholders involved. The objective was to develop new services along the patient process, differentiating it from other hospitals. The ITF assisted and supported the preparation and implementation of this objective in terms of content and methodologies. As a basis, qualitative and quantitative customer data was collected, and personae were derived from this for a human-centric development approach. The intention was also for the direction of impact to be developed in conjunction with the affected stakeholders so it could be scaled and replicated to cover the entire USZ.

7 Publications, talks and conferences

Publications in academic-focused media

- Aebli, A. (2019). Tourists' Motives for Gamified Technology Use. *Annals of Tourism Research*, 78.
- Jacobson, C. D., Capol, C., Moser, P. (2019). Aktivitätbasiertes Online-Gruppenbuchungstool. In T. Bieger, P. Beritelli & C. Laesser (Ed.), *Neue Technologien und Kommunikation im alpinen Tourismus (Schweizer Jahrbuch für Tourismus, 2018/2019)*, pp. 149–164). Berlin: Erich Schmidt Verlag.
- Merkle, T., et al. (2019). Digital Application: Evidence from Zurich Airport. *Tourism, Hospitality and Digital Transformation: Strategic Mgmt. Aspects*. K. Tajeddini, V. Ratten and T. Merkle. London, Routledge.
- Ratten, V., Tajeddini, K., Merkle, T. (2019). Tourism, Hospitality and Digital Transformation: The Relevance for Society. *Tourism, Hospitality and Digital Transformation: Strategic Mgmt. Aspects*. K. Tajeddini, V. Ratten and T. Merkle. London, Routledge.
- Tajeddini, K., Ratten, V., Merkle, T. (Ed.) (2019). *Tourism, Hospitality and Digital Transformation: Strategic Mgmt. Aspects*. London, Routledge.

Publications in practice-focused media

- Aebli, A. (2019). Damit Gäste spielend zu Stammgästen werden. In: *HTR Hotel Revue*, no. 23
- Capol, C, Jacobson, C. (2019): Dynamic Packaging für Gruppenreisen. *Bündner Tagblatt*. 05/2019.
- Deuber, A.; von Ziegler, E. (2019) Schweizer Industriekultur als Form des Kulturtourismus. Das Beispiel www.industriekultour.ch. In: *Forum* 33.2019. Thema: Tourismus und Kulturschutz.
- Deuber, A., Derungs, C. (2019) Ursin und Ursina gehen baden. In: *Bündner Tagblatt* 4 March 2019.
- Deuber, A. (2019) Zu Besuch ... beim Institut für Tourismus und Freizeit der HTW Chur. In: *FH-Inline* 2/2019.
- Deuber, A. (2019) Die Hotelbranche ist gewaltig unter Druck gekommen. In: *Immobilien Business* 05/2019.
- Deuber, A. (2019) Smart Hospitality. In: *University of Applied Sciences of the Grisons blog*, 29 October 2019
- Deuber, A. (2019) Vom blauen Davoser Pulli und von der Sehnsucht nach Graubünden. In: *Südostschweiz* 4 December 2019.
- Hörburger, N. (2019) Digitalisierung der Tourismusbranche. In: *Handelszeitung* 24 January 2019.
- Hörburger, N. (2019) Digitalisierung mit Mass und Ziel. In: *Bündner Tagblatt* 4 February 2019.
- Kessler, J., Deuber, A., Tran, T.L. (2019) 3rd Sino Swiss Symposium. Hochschule für Technik und Wirtschaft HTW Chur.
- Maciéczyk, Y., Merkle, T. (2019). Service Quality Mgmt. im Tourismusstudium. In: *Magazin Wissensplatz der HTW Chur*, number 21, 1/2019.
- Tran, T.L. (2019). Allegra a Cuir. In: *Magazin Wissensplatz der Fachhochschule Graubünden*, number 22, 2/2019.
- Tran, T.L. (2019) Immer mehr Chinesen reisen ins Ausland. In: *Bündner Tagblatt* 7 October 2019.
- Trepp, G.-R., Voll, F. (2019). Eine neue Belieferungsvariante für Berghütten? In: *Bündner Tagblatt* 1 September 2019
- Voll, F., Bügler, T. (2019). What's Flix?. Themenschwerpunkt Lebensraum. In: *Einblicke in die Forschung. Magazin der HTW Chur*. Issue 5/2019.

Conference papers

Deuber, A. (2019). Schweizer Ferienhotellerie im 1. Viertel des 21. Jahrhunderts: Herausforderungen und (Überlebens-) Strategien. Guest presentation at the meeting of members of the Association of Graduate Hoteliers (VDH).

Deuber, A., Zeller, A. (2019). Das Smartphone, der neue Travelbuddy – oder nicht? Talk at Grisons Tourist Day 2019.

Deuber, A. (2019). Sport und Gesundheit – Tourismuskonzept von gestern oder für morgen? Public discussion with Pascal Jenny, Director of Tourism for Arosa and Karin Weigelt, entrepreneur and former professional handballer.

Kauer, M., Hörburger N. (2019) Digital Tour of the Grisons, ITF: Digital Customer Touchpoints: Welche Dienstleistungen dem Gast wirklich wichtig sind und wo wir digitale Helfer einsetzen können.

Kauer, M. (2019) Swiss Travel Day, panel discussion on Higher Education in Tourism, Zurich.

Merkle, T. (2019). Developing a Swiss International Tourism Summer School. Asia-Pacific Council on Hotel, Restaurant, and Institutional Education (APacCHRIE), Hong Kong, China.

Merkle, T., Brüggemann, K. (2019). Vom Hörsaal ins Stadion – Sport und Events als Karriereweg. ITB Berlin Convention 2019, Berlin, Germany.

Tajeddini, K., Merkle, T. (2019). Utilising grounded theory to model Airbnb experiences at practice. Asia-Pacific Council on Hotel, Restaurant, and Institutional Education (APacCHRIE), Hong Kong, China.

Voll, F., Bügler, T. (2019). What's Flix? Wie sehen und erleben unterschiedliche Nutzergruppen die Alp Flix? In: Park research Switzerland conference. SCNAT (swiss academy of sciences). 28 October 2019.

Voll, F. (2019). Ein Ende des Staus? Neue Mobilitätskonzepte für Graubünden. Wissenschaftscafé Graubünden. 13 June 2019

Expert work/reports

Bumann F. (2019) Heidiland Playmobil, expert report on TV Südostschweiz, 11 November 2019.

Bumann F. (2019) Visionen und Realismus im Alpenraum, Hotellerie und Gastronomie Zeitung, 20 February 2019

Kauer, M. (2019) Conformity statement for accommodation project in the municipality of Surses.

Hörburger, N. (2019) Aktuell aus dem Campingplatz in Erlach. SRF1/Schweiz aktuell, 31 July 2019.

Merkle, T. (2019). Auf den Inseln kann man weiter verdienen, SRF 4 News aktuell, 8 November 2019

Merkle, T. (2019). St. Moritz: Die pre-wedding party war ein Grosse Erfolg, Radio Südostschweiz Info am Abend, 27 February 2019

Awards and Recognitions

Aebli, A. (2019) Best PhD Paper Award, AIEST Conference 2019, Varna, Bulgaria

Mostberger, S., Rohner, S., Schmid, K., Shaw, E. (2019) Best Paper Award, 34th International Tourism Student Conference (ITSC), Chur Switzerland

Conferences

34th International Tourism Student Conference (ITSC), 10 – 12 April 2019

Tourism Trend Forum TTF, 21 November 2019

8 Tourism Trend Forum 2019

The 12th Tourism Trend Forum (TTF) held by the Institute for Tourism and Leisure took place at the University of Applied Sciences of the Grisons, and looked at questions relating to alpine tourist accommodation. The event was very well attended, offering the opportunity for attendees to familiarise themselves with future-looking concepts and to discuss relevant developments.

A modern, high-performance offer is part of a holiday region's capital, given that overnight guests bring life to the destination while creating a good deal of value, from a tourism perspective, and more stable capacity utilisation. However, keeping up with quickly changing guest demands can be a major challenge for the accommodation industry, particularly given the situation in Switzerland with its hard currency, high factor costs and amount of regulations. Lots of alpine destinations have shown a substantial dip in overnight stays over the last few years. Recapturing guests' interest requires modern, varied accommodation that can cover the widest array of needs.

Topic	Responsible
Introduction	Andreas Deuber
Keynote	Jon Bollmann, publisher of the Swiss travel magazine Transhelvetica
Breakout: RenoRent: a FHGR project for the coordinated renovation and tourist Mgmt. of holiday apartments.	Dr Reto Cramer (lawyer at Kanzlei KUNZ SCHMID), Norbert Hörburger (FHGR)
Breakout: Boosting innovation with new business models such as Pradas, Brigels	Marcel Friberg (RESalpina), Andreas Deuber (FHGR)
Breakout: Service trends in the hotel and para-hotel sectors	Annina Binder (Assistant Manager of the Hospitality & Tourism Centre of Excellence EMEA PwC), Oliver Grützner (Head of the 'Tourism and Leisure' department at TCS), Aurelia Kogler (FHGR)
Breakout: Temporary accommodation structures	Enrico Uffer (Owner and Managing Director of Uffer AG), Noelle Bottoni (FHGR)
Breakout: Public-private partnerships, illustrated by Wellness-hostel LAax	Hans-Urs Häfeli (SSST project manager), Andrea Zeller (FHGR)
Breakout: The structure of the hotel sector - structural changes to the portfolio	Matthias Bosshard (SGH expert), Michael Kauer (FHGR)
Breakout: The accommodation strategy of Davos-Klosters Bergbahnen as an integrated tourism company	Vidal Schertenleib (Board of Mgmt. Davos Klosters Bergbahnen AG), Frank Bumann (FHGR)

9 Media

Publication date	Medium	Headline
27 Dec 2019	Klosterser Zeitung	'Gebäude, die geliebt werden, werden erhalten'
20 Dec 2019	Radio SRF 1/Regionaljournal Ostschweiz	Das sagen Tourismusexperten zur geplanten Standteilstation in Bad Ragaz
14 Dec 2019	20min.ch/20 Minuten Online	So teuer ist Skifahren in der Schweiz
5 Dec 2019	Travel Inside/Fachzeitung für Touristik	G Adventures vergrößert Aussendienst
4 Dec 2019	Südostschweiz/Bündner Zeitung+Bündner Tagblatt	Vom blauen Davoser Pulli und von der Sehnsucht nach Graubünden
2 Dec 2019	grheute.ch/GR Heute	Dynamic Pricing – eine neue Ära für Bergbahnen
30 Nov 2019	RSI LA 1/Telegiornale sera	Alla SkiArena di Andermatt-Sedrun quest'anno si può sciare a metà prezzo
29 Nov 2019	Tessiner Zeitung	FH Graubündm und Supsi
28 Nov 2019	Anthos	L'overtourisme est arrive dans les Alpes
28 Nov 2019	htr.ch/Hotel u. Tourismus Revue	Glückliche Destination dank attraktiver Beherbergung
28 Nov 2019	Travel Inside/Fachzeitung für Touristik	Nach der Tourism Summer School zu den Bachelor-Angeboten
22 Nov 2019	Bündner Tagblatt	Neues Zauberwort im Tourismus: Pop-up
21 Nov 2019	Südostschweiz/RSO Info Abend 17.00 - 18.30/News	Wie nimmt der Gast die alpine Atmosphäre auf?
21 Nov 2019	suedostschweiz.ch/Südostschweiz Online	12. Tourismus Trendforum: Temporäre Beherbergungsbauten als Lösung für kalte Betten?
18 Nov 2019	htr.ch/Hotel u. Tourismus Revue	Damit Gäste spielend zu Stammgästen werden
14 Nov 2019	20 Minuten Basel	Das Wintergepäck kommt dieses Jahr gratis per Zug
14 Nov 2019	htr.ch/Hotel u. Tourismus Revue	'Lieber eine Airbnb-Nacht als gar keine'
11 Nov 2019	TV Südostschweiz/SO informiert	Heidi als Playmobil
8 Nov 2019	srf.ch/SRF Schweizer Radio und Fernsehen Online	'Auf den Inseln kann man weiter verdienen'
6 Nov 2019	Uerner Wochenblatt	Ein Jahr für die Schweiz in New York
2 Nov 2019	Appenzeller Volksfreund	'Overtourism gibt es bei uns noch nicht'
31 Oct 2019	Travel Inside/Fachzeitung für Touristik	Technisches Interesse und Neugierde sind für Berufseinsteiger essenziell
24 Oct 2019	Südostschweiz/BZ+BT+GL	Globalisierte Forschung: Eine andere Sicht auf das World Economic Forum
18 Oct 2019	grheute.ch/GR Heute	Azoren – Naturparadies mitten im Atlantischen Ozean

14 Oct 2019	Radio SRF 1/Regionaljournal Graubünden/Regjournal GR 17.30	Tschiertschen und Chur spannen in Sachen Tourismus zusammen. Es gibt eine Marketing-Partnerschaft
11 Oct 2019	Sarganserländer	Was für den Tourismus in der Region wichtig ist
10 Oct 2019	Travel Inside/Fachzeitung für Touristik	Weiterbildung und Karriere im Fokus
7 Oct 2019	Bündner Tagblatt	Immer mehr Chinesen reisen ins Ausland
7 Oct 2019	SRF 1/10 vor 10	Nicht wenige Touristen dokumentieren ihre Ferienerlebnisse auf Instagram
1 Oct 2019	Sarganserländer	Beschämend für Bad Ragaz
28 Sept 2019	dieostschweiz.ch/Die Ostschweiz Online	Was Sport für den regionalen Tourismus ausrichten kann
25 Sept 2019	Prättigauer und Herrschäftler	Podium Sport und Gesundheit
24 Sept 2019	grheute.ch/GR Heute	Bilbao – From a struggling industrial town into a cultural metropolis
23 Sept 2019	20min.ch/20 minuten Online	So trifft die Pleite von Thomas Cook die Schweiz
19 Sept 2019	htr Hotel Revue	Schweizer Praxistest für 'Pepper'
17 Sept 2019	glarus24.ch/Glarus 24	SVP Glarus Süd thematisiert den Tourismus in Glarus Süd
3 Sept 2019	Berner Zeitung Gesamt/Bildung	Unsere Studierenden haben eine grosse Auswahl an Stelle
29 Aug 2019	Handelszeitung	Bündner Doppelpack
23 Aug 2019	htr.ch/Hotel u. Tourismus Revue	Schweizer Tourismus-Verband bricht in die Zukunft auf
23 Aug 2019	suedostschweiz.ch /Südostschweiz Online	Danzig – eine Perle an der Ostsee
21 Aug 2019	Bündner Tagblatt	Tourismusvertreter auf grosser Fahrt
14 Aug 2019	htr.ch/Hotel u. Tourismus Revue	Bündner Tourismusakteure treffen sich im Innotren
8 Aug 2019	Le Quotidien Jurassien	La filière du tourisme se réinvente
8 Aug 2019	myscience.ch / myScience Schweizer Forschung/Innovation	Erfolgreicher 2. Sommer der Tourism Summer School
5 Aug 2019	Bündner Tagblatt	Alles nur Zukunftsmusik?
1 Aug 2019	Die Alpen	Die Drohne - dein Feind und Helfer
31 Jul 2019	SRF 1/Schweiz aktuell	Diese Woche berichtet Schweiz aktuell aus dem Campingplatz in Erlach
30 Jul 2019	Schlussgang	Abschlussarbeit über den Schwingsport verfasst
28 Jul 2019	SRF 1/Tagesschau Hauptausgabe	SP fordert mehr Subventionen für den Bergtourismus
23 Jul 2019	Südostschweiz/RSO Info Abend 17.00 - 18.30/News	100'000 Chinesen in Graubünden
22 Jul 2019	grheute.ch/GR Heute	Naturbasierter Gesundheitstourismus als neuer Trend?
20 Jul 2019	Neue Zürcher Zeitung	Nur kein weiteres Subventionsmonster

8 Jul 2019	Thurgauer Zeitung	'Herausfinden, was der Gast will'
7 Jul 2019	SRF 1/Tagesschau Hauptausgabe	Overtourism in der Schweiz: Experten fordern Massnahmen
1 Jul 2019	Bündner Tagblatt	Eine neue Belieferungsvariante für Berghütten?
30 Jun 2019	Schwyzer Gewerbe	Unterstützung über die Kantonsgrenzen hinweg
29 Jun 2019	Neue Zürcher Zeitung	Neue Harmonie am Schwendisee
19 Jun 2019	Südostschweiz/Glerner Nachrichten	Generalversammlung Berghotel «Bischofalp»
6 Jun 2019	Radio SRF 1/Regionaljournal Graubünden/Regjournal GR 17.30	Bündner Bergregionen sind beliebt bei jüdischen Gästen - Diesen Sommer soll es Infobroschüren geben
5 Jun 2019	Hotellerie et Gastronomie Zeitung	Künstliche Intelligenz, Roboter und viele neue Berufe
1 Jun 2019	Neue Zürcher Zeitung	Gemeinden investieren blindlings
31 May 2019	Klosterser Zeitung	Gemeinden als Tourismusunternehmen mit hohen Risiken
29 May 2019	htr Hotel Revue	Bündner Gipfeltreffen-Debüt ist geglückt
29 May 2019	Radio SRF 1/Echo der Zeit	Systematischer in Tourismus investieren
24 May 2019	20 Minuten Basel	Jetzt kommt das Hotel mit Self-Check-in in die Schweiz
22 May 2019	grheute.ch/GR Heute	Welche Rolle spielen Gesundheit und Wellness im Tourismus?
15 May 2019	20 Minuten Zürich	Schweizer Hotels werben mit derbem Verhör-Video
13 May 2019	presseportal.ch/de/Presseportal DE	Vom kleinen Penthouse-Wohnzimmer ins 350 m ² Industrie-Loft - volle Fahrt voraus für den digitalen Tourismus
10 May 2019	Central/Central Info Mittag 12.00 - 13.00	Luzern wird von chinesischen Touristen überschwemmt
10 May 2019	Immobilien Business	'Die Hotelbranche ist gewaltig unter Druck gekommen'
10 May 2019	myscience.ch/myScience Schweizer Forschung/Innovation	Einblick in die Welt der Airline-Lounges an der HTW Chur
6 May 2019	Bündner Tagblatt	Dynamic Packaging für Gruppenreisen
24 Apr 2019	Blick	Ikea möbelt jetzt auch den Tourismus auf
18 Apr 2019	htr Hotel Revue	Guide durchs digitale Dickicht
17 Apr 2019	20 Minuten Basel	Hier machen unter 25-Jährige Ferien
12 Apr 2019	htr.ch / Hotel u. Tourismus Revue	Tourismusstudierenden der HTW Chur ausgezeichnet
7 Apr 2019	SonntagsBlick Magazin	Massage in Seitenlage
3 Apr 2019	Hotellerie et Gastronomie Zeitung	Die HTW Chur hat Touristikern den Blick in die Zukunft ermöglicht
2 Apr 2019	Bündner Tagblatt	Wissenschaftscafé zum Tourismus 2030 - nachhaltig oder gar nicht?
4 Mar 2019	Bündner Tagblatt	Ursin und Ursina gehen baden
27 Feb 2019	Südostschweiz/RSO Info Abend 17.00 - 18.30/News	St. Moritz: Die pre-wedding party war ein Grosse Erfolg

7 Feb 2019	htr Hotel Revue	Bündner Hotellerie feiert die 100. Delegiertenversammlung
5 Feb 2019	Engadiner Post/Posta Ladina	Wird aus dem Olympia Bob Run eine Aktiengesellschaft?
4 Feb 2019	Bündner Tagblatt	Reklamationen auf der Spur
1 Feb 2019	grheute.ch/GR Heute	Digitaltour Tourismus 4.0 – Orientierung im Digitalisierungsdschungel
31 Jan 2019	Radio SRF 1/Regionaljournal Graubünden/Regjournal GR 17.30	Die HTW Chur und die RhB bieten neue rollende Produkte an
29 Jan 2019	SRF 1/Schweiz aktuell	Der altherwürdige 'Quellenhof' in Bad Ragaz ist seit Sonntag zu
24 Jan 2019	Handelszeitung	Mauerblümchen Tourismusbranche
6 Jan 2019	SonntagsZeitung	Boom bei Online-Skitickets
31 Dec 2018	toponline.ch/Radio Top Online	Wohl kaum Eintrittsgeld à la Venedig an Schweizer Tourismus-Hotspots
7 Feb 2019	htr Hotel Revue	Bündner Hotellerie feiert die 100. Delegiertenversammlung
5 Feb 2019	Engadiner Post/Posta Ladina	Wird aus dem Olympia Bob Run eine Aktiengesellschaft?
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5 Feb 2019	Engadiner Post/Posta Ladina	Wird aus dem Olympia Bob Run eine Aktiengesellschaft?

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