

Institute for Tourism and Leisure (ITF)

# Annual Report

2020



## Inhaltsverzeichnis

Foreword.....	3
1 Institute for Tourism and Leisure: organisation and management .....	4
1.1 Organisation .....	6
1.2 ITF team .....	7
1.3 Advisory board .....	11
2 Bachelor of Science in Tourism (full-time and part-time).....	12
2.1 Student Numbers .....	13
2.2 Dissertations .....	17
2.3 Study Week Abroad (SWA) and Study Days .....	18
2.4 Distinguished Speaker Series (DSS) .....	20
2.5 Student Exchange .....	21
2.6 Tourism Summer School (TSS).....	23
2.7 Shanghai University of Engineering Science (SUES) .....	24
3 Master of Science in Business Administration (Tourism).....	26
4 Further education.....	28
5 Research projects .....	29
6 Service projects .....	37
7 Publications, talks and conferences.....	46
8 Tourism Trend Forum 2020 .....	49
9 Media .....	52
10 Figures and tables.....	58

## Foreword

2020 is certainly a year that will go down in history. No other event has had the same fundamental impact on the reality of life for individuals and society alike, whether in terms of its scope or its timing, than the coronavirus pandemic. Some of its effects may well be clear to see, but they are nevertheless drastic, no matter what angle you look at them from.

As tourism specialists, we were, and remain, at the very heart of the storm. Within a short period of time, the allegedly stable business models of thousands of tourism companies around the globe were pulverised, airports were left empty, conference centres were a ghost town, travel and event agencies had to let their staff go. Nobody knows whether the improvements we hope to see in the near future thanks to advancements with vaccinations are ultimately nothing but a chimera, like the temporary stillness in the eye of a cyclone.

Universities were also affected by the storm, needing to adapt their research and teaching within a short period of time, or even call a halt to them for a set period of time. The ITF has survived the crisis unscathed up to this point, thanks to being embedded within a stable university – and thanks to the flexibility and dedication of its employees and students. We made the switch to digital teaching almost overnight. We were able to continue our research and service projects largely unchanged, and the team was able to live up to the high demands placed on them. Unlike the tourism industry, our revenue did not slump: we were able to keep moving towards our goals for 2020, thanks to public support, and, in most cases, we reached these goals, too. We are well aware of the privileged situation we find ourselves in! In fact, our positions on particular topics that we have built up over the last few years have even become more valuable as a result of the pandemic. For example, our research fields of tourism 4.0 (digitisation), service innovation and sustainable development are of critical importance when it comes to overcoming the crisis. But even our international collaboration with the Shanghai University of Engineering Science leads us to cutting-edge questions about globalisation that the ITF research team can explore with skill, thanks to their specialisation and years of practical experience. Given the increasing profitability drop in capital-intensive Alpine winter tourism, the field of tourism infrastructure is also highly topical. As a result, the Institute can look to the future with a sense of optimism.

At the end of 2020, I passed the leadership of the Institute onto my successor after 5 years in this role. As the Head of Internationalisation and University Collaborations, I can look forward to working in another exciting field at the University of Applied Sciences of the Grisons. Alongside this new role, I will continue my work as a lecturer in Tourism. I would like to thank the ITF team for their outstanding teamwork and support.



**Professor Andreas Deuber**

## 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*

Lived environments are shaped by their natural features and the different ways in which they are used. The Alpine environment, as exemplified by the Grisons, has seen settlement structures develop in a decentralised manner due to its natural valleys. Tightly networked spaces for business, work, leisure and culture have been created, impacted by key industries such as the tourism, construction and energy sectors. The Department Lived Environment focuses on the development of these spaces and the complex problems associated with them. This calls for holistic approaches and solutions that cannot be dealt with by one sole discipline.

To do so, the organisational units within the topic of lived environment combine their perspectives and core competences in an interdisciplinary way within the three focal areas of economic policy, tourism development, and construction in the Alpine region. In turn, this contributes to creating a better understanding of the lived environment, so heavily impacted by tourism, and to its further development. At the same time, it integrates approaches from sustainable development and requirements relating to digitisation. To move the development aspect of this paradigmatic region even further into the foreground, the department will be called 'Development in the Alpine Region' from 2021 onwards, in line with the start of the new strategy period for the University of Applied Sciences of the Grisons.

## 1.1 Organisation

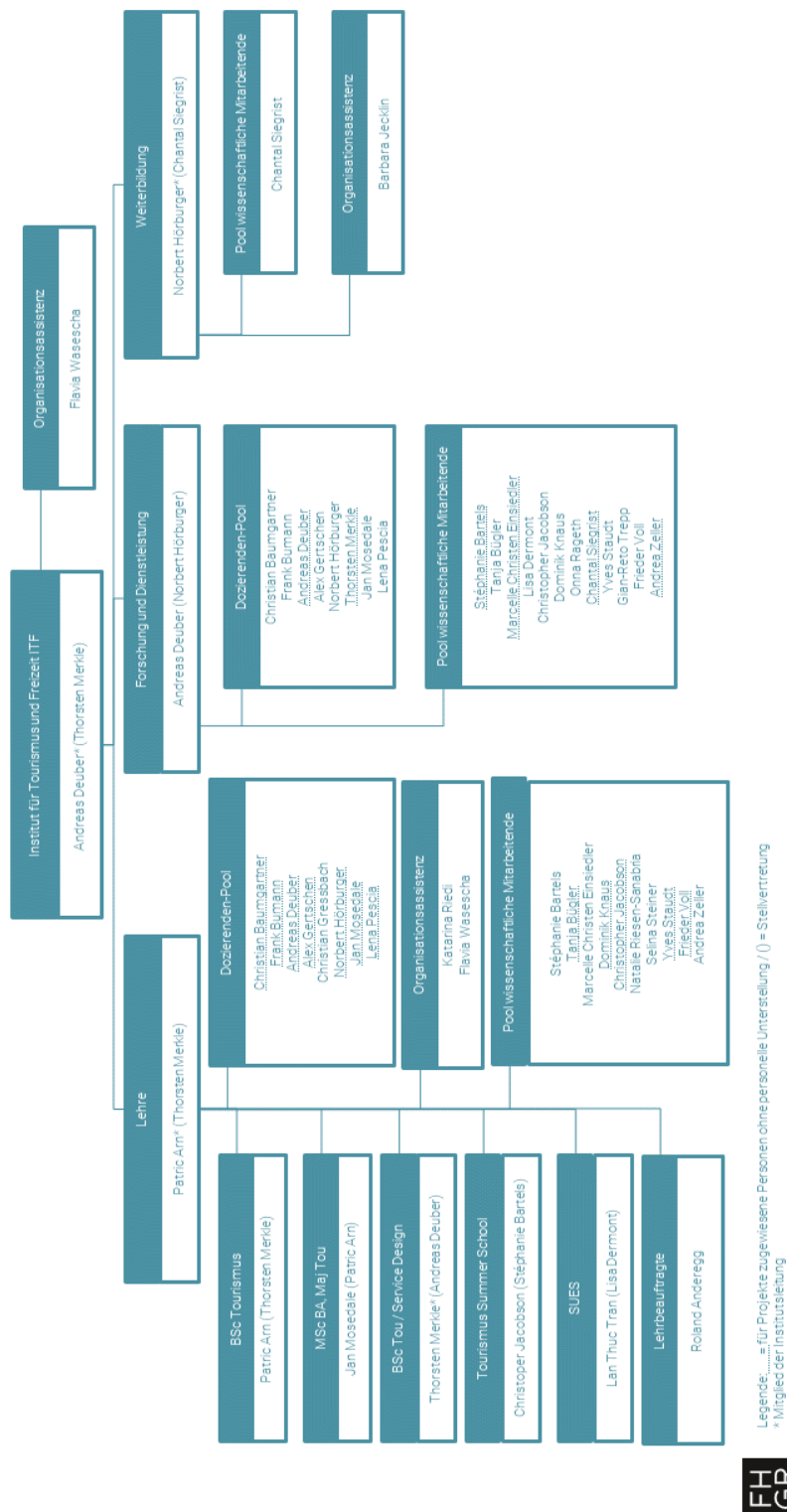


Figure 2: Organisation of the Institute for Tourism and Leisure (ITF)

## 1.2 ITF team

(as of 31 Dec 2020)

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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*
Pietro Beritelli, Prof. Dr.	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, Prof. Dr.	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*

(Dr Patric Arn, Prof. Dr Thorsten Merkle)

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, as well as 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: these trips are usually of great importance, but coronavirus meant that they were much reduced in number this year.

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.

## 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	2020
Students on the BSc in Tourism, full-time and part-time	305	317	322	316	279	266	259	324	338	337
First-year students: Bachelor's level										
- BSc in Tourism	124	131	115	105	81	93	97	94	87	71
- BSc in Tourism, Service Innovation and Design major (part-time)							20	33	25	12
Number of classes BSc in Tourism, first year of study, German	3	3	3	3	2	2	2	2	2	2
Number of classes BSc in Tourism, first year of study, English	1	1	1	1	1	1	1	1	1	1
Number of classes BSc in Tourism, Service Innovation and Design major, first year of study (part-time)							1	1	1	
Number of classes BSc in Tourism, Service Innovation and Design major, first year of study (part-time), from AS 2020										1

\*Matriculated on 1 January 2020

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 Innovation and Design.

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Event Management major (ended in 2015)	21	19	18	24						

Event Communication major from AS* 2015					19	11	15	18	19	33
Leadership major (ended in 2017)	15	3	6	10	4	3	3			
Leadership and Change major from AS 2018 **								2	5	2
Mountain and Leisure Management major (ended in 2015)		10	0	0						
Marketing and Product Development in Tourism major	25	27	21	12	14	19	11	16	34	10
eCommerce and Sales in Tourism major from AS 2013			21	27	25	30	13	19	13	18
Sports Management major (ended in 2019)	14	12	14	17	24	19	5	14		
Sustainable Tourism Management major (ended in 2014)	0	21	0							
Transportation major (ended in 2017)	19	14	23	16	11	20				
Sustainable Tourism and International Development major from AS 2017							17	22	22	25

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

Table 3: Student numbers for the majors

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Cross-Cultural Competence minor (ended in 2015)	52	26	47	37						
Hospitality Management minor	14	26	30	33	30	24	23	36	22	38
Media and Public Relations minor	33	60	45	67	56	66	26	33	40	44
Niche Tourism minor	14	17	17	19	26	28	28	33	37	44



Sustainable Tourism Management minor, Sustainability Empowerment minor from 2015 (ended in 2018)	19	18	13	13	21	19	19			
Insights into Transportation minor (ended in 2015)	11	16	21	15						
Leisure Management minor	17	31	25	10	23	26	16	19	19	27
Leadership and Organisational Behaviour minor (ended in 2019)	44	54	41	48	38	44	21	40	40	
Mountain Tourism Management minor from 2013			14	10	14	16	13	13	15	19
Product Development and Management minor (ended in 2016)	32	31	21	42	46					
Sports Event Management minor, Event Management minor from 2015 (ended in 2018)	41	43	45	31	45	0	23			
Real Estate Management in Tourism and Hospitality minor (ended in 2012)	12									
Designing Memorable Experiences minor from 2015					37	29	25	26	21	20
Health Tourism minor (ended in 2015)					0	0	0			
Health Tourism Management minor from 2018								22	25	28
Retail Management minor from 2015					24	29	0	0		13
Quality Management minor (ended in 2018)					12	10	0	17		

Service Quality Management minor from 2019			18	0
Integrated Mobility Management minor from 2018		9	0	0
Aviation Management minor from AS 2017	19	33	38	26
Academic Research in an International Context minor from 2019			4	0
Sports Tourism minor from 2020				30
Cruise Tourism minor from 2020*				3

\*a collaboration with Euro FH Hamburg (D)

Table 4: Student numbers for the minors

## 2.2 Dissertations

The Bachelor Thesis is the most important dissertation, and, with 12 ECTS credits, the one that carries the most weight, too. With the Bachelor Thesis, students at the end of their degree show that they are able to independently plan out a demanding hypothesis 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. To ensure practical relevance, students can independently seek out a client from industry or apply for a topic from the list that has been brought to us from the field. This tests their professional competence, methodological competence and self-competence. The Bachelor Thesis is the crowning glory of a successful degree and helps with the students' transition into the world of work.

Total number of Bachelor Theses 2020: 94		
Divided by language		
–	English	64
–	German	30
Divided by geographical area		
–	Grisons	17
–	Rest of Switzerland	68
–	International	9
Practical focus		
–	Service innovation	44
–	Tourism 4.0	11
–	Management of tourist real estate and infrastructures	4
–	Sustainability	22
–	Event management	13

Table 5: Overview of Bachelor Theses 2020

## 2.3 Study Week Abroad (SWA) and Study Days

As in every spring semester, the Study Week Abroad, the practical component of the Project Management module, took place in the first week of June 2020. For this, the students explore a topic of relevance to tourism, after having defined research questions and selected business partners in advance. Unfortunately, the study trip was only able to take place in virtual form, due to the coronavirus pandemic.

The objectives of the Study Week Abroad 2020 were:

Objectives and topics	Supporting lecturer
Split (Croatia) – Modern types of tourism	Jürg Hüsser
Sarajevo (Bosnia Herzegovina) – Multicultural experience	Prof. Christian Baumgartner
Galway (Ireland) – European capital of culture 2020	Christian Gressbach
Lübeck (Germany) – Coronavirus hits Lübeck	Frank Bumann
Norwich (UK) – A re-branding strategy	Prof. Thorsten Merkle
Antwerp (Belgium) – Challenging the Covid-19 crisis	Dr Lan Tran Thuc
Brest (France) – Ecotourism in coastal destinations	Dr Frieder Voll
Rotterdam – The importance of architecture for Rotterdam as a tourism destination	Dr Alex Gertschen

Table 6: Objectives/topics and supporting lecturers for the Study Week Abroad 2020

The Study Days for the Service Innovation and Design course took place for the second 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. Unfortunately, the coronavirus pandemic meant that it was not possible to visit the selected destinations, with the Study Days being held virtually.

The objectives of the Study Days 2020 were:

Objectives and topics	Supporting lecturer
St. Gallen – Developing the tourism of the destination St. Gallen/Lake Constance	Dr Yves Staudt
Zurich – Christmas tourism in the city of Zurich	Jürg Hüsler
Salzburg – How can service design methods and data analytics be used to introduce new services into a tourism environment imbued with history?	Prof. Dominique Roland Gerber
St Moritz – To what extent are the various service providers in the tourist destination of St. Moritz/Engadin impacted by the introduction of dynamic pricing by the Oberengadiner Bergbahnen?	Dominik Knaus
Interlaken – Which service design methods can be used to best bring the different needs of domestic tourists and individual tourists or groups from the Far East/Asia into alignment?	Christian Gressbach

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

## 2.4 Distinguished Speaker Series (DSS)

The Distinguished Speaker Series (DSS) encompasses a series of guest lectures given by well-known figures from the world of tourism. The events are free and open to all. The DSS format was launched in 2015 and, over the past few years, it has continued to gain a foothold at the ITF. It is attended by large numbers of stakeholders, both from inside the Institute and outside, and this year, we were once again fortunate to welcome top-class speakers. The DSS events planned in spring 2020 were postponed to the autumn semester due to the Covid-19 situation, but were ultimately carried out solely online, as a result of the ongoing pandemic.

Date	Speaker	Topic
27 Feb 2020	Bianca Keybach Independent management consultant in the field of hotel and destination management, marketing and communication	7 ingredients for the perfect carrier-menu
1 Oct 2020	Reto Ringger Founder and CEO of Globalance Bank	Disruption in the economy: opportunity for our planet?
22 Oct 2020	Clemente Cortile Data scientist at Webrepublic	Digital analytics in the predictive era
19 Nov 2020	Benno Nager Consultant at Alpine Resort Consulting	Ski and snowboard road to the Olympics
3 Dec 2020	Naomi MacKenzie Co-founder of KITRO	Tackle food waste in the hospitality industry – the solution called KITRO

Table 8: Overview of speakers at DSS 2020



## 2.5 Student Exchange

The topic of 'student exchange' is very important to our students as it enables them to gain international experience, build up their network and expand it. 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 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.

The Covid-19 pandemic had an enormous impact on student exchange. Due to high levels of uncertainty and unpredictable developments, a large part of the outgoing students called a halt to their exchange semester in spring 2020, returning to the University of Applied Sciences of the Grisons early. It is thanks to a Herculean effort on the part of course administrators and assistants that the early returners could be integrated seamlessly into their studies at the University of Applied Sciences of the Grisons. Despite the challenging conditions and limitations, the autumn semester 2020 once again saw a large number of incoming and outgoing students head off on an adventure far from their home university.

Spring semester 2020			
Incoming		Outgoing	
HES-SO Valais Wallis, Switzerland	2	FH Wien, Austria	2
The Hong Kong Polytechnic University, Hong Kong (China)	1	IUBH Bad Honnef, Germany	1
Dalarna University, Sweden	1	Universitat de Girona, Spain	1
San Diego State University, USA	1	Udayana University Denpasar, Indonesia	1
<b>Total</b>		<b>5</b>	<b>5</b>

Table 9: Overview of exchange students for spring semester 2020

Autumn semester 2020			
Incoming		Outgoing	
Breda University of Applied Sciences, The Netherlands	3	Breda University of Applied Sciences, The Netherlands	4
SRH Berlin University of Applied Sciences, Germany	2	Haaga-Helia University of Applied Sciences, Finland	3
Hochschule Heilbronn, Germany	1	CBS International Business School, Germany	2
ESC La Rochelle, France	1	Bifröst Universitý, Iceland	2
IMC FH Krems, Austria	1	Universitat Autònoma de Barcelona, Spain	2
		ESC La Rochelle, France	1

	Universidad de Sevilla, Spain	1
	Leeds Beckett University, UK	1
	Universidad Anáhuac Mayab, Mexico	1
	Shanghai University, Shanghai	1
<b>Total</b>	<b>8</b>	<b>18</b>

Table 10: Overview of exchange students for autumn semester 2020

## 2.6 Tourism Summer School (TSS)

The ITF has been offering a Tourism Summer School (TSS) in Samedan, in collaboration with Academia Engiadina, 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 of 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 the University of Applied Sciences of the Grisons, 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	2020
Number of students in the year when the course started	13	4	12	9	10	9	12	21	20	22
Transfers to the Bachelor's programme	8	3	10	3	7	5	11	17	17	unknown
Bachelor's graduates from the year	6	1	10	3	7	5	9	16	unknown	unknown

Table 11: Depiction of the numbers of TSS students

## 2.7 Shanghai University of Engineering Science (SUES)

The collaboration (signed in 2013) between the University of Applied Sciences of the Grisons and Shanghai University of Engineering Science (SUES), and its core product, the Joint Program Tourism, has gained a substantial amount of momentum since 2015, when the first students were accepted for the degree at SUES.

However, 2020 will remain in people's memory as the year of the pandemic: As far back as January, it was clear to everyone that there would be no in-person teaching in China. The initial lecturers from the University of Applied Sciences of the Grisons needed to switch to online teaching, creating Moodle rooms and remote examinations. The hope that everything would go back to normal at the university in autumn/winter quickly vanished, sadly. As a result, teaching, the Joint Management Committee Meetings (JMCM), faculty exchange and general exchange took place virtually for the entire year. Nevertheless, the ITF was able to welcome the third cohort of students as soon as the autumn semester rolled around: five Chinese students started their last year at university in Chur, after five students had graduated in September 2020. It is also striking that three of the students from this cohort chose to continue their studies in Chur – on the Master's programme, no less.



Figure 3: AS 2018 cohort





Figure 4: AS 2019 cohort



Figure 5: AS 2020 cohort

### 3 Master of Science in Business Administration (Tourism)

(Prof. Dr Jan Mosedale)

The ITF is a partner of the Master of Science in Business Administration and is responsible for the major in Tourism. As part of the University of Applied Sciences of the Grisons' institutional accreditation, certain adjustments needed to be made to the courses' curricula from the autumn semester 2020. This was used as an opportunity to fully revise the Master's curriculum and lend it a particular focus.

The tourism sector is in the throes of change, and not just during the pandemic: on the one hand, it is exposed to an array of change factors, while, on the other, tourism itself is also contributing to change:

- Tourism can change the social framework 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 also contributes to global greenhouse gas emissions.
- New digital technologies are having an impact on people's travel behaviour and could lead to fundamental changes to the booking process.

During the Master's degree, students gain a solid foundation in business administration, specialising in change in tourism. As part of this, the curriculum follows a three-stage process: an **analysis of change factors**, **change management** and the **active shaping** of change in tourism.



In the first semester, students analyse natural, socio-cultural, political economic and technological changes, evaluate the consequences of change for the tourism industry and apply strategic foresight tools (such as scenario development) to help tourism companies and organisations to become more adaptable and future-focused. The second semester focuses on dealing with change, looking at the following main topics: sustainability, digitisation, organisational development and leadership. The objective is to give students the knowledge and skills they need to develop robust tourist organisations.

However, simply reacting to change is not enough. Successful organisations need to proactively shape the desired changes by giving employees the leeway to develop innovative ideas and the time to put them into practice. At the same time, merely developing and implementing good ideas for the tourism industry is not enough: overarching travel and consumer behaviour needs to change, too. In the third semester, students combine innovation management and marketing principles for sociological and psychological theories. In so doing, they learn to look at changes in travel behaviour to design a tourism sector that will be fit for the future in the long term.

Despite the Covid-19 pandemic, we were able to welcome 29 new students from 16 countries to the University of Applied Sciences of the Grisons to kick off the new Master's degree in Tourism and Change.



### Development of the number of students

	2013	2014	2015	2016	2017	2018	2019	2020
Tourism students on the MSc BA, Tourism (or Tourism & Change) major	33	35	26	24	27	30	31	43
Course entrants on the MSc BA, Tourism (or Tourism & Change) major	22	12	11	13	14	16	15	29

Table 12: Depiction of the number of students on the MSc BA, Tourism (or Tourism & Change) major

## 4 Further education

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

### CAS Event Management

The CAS Event Management (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 management, 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. Experience-based learning at live events is at the forefront of this course. In 2020, the Covid-19 pandemic meant that the overwhelming majority of these events were cancelled or postponed. As a result, we organised appealing replacement formats for our students with teaching content that was as similar as possible, in the form of online events and hybrid teaching formats.

### CAS Tourism 4.0

The CAS Tourism 4.0 (15 ECTS credits) is an appealing option for further education on digitisation in tourism, and was carried out for the second time in 2020. 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 Management, Principles of Tourism and Alpine Destination Management. This enables them to tailor their studies to their own interests and shape them more flexibly in terms of time, too. If students are interested in the content of individual modules, they can also take these modules on their own. A certificate dissertation is required to obtain the CAS Tourism 4.0 at the end of the course.

### Development of the number of participants

Further education courses	2018	2019	2020
CAS Event Management	24	25	24
CAS Tourism 4.0			
Entire CAS		14	14
Participants in individual modules		5	2

Table 13: Development of the number of participants 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 in progress in 2020, or that had already been completed in this year:

Project name	Swiss tourism social network analysis (Swiss SDG tourism dialogue)
Project head(s)	Christian Baumgartner
Project member(s)	Selina Steiner, Luisa Aeberhard (via a consulting project in the Tourism master's course)
Project start date	1 Nov 2019
Project end date	31 Aug 2020
Primary area of research	Sustainable development
Partners	Swisscontact, STV, SRV, Netzwerk Schweizer Pärke, gutundgut, and others
Funding	SECO

### Description:

A social network analysis was developed as part of the Swiss SDG Tourism Dialogue, a project financed by SECO with ITF as a consortium partner. This aimed to visualise how stakeholders were networked with each other, and which flows of information and opportunities for interaction between them already existed, in terms of sustainability in tourism. Specifically, this focused on tourist-related activities that could be connected to the four selected SDGs (8, 12, 17).

Social network analysis (SNA) is a method that enables the various connections between particular stakeholders in a network to be surveyed and analysed. It makes it possible to identify

- stakeholders, and their type and level of interaction with each other,
- 'gatekeeper' positions that refer to key players in positions that bring together other stakeholders,
- how active stakeholders are within the overarching network,
- and whether interaction is one-sided or reciprocal.

This SNA was never intended to be statistically representative, but the situation surrounding the Covid-19 pandemic made it necessary to follow a pragmatic approach. Originally, the data was to be partly collected via in-person interviews on Swiss Tourism Day and via an online questionnaire, as well. However, data collection was ultimately carried out within a purely virtual set-up with an online questionnaire first being created, then evaluated and visualised with Gephi software.

The ITF is continuing the Swiss SDG Tourism Dialogue in 2021 with a public event on 'Climate, Tourism & Mobility' and other activities.

Project name	HEALPS2 – Healing Alps: Tourism based on natural health resources for the development of Alpine regions
Project head(s)	Jan Mosedale
Project member(s)	Jan Mosedale, Andrea Zeller, Christopher Jacobson, Anina Havelka (SIFE), Frank Bau (ZBW)
Project start date	October 2019
Project end date	June 2022
Primary area of research	Sustainable development
Secondary area of research	Service innovation in tourism
Partners	Paracelsus Medical University Salzburg, ALPARC – the Network of Alpine Protected Areas, Consiglio Nazionale delle Ricerche, Znanstveno raziskovalno središče Bistra Ptuj, Innovations und Technologietransfer Salzburg GmbH, Association La Route des Villes d'Eaux du Massif Central, Razvojni center Murska Sobota, Ente di Gestione delle Aree Protette dell'Ossola, MOXOFF SPA, Allianz in den Alpen e.V. network of communities
Funding	Interrag Alpine Space/Switzerland's new regional policy

#### Description:

The overarching goal pursued by HEALPS2 is the development and improvement of conditions and tools so that Alpine healing resources can be better used for the development of innovative health tourism offerings. It brings together universities, various business areas, the health sector, the tourism industry and local service providers, plus innovation and transfer agencies, to jointly implement new business models that improve value creation in an array of sectors in Alpine destinations. This transnational, transversal approach is based on the Alps' unique natural healing resources, boosting innovation skills within the territory of the Alps.

The project pursues the following specific goals:

- Mutual learning to develop and execute various regions' health tourism strategies, taking into account stakeholders from the quadruple helix
- Improving access to, and use of, innovative knowledge in Alpine regions in terms of the evidence-based development of health tourism and cross-sector value chains
- Facilitating innovation-driven tourism policy and business development in Alpine regions

The University of Applied Sciences of the Grisons is working with local partners in Val Müstair to make nature-based tourism products a reality. By implementing it in pilot regions, this provides a test phase to confirm the feasibility of the innovative approach and integrate the needs of local stakeholders into it.

Project name	Robotics in the hotel industry
Project head(s)	Jan Mosedale
Project member(s)	Stéphanie Bartels, Dominik Knaus, Chantal Siegrist, Yves Staudt
Project start date	September 2019
Project end date	June 2021
Primary area of research	Tourism 4.0
Partners	Avatarion, Opera Hotel, Welcome Hotels, HotellerieSuisse
Funding	Co-funded by Innotour (SECO – State Secretariat for Economic Affairs)

#### Description:

In the hotel industry, revenue is primarily dependent on the number of overnight guests: it is barely possible to generate additional revenue from food and beverage sales. High staff expenses of more than 42 percent (and the increasing shortage of specialist workers) are forcing hoteliers to seek new alternatives. Hefty salary costs are exacerbated by the need to have someone available at reception 24/7 (one-night porter per hotel) – but this problem can be counteracted with new technologies and innovation from the field of robotics. It is not about reducing jobs: instead, it is about outsourcing repeated, simple tasks to ensure hotel employees can concentrate on looking after guests with an individualised, personal touch.

Digitisation and the digital transformation are both buzzwords that have not been made a reality on a blanket basis across the hotel industry. Indeed, the hotel industry is not a leader when it comes to putting innovations into practice. As a result, there are still many barriers to be overcome at present, on the one hand (such as with guests' arrivals), but, on the other, there is a good deal of potential to be tapped into. To be able to survive on the market, hotels need to align with guests' new (digital) needs. Improving guests' experience and service is critically important for hotels to be able to enjoy medium-term and long-term survival on the market. Thanks to this technological assistance, hotel employees have more time for guests and can improve guests' experience by offering the personal touch, while also making additional sales. Time is precious, and by extension, every guest wants to pack the time they have with as many experiences as possible – and use as little time as possible for 'unnecessary' things (waiting around, admin, check-in/check-out etc.).

As part of this project, supported by Innotour, a team from the Institute for Leisure and Tourism (ITF) researched the use of two different social robots in the hotel industry. The robots have different functionalities and are used in two hotel case studies, with the aim of sharing the findings generated by the project, and the opportunities and challenges posed by it, with the Swiss hotel sector. As part of this, the robots are not only to be used for marketing purposes: they are supposed to offer guests added value and optimise work processes in the hotel by automating processes. The objective is also to simplify the process of guests' arrival, stay and departure and make it easy for various partners in the tourist sector to work together on a digital plane.

Project name	Staff allocation and planning for real estate management in the tourism sector
Project head(s)	Corsin Capol (IPI)
Project member(s)	Christopher Jacobson (ITF), Marc-Alexander Iten (IPI), Stefano Balestra (IPI), Chantal Siegrist (ITF), Norbert Hörburger (ITF), Yves Staudt (ITF), Tanja Bügler (ITF), Frieder Voll (ITF)
Project start date	September 2019
Project end date	June 2021
Primary area of research	Tourism 4.0
Secondary area of research	Management of tourist real estate and infrastructures
Partners	Weisse Arena Gruppe, LAAX Homes
Funding	Innosuisse

#### Description:

In the tourism sector, a company's success is often directly connected to staff allocation and planning. Why? Because staffing makes up the largest proportion of fixed costs, in many cases. Predicting customer numbers is a complex matter, and something that is frequently only undertaken in an unsystematic fashion. Previous solutions for staff planning and allocation are not meeting our partner's need at the moment: alongside company-specific conditions, the actual point in time at which holiday homes are cleaned is dependent on when guests arrive and depart. Drawing on cutting-edge findings from tourism research, methods from artificial intelligence and operation research were used by the Institute for Photonics and ICT (IPI) at the University of Applied Sciences of the Grisons to develop a research prototype for staff allocation in 2020.

As part of the research project, a model will be developed by the IPI by the end of the project to predict the holiday homes needing cleaning (staff planning), with the aim of making planning more secure and preventing staff bottlenecks. This will build on findings about factors that impact when holiday home guests' book, arrive and depart, and the behavioural patterns that have been identified.

The project consortium is composed of the Institute for Photonics and ICT (IPI), the Institute for Tourism and Leisure (ITF) and the Weisse Arena Gruppe and LAAX Homes. LAAX Homes offers property management services for homes used both by their owners and by third parties. The research prototype enables LAAX Homes to optimise its staff allocation for cleaning the holiday homes, and in addition, it gives cleaning staff more certainty in terms of planning.



Project name	Service mandate of the Canton of the Grisons 2019-2021 on the key topic of second homes
Project head(s)	Andreas Deuber
Project member(s)	Onna Rageth, Marcelle Christen Einsiedler, Gian-Reto Trepp, Norbert Hörburger
Project start date	January 2020
Project end date	31 December 2021
Primary area of research	Management of tourist real estate and infrastructures
Secondary area of research	Service innovation
Partners	Various, depending on the focus of the research
Funding	Economic Development and Tourism Agency of the Grisons

#### Description:

The goal of the service mandate from the Canton of the Grisons is to lay the economic and business foundations for developing strategies and implementation concepts for the tourism economy. The objective? The active exchange of knowledge with the tourist organisations, tourist service providers, associations, official bodies and authorities in question. Interested parties are to be provided with useful findings on tangible questions relating to tourism. In the current service mandate, the focus is on the guiding topic of the 'Economic significance of second homes'. This is explored with regard to an evaluation of the Federal Act on Second Homes (ZWG) and digitisation.

On the one hand, the guiding topic is investigated through longer-term observation in the form of monitors and, on the other, through sub-topics (focus topics) that change on an annual basis. This work can be broken down as follows:

#### A. Monitors on the developments in terms of second homes

- Monitor 1: Changing hotels into second homes within the meaning of art. 8 (4) of the ZWG (collection and analysis of requests for expert reports relating to this topic)
- Monitor 2: Changing old apartments into second homes (collection and analysis of property transfers and residents' registrations in the pilot municipality of Arosa and other municipalities)
- Monitor 3: Developments in the prices of second homes (analysis of transaction data on the basis of the Swiss Real Estate Database and other data sources)

#### B. Annual focus topics connected to second homes

- 2019 Coworking – perspectives for destination development
- 2020 Concierge services and facility management within the framework of management models for second homes in Alpine communities
- 2021 (provisional working title): New business opportunities for the accommodation economy in the Grisons in the form of long-term stays for people in temporary second homes

The findings of the research are passed to the Agency for Tourism and Economic Affairs (AWT) in the form of annual reports and are made available to the public, with the key messages set out in special reports and visualisations. Communicating the results is of particular importance to AWT, and a homepage operated and established by the ITF on the issue of second homes is especially significant in this regard ([www.fhgr.ch/zweitwohnungsgesetz](http://www.fhgr.ch/zweitwohnungsgesetz)). In addition, other research projects and specialist events (e.g. the Tourism Trend Forum 2021) also draw on the findings.

The findings connected to the guiding topic are to provide concrete benefit for the development of tourism. An additional goal is for the ITF to build up competence in this field and be able to offer tangible services in the market that build on findings from research projects.

Project name	Tourism for sustainable development. A global initiative for public and private sector executives
Project head(s)	Alex Gertschen
Project member(s)	Andreas Deuber, Christian Baumgartner, Tanja Bügler, Andrea Zeller, Chantal Siegrist, Flavia Wasescha, Stéphanie Bartels, Selina Steiner
Project start date	End of 2019
Project end date	2022
Primary area of research	Sustainable development
Partners	Global Compact Network Switzerland & Liechtenstein, SECO, UNWTO, World Economic Forum
Funding	SECO

#### Description:

The Institute for Tourism and Leisure at the University of Applied Sciences of the Grisons has been working with the Global Compact Network Switzerland & Liechtenstein, the State Secretariat for Economic Affairs SECO, the UN World Tourism Organisation and the World Economic Forum since late 2019/early 2020 to develop a globally focused further education programme for decision-makers from the spheres of politics, public authorities and the private economy. 'Tourism for Sustainable Development. A Global Initiative for Public and Private Sector Executives' (Tou4SD) pursues the following objectives:

- We demonstrate the responsibility and the potential held by tourism for putting the UN's 2030 Agenda into practice, and show how tourism can use this potential.
- We enable tourism stakeholders to boost the competitiveness and resilience of their destination or company by means of sustainability strategies and measures.
- We positioned the University of Applied Sciences of the Grisons as an internationally renowned, internationally recognised centre of competence for sustainable development, and, in particular, sustainable tourism development.

The original plan was to use the pilot phase of the Tou4SD initiative (2020-2022) to develop two further education products and make them a reality: the Distinguished Education Course ('blended learning', with two online modules and two in-person modules in Switzerland), and the Online Education Course. The Covid-19 pandemic made it necessary to adapt these products. The Tourism Recovery and Resilience Dialogue was carried out between November 2020 and January 2021, with the aim of giving tourism decision-makers a product that could help them exchange their experiences in an inspiring way and give them orientation as quickly as possible, with the goal of a sustainable, long-term recovery. The online education course was postponed until the Tou4SD pilot phase had been completed.

At the three virtual events of the Tourism Recovery and Resilience Dialogue, 17 representatives from the state, the private economy and civil society from the global north and south told of their strategies and initial experiences in sustainable crisis management. Over 200 representatives from the tourism economy took part in this dialogue, documented in multi-media form, as observers, questioners and commentators. More than 1500 people visited the website [www.fhgr.ch/tourrd](http://www.fhgr.ch/tourrd) every ten minutes, on

average, with the dialogue not only offering food for thought during the live events, but between them, too.

As far as Distinguished Education Course (DEC), to be held for the first time in 2021/22, goes, the Tourism Recovery and Resilience Dialogue was a success for several reasons: it showed that content and a global exchange of experience for sustainable tourism development are something that our target groups need; it led to contacts and practical examples that offered personal and content-based enrichment for the DEC; and it led to more than 200 entries being added to the CRM, which will offer a key advantage for gaining the desired 20 to 25 DEC participants.

## 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	graubündenHIKE complaints analysis
Project head(s)	Frieder Voll, Tanja Bügler
Project start date	June 2020
Project end date	December 2020
ITF competence area	Management of tourist real estate and infrastructures
Client/funding	graubündenHIKE
<b>Description</b>	
<p>As part of the graubündenHIKE project, the Institute for Tourism and Leisure (ITF) analysed complaints on the topic of 'hiking' for both summer and autumn 2020, after a qualitative content analysis. This project follows on from the complaints analyses in 2017, 2018 and 2019. Complaints come from various destinations, umbrella organisations and service providers in the Canton of the Grisons and trusteeships of long-distance hiking trails. After evaluating the complaints collected by the points of contact in question, the ITF analysed them in terms of their content, which could be divided into the following categories:</p> <ul style="list-style-type: none"><li>– Signage</li><li>– Transport facilities</li><li>– Conflict with other users</li><li>– Cows and herd protection</li><li>– Offers and services</li><li>– Trail network and infrastructure</li></ul>	

Project name	Arosa Bärenland
Project head(s)	Christian Baumgartner
Project member(s)	Andrea Zeller, Chantal Siegrist
Project start date	1 Sept 2020
Project end date	28 Feb 2020
Primary area of research	Sustainable development
Partners	Arosa Tourismus
Funding	Arosa Tourismus

### Description

The Arosa Bärenland is a bear conservation centre founded as part of a collaboration between Arosa Tourismus, Arosa Bergbahnen and VIER PFOTEN. It is operated by the charity Arosa Bären, established with this specific purpose in mind. The centre offers space for a maximum of five bears saved from captivity, and its new environment aims to let the animals rediscover their natural instincts and follow them, with its objective being to visibly combine protecting animals and boosting tourism.

By putting across the topics of animal and nature conservation in the Arosa Bärenland in a manner that offers both exciting experiences and well-grounded expert information, these issues are to be made accessible to a wider public. It turns this will make people more aware of bears and large predators in general, and more accepting towards them, too.

Building on the previous offering, the ITF is to expand the project with a new, innovative addition in the form of its content concept for a bear academy ('Bärenakademie'), primarily in the first half of the summer and the interim season. The Arosa Bärenakademie is intended to make a contribution to reaching the goal of bringing together animal conservation and tourism promotion. On the one hand, the new offering looks at educational elements of wilderness and nature pedagogy, nature and animal conservation, animal communication and care, and tourism, while, on the other, supports the destination's usage year-round.

The pristine countryside surrounding the Arosa Bärenland offers the perfect conditions for credibly, successfully integrating this topic into tourism. Tourists can use the academy to find out about, and identify, opportunities for an animal-friendly, species-appropriate approach to dealing with animals and tourism, and recognise the benefits that can be drawn from this for a tourist destination. The topic of wild animals helps the tourist destination of Arosa shore up the positioning it started with the Bärenland and create something that can be offered year-round. After all, designing its range so it can be enjoyed regardless of the weather opens the door to flexible bad-weather options that can be booked at short notice, playing an important role for the target group of summer guests, in particular.

Project name	Service design project for a Swiss restaurant chain
Project head(s)	Dominik Knaus
Project member(s)	Thorsten Merkle, Chantal Siegrist, Yves Staudt, Gian-Reto Trepp
Project start date	1 Dec 2019
Project end date	31 May 2021
Primary area of research	Service innovation
Partners	Swiss restaurant chain
Funding	Swiss restaurant chain

### Description

The Swiss restaurant chain operates a number of quick-service restaurants in eastern Switzerland. The objective was to overhaul their corporate design and setting. The following primary aims were pursued, using service design methodology: boosting customer satisfaction and improving customer loyalty to counteract customer churn. Firstly, customer segments were defined, and their needs surveyed, with data analysis used to identify critical topic areas in terms of the restaurant chain's goals. In turn, this gave rise to concrete findings that illustrated potential new directions to follow. On this basis, idea concepts were developed during a workshop, in collaboration with stakeholders from the restaurant chain.

Reflecting the iterative approach of the service design methodology, one idea concept was selected and then developed further to create a prototype. Findings from literature in terms of attracting visitors and behavioural economics (nudging) play a particular role in this step. On the basis of this, a prototype was developed in conjunction with the client, which could be tested under real conditions and enable guests to experience the idea concept that had been developed. The effectiveness of the prototype is tested in a pilot branch so that guest feedback can be used iteratively to adapt the solution and develop it further. The objective is to scale the customer-focused solution up across all the branches of the restaurant.



Project name	Needs analysis for the tourist offering in the Canton of the Grisons for army members
Project member(s)	Tanja Bügler, Andrea Zeller
Project start date	June 2019
Project end date	February 2020
Primary area of research	Service innovation
Client/funding	Graubünden Ferien
<b>Description</b>	
<p>Each year, the Infantry Cadet School (Infanterie Rekrutenschule) 12 in Chur trains 800 cadres and soldiers to become infantrymen. Taking refresher courses into account, too, members of the military spend up to 200,000 working days in the Canton of the Grisons. The majority of these members do not live in the Canton of the Grisons and travel back home on their free weekends.</p>	
<p>As part of a needs analysis, Graubünden Ferien would like to find out whether there is demand among army members for leisure offerings in the Canton of the Grisons, whether to be used during their leisure time (when they permission to go off base) or outside of their working hours (on their free weekends). Furthermore, there is a desire to determine which conditions need to be met for these offerings to be taken up.</p>	
<p>To this end, the Institute for Tourism and Leisure (ITF) at the University of Applied Sciences of the Grisons carried out focus group discussions at various levels of the army's hierarchy and evaluated the results in a target group-focused way.</p>	

Project name	Bergbahnen Scuol customer survey
Project head(s)	Norbert Hörburger
Project member(s)	Chantal Siegrist, Yves Staudt, Gian-Reto Trepp
Project start date	May 2019
Project end date	June 2020
Primary area of research	Management of tourist real estate and infrastructures
Client/funding	Bergbahnen Scuol AG

### Description

As part of the strategy process for Bergbahnen Scuol AG, it was recognised that a visitor survey was needed to improve its range, tailored to its target groups, and to intensify its own marketing in a targeted fashion. As a result, the Institute for Tourism and Leisure (ITF) at the University of Applied Sciences of the Grisons was commissioned to carry out this survey in the 2019 summer season, and in the 2019/20 winter season.

First and foremost, the guest survey serves to develop products and services that are a good fit for the target groups. As a result, one important goal of the visitor survey is to have a better idea of the satisfaction and the needs of the target groups that have been defined. To this end, questions were asked about guest satisfaction, guest needs and any gaps in the services on offer. As a secondary goal, research was also carried out into how the target groups communicate with Bergbahnen Scuol.

An online survey was selected from the set of empirical research methods to determine guests' satisfaction and better understand their needs in terms of the services on offer, for each target group, as part of a quantitative research strategy. Statistical methods (e.g. logistical regression) were used to measure the impact that guests' satisfaction and their characteristics have on the use of the products and sales offerings.

The findings collected through the survey were then used to formulate recommendation for action that Bergbahnen Scuol AG can use to optimise and develop its products and services, and for its marketing activities.

<b>Project name</b>	<b>Bergbahnen Malbun customer survey</b>
Project head(s)	Norbert Hörburger
Project member(s)	Chantal Siegrist, Yves Staudt, Gian-Reto Trepp
Project start date	December 2019
Project end date	April 2020
Primary area of research	Management of tourist real estate and infrastructures
Client/funding	Bergbahnen Malbun AG

### Description

Bergbahnen Malbun AG wanted to be given systematically collected data on the structure and origins of their visitors and on their motivation behind their stay, as well as on visitors' requests and satisfaction. As a result, the Institute for Tourism and Leisure (ITF) at the University of Applied Sciences of the Grisons researched visitors' characteristics and their satisfaction with the range on offer as part of a customer survey.

The survey primarily served to provide a better understanding of visitors' geographical origins, the information channels they used and their socio-demographic structure. Furthermore, research was also carried out on their motivation behind travelling and their satisfaction with the range on offer. How guests communicate with Bergbahnen Malbun AG was also researched, on a somewhat secondary level.

An online survey was carried out to determine guests' satisfaction and better understand their needs in terms of the services on offer, for each target group. The aspects that had been researched were described by means of descriptive statistics, with the findings collected via the survey then used to formulate recommendations for action.

<b>Project name</b>	<b>Study on the plausibility of a rent quote for the construction of an inner-city hotel</b>
Project member(s)	Norbert Hörburger, Andreas Deuber
Project start date	January 2020
Project end date	February 2020
Primary area of research	Management of tourist real estate and infrastructures
Client/funding	Private client
<b>Description</b>	
<p>As part of the process of creating an inner-city hotel, the Institute for Tourism and Leisure (ITF) explored the economic feasibility of the rent that had been set and laid out the conditions for attaining this in more detail. To this end, multi-year financial plans were produced from the perspective of a potential hotel operator. The findings generated were commented upon and recommendations were issued for shaping the key economic features of a lease. The study provided the client with a basis upon which to negotiate rent with the hotel operator and set contractual agreements.</p>	

Project name	Potential study on a motorhome site in the town of St. Gallen
Project head(s)	Andreas Deuber
Project member(s)	Norbert Hörburger, Chantal Siegrist, Gian-Reto Trepp
Project start date	January 2020
Project end date	June 2020
Primary area of research	Management of tourist real estate and infrastructures
Client/funding	Developing St. Gallen as a location

### Description

Following a parliamentary initiative, the municipal council of the town of St. Gallen commissioned the Institute for Tourism and Leisure (ITF) at the University of Applied Sciences of the Grisons to review the additional short-term campsites on offer in the town. According to the hypothesis, this was to look at a facility near the centre, designed for motorhomes to be parked on.

By creating a short-term camping facility, the town hopes to draw more benefit from the potential offered by touring tourism thanks to its position on one of Switzerland's main traffic axes (the A1 motorway) and the Grand Tour of Switzerland. Alongside general questions regarding the development of the camping market, the potential study provides information as to what tourism potential a facility of this nature would bring to the town of St. Gallen.

Literature research and interviews with experts were used to describe the camping market and its sub-segments in this potential study from the demand and supply sides. On this basis, benchmark analyses of existing city motorhome sites were carried out and the potential for the town of St. Gallen was derived from this. In terms of making the motorhome site a reality, potential sites were evaluated in loose terms and a business case was calculated for each of two types of site, taking into account further planning assumptions. The aim of this was to illustrate the potential financial consequences for the town arising from constructing and operating a facility of this nature.

Project name	Feasibility study for St. Antönien hotel collaboration
Project head(s)	Andreas Deuber
Project member(s)	Frank Bumann, Gian-Reto Trepp, Aurelia Kogler, Chantal Siegrist, Dominik Knaus
Project start date	August 2019
Project end date	December 2020
Primary area of research	Management of tourist real estate and infrastructures
Client/funding	Municipality of Luzein

### Description

Like the hotel sector across the Swiss Alps, the hotels in St. Antönien are facing major challenges, namely, heightened cost pressure, increasing guest requirements, the need for innovation and investment, and the onward march of digitisation. So they can better overcome these challenges and make businesses in St. Antönien more competitive, the Institute for Tourism and Leisure (ITF) at the University of Applied Sciences of the Grisons received a mandate from the municipality of Luzein to explore collaboration options for hotel business interested in this and illustrate ways in which businesses can be bolstered by collaboration.

As part of this feasibility study, the first step involved a literature review being used to lay the necessary foundations from a theoretical and practical perspective in terms of the topic of hotel collaboration. Finally, one-to-one conversations served to investigate how willing the companies were to collaborate. These conversations focused on the question as to the fields of action within which the people involved could imagine a collaboration, and the extent to which they were prepared to limit their autonomy when it came to commercial decisions. In addition, the companies' economic ability to collaborate was sounded out, on a confidential basis.

Finally, a development workshop saw potential collaboration forms be developed and evaluated in collaboration with the businesses involved. Furthermore, this fed into the development of a strategy plan that set out how potential collaboration variants could be further explored and implemented.

## 7 Publications, talks and conferences

### Publications:

#### *Book chapters*

- Merkle, T. & Golding, P. (2020). Sports Stadium Hospitality and Catering: A Global Perspective. *Routledge Companion to International Hospitality Management*. M.A. Gardini, M. Ottenbacher and M. Schuckert. London: Routledge.
- Merkle, T., Tajeddini, K., Vlachos, I., Keane, J. (2020). Entrepreneurship within airside food and beverage outlet patronage: The creation of ecosystems using outlet context and passenger's emotions. *Entrepreneurship As Empowerment: Knowledge Spillovers And Entrepreneurial Ecosystems*. V. Ratten. Bingley, Emerald
- Knaus, D. & Merkle, T. (2020). Open Innovation in Sports Management – The Case of the FIFA Museum in Zurich, Switzerland. *Sport Entrepreneurship: An Economic, Social and Sustainability Perspective*. V. Ratten. Bingley, Emerald.
- Baumgartner, C. (2020). Nachhaltige Tourismusentwicklung. Erfahrung aus ländlich-alpinen Regionen. In: S. Brandl, W. Berg, M. Herntrei, C. Steckenbauer and S. Lachmann-Falkner: *Tourismus und ländlicher Raum. Innovative Instrumente und Ideen für Zukunftsgestaltung*. Berlin: Erich Schmidt Verlag.

#### *Teaching Case Studies*

- Anderegg, R. and Merkle, T. (2020). 'Herbert-Bike' – Developing an innovative platform for Mountain Bike Tourism in Switzerland. Teaching case study. *The case centre*, 520-0049-1.

#### *Conference papers*

- Merkle, T. and Knaus, D. (2020). UNWTO Students' League – lessons learned from a competitive environment in deepening students' understanding of tourism-related SDGs. *Responsible Management Education Research Conference (PRME)*, Chur, Switzerland.

#### *Editorial work*

- Merkle, T.: Guest Editor: Special Issue 'Services Management and Digital Transformation'. A special issue of Sustainability (ISSN 2071-1050), 2019 – 2020
- Merkle, T.: Member of the Editorial Board: Middle East Journal of Management (Inderscience) (Indexed by Thomson Reuter) 2020 – present
- Merkle, T.: Member of the Editorial Advisory Board: Journal of Global Hospitality and Tourism, 2020 – present

#### *Publications in academic-focused media*

- Michael Burch, Yves Staudt, Sina Frommer, Janis Uttenweiler, Peter Grupp, Steffen Hähnle, Josia Scheytt, Uwe Kloos: PasVis: enhancing public transport maps with interactive passenger data visualizations. Proceedings of 13th International Symposium on Visual Information Communication and Interaction (VINCI), 2020: 13:1-13:8



#### *Publications in practice-focused media*

- Baumgartner, C. (2020). Challenges and opportunities for Protected Areas in the new normal. *EUROPARC Federation*. Protected Areas Insight 21.
- Baumgartner, C. (2020, 8.12.). Ein alpiner Wunderwuzzi. *Tiroler Tageszeitung*.
- Baumgartner, C. und Gertschen, A. (2020). Tourismus muss nachhaltiger werden. *Südostschweiz*.
- Bumann, F. (2020, 22 Apr). Sturm in den Bergen: Kolumne Frank Bumann. *Hotel und Gastro Zeitung* No. 9/10.
- Bumann, F. (2020, 28 Oct). Last-Minute Winter: Kolumne Frank Bumann. *Hotel und Gastro Zeitung* No. 29.
- Deuber, A. and Derungs, C. (2020, May). InfraTour - Gemeinden als Tourismusunternehmen. *Einblicke in die Forschung*.
- Deuber, A. (2020), Schweizer Ferienhotellerie im ersten Viertel des 21. Jahrhunderts: Herausforderungen und (Überlebens-) Strategien. *VDH, Annual Report 2019*.
- Deuber, A. (2020, 6 Feb). Wohnungen mit Service rechnen sich in Randlagen. Fachgespräch mit Andreas Deuber. *HTR Hotel Revue*.
- Deuber, A. (2020, 2 Apr). Ruhe finden beim Waldbaden. Fachgespräch mit Andreas Deuber. *HTR Hotel Revue*.
- Deuber, A. (2020, 23 May). Tourismus auf der Intensivstation. Fachgespräch mit Andreas Deuber. *HTR Hotel Revue*.
- Deuber, A. (2020, 10 Nov). Zauberlehrling im Tourismuslabor. *Südostschweiz*.
- Voll, F. (2020, 23 Feb). Die Alpenvisionäre. *Handelsblatt*.
- Jacobson, C. (2020, 25 Nov). Die Testphase ist gut angelaufen: Gespräch mit Christopher Jacobson. *Hotellerie und Gastronomie Zeitung*.

#### Conference papers

- Think Tank zum Strukturwandel im Schweizer Tourismus - Einfluss der Coronakrise auf den alpinen Wintertourismus, die KMU-Strukturen und den Arbeitsmarkt. Andreas Deuber, Chair
- Worldwebforum, Andreas Deuber, Head Tourism Track
- Keynote: 'How to bring the camel through the eye of a needle. Reacting to the new complexity.', Christian Baumgartner, EUROPARC annual conference
- Keynote: 'Service Innovation: Warum? Darum!', Thorsten Merkle & Dominik Knaus, HTR MILESTONE Innovation Festival
- Report to replace keynote: 'Künstliche Intelligenz für das Immobilienmanagement im Tourismus', Corsin Capol & Christopher Jacobson, Jahrestagung Berufsverband Hotellerie-Hauswirtschaft, 11 November 2020
- 'Social Media of Chinese FITs', Thuc Lan Tran, FHGR Tourism Trend Forum, 25 November 2020
- Yves Staudt: Goodness-of-Fit in Collision Insurance. International Conference in Actuarial science, data science and finance, 2020

#### Expert work/reports

- Baumgartner, C.: Expert report for the Swiss National Fund
- Baumgartner, C.: Expert report for the Zeitschrift für Tourismuswissenschaft

## Awards and Recognitions

- Burgener, J.: Credit-Suisse Bachelor Award Bronze, Bachelor in Tourism led by Dr Yves Staudt
- Rageth, O.: Leisure Studies Association (UK) - Sue Glyptis Memorial Award 2020 (postgraduate dissertation of the year)
- UNWTO students league win: Tourism students at the University of Applied Sciences of the Grisons won the global competition for leading universities in the tourism sector
- UNWTO certification for the Bachelor's degree in Tourism and the Master's programme in Tourism and Change from the World Tourism Organisation UNWTO with the UNWTO.TedQual

## 8 Tourism Trend Forum 2020

### Ibex meets panda: a week in China, in digital form

Once again, the TTF was the ITF's most important event in 2020. This series looks at a topic that is of importance for regional tourism while also being something in which the ITF itself has high levels of expertise. This is intended to build up tourism competence and transfer knowledge within the sector. Details about the previous year's events and TTF 2020 can be viewed here: <https://www.fhgr.ch/fhgr/trendforum>

One such topic is the expansion of the Chinese market, which could take on additional importance for the Grisons in the future. On the one hand, TTF 2020 aimed to provide an overview of this topic, while on the other, external inputs were intended to stimulate this, too. To this end, an interactive event with various contributions was put together.

It was launched on Thursday, 19 November 2020, with an afternoon block. Various digital lunch events followed on the subsequent days.

### The connection between the topics

The importance of the Far East as a market, with China as the focus, has gained substantially in importance for Switzerland over the past 15 years, from a tourism perspective. But will the coronavirus crisis slam the brakes on this growth? Our thesis: people's desire to see the world will outlive the current crisis. In addition, we can expect more growth stimuli from China than from our closer European markets over the coming decade. In other words, it's worth sticking with this topic!

However, many service providers and tourism organisations have fundamental reservations and fears when it comes to Asia, and it is not easy to win them over. Negative buzzwords like mass tourism and over-tourism are on everyone's lips, and need to be taken seriously. As a result, not being one of the 'first movers', and instead learning from other people's mistakes, can actually be an opportunity. The 13th Tourism Trend Forum 2020 aimed to enable people to tap into the complex topic of China and illustrate the opportunities it offers in terms of tourism, particularly for the Grisons. That said, it also looked at the risks and explored them in depth.

### Expert speakers

Key-note speeches were given by an array of figures, drawing on their day-to-day professional experience: Martina Fuchs (independent business journalist focusing on China), Damien Ng (researcher on the consumer behaviour of Chinese tourists), Christian Laesser (researcher in the field of tourism, service management and destination management) and Benno Nager (whose roles include being the manager of the Genting Secret Garden ski resort for the past five years). The lunch inputs played host to further figures such as Frédéric Füssenich (CEO of Rigi Bahnen), a representative of Graubünden Ferien and Michael Zellweger (years of experience in China's culinary culture). From the Institute for Tourism and Leisure, Christian Baumgartner (expert in sustainable tourism) and Thuc Lan Tran, who researches the usage of social media by Chinese tourists with Michael Jevic from the Fachhochschule Nordwestschweiz, gave a talk.

Each of the key-note speeches and lunch inputs were followed by moderated discussions, with moderators including Andreas Deuber, Director of the Institute for Tourism and Leisure, and Lisa Peers,

research assistant at the ITF, who speaks fluent Mandarin and spent time in China on extended study trips.

Time	Topic	Responsible
Kick-off event	Introduction	Andreas Deuber ITF Andries Diener Swiss-Chinese Association
Kick-off event	Keynote: Black Box China	Martina Fuchs
Kick-off event	Keynote: Understanding the Chinese Tourist	Damien Ng
Kick-off event	Keynote: Correctly operating the tourism industry with China	Prof. Christian Laesser
Kick-off event	DSS: China and the Development of Winter Tourism – A chance for Switzerland?	Benno Nager
Lunch input	Sustainable Tourism vs. Overtourism	Prof. Christian Baumgartner
Lunch input	The Grisons and China – a match made in heaven?	Tamara Löffel-Jäger
Lunch input	Chinese eating habits – the emphasis is on breakfast	Michael Zellweger
Lunch input	Chinese social media – FAQ	Dr Thuc Lan Tran & Prof. Michael Jeive
Lunch input	Reality check – what Chinese people are really like	Frédéric Füssenich

Table 14: Overview of the talks at the Tourism Trend Forum 2020.

#### Key figures

- 124 registrations (according to the CRM), making it absolutely comparable to the previous years
- DSS with Benno Nager saw logins from 237 students
- CRM registrations vs live stream click numbers

Programme point	CRM registrations	Live stream click numbers
Kick-off event	79 registrations	184 views
DSS with Benno Nager	237 student logins	
Christian Baumgartner lunch input	63 registrations	76 views
Tamara Löffel-Jäger lunch input	53 registrations	65 views
Michael Zellweger lunch input	39 registrations	63 views
Thuc Lan Tran & Michael Jeive lunch input	69 registrations	68 views

Frédéric Füssenich lunch input

71 registrations

41 views

Table 15: Overview of the registration numbers for the Tourism Trend Forum 2020.

## 9 Media

Publication date	Medium	Headline
2 Dec 2020	travelnews.ch/TRAVELNEWS	Für den Tourismus gilt: Strukturabbau abfedern, Strukturwandel zulassen
1 Dec 2020	Bündner Tagblatt	Ein Segen für Zweitwohnsitze?
1 Dec 2020	Engadiner Post/Posta Ladina	Smartphone in China - immer und überall
26 Nov 2020	fairunterwegs.org/Fair unterwegs	Besser informiert, besser aufgestellt: Wie der Roundtable Human Rights in Tourism die Branche unterstützt
26 Nov 2020	htr Hotel Revue	Der Reichtum nachhaltiger Innovation
25 Nov 2020	Hotellerie et Gastronomie Zeitung	Künstliche Intelligenz im Einsatz für den Tourismus (authors: Corsin Capol & Christopher Jacobson)
24 Nov 2020	suedostschweiz.ch/Südostschweiz Online	Zuhören - der erste Schritt in Richtung Innovation
20 Nov 2020	rtr.ch/RTR Radiotelevision Svizra Rumantscha	Capricorn s'entaupa cun panda
18 Nov 2020	Inline FH Schweiz	Ein Kochbuch mit Nanis Rezepten
18 Nov 2020	Radio SRF 1/Regionaljournal Graubünden/Regjournal GR 17.30	An der Fachhochschule in Chur startet am 19. 11. das Tourismus Trendforum unter dem Motto "Steinbock trifft Panda"
17 Nov 2020	bluewin.ch/de/Bluewin DE - blue News	Den Amerikanern abgeschaut: Disziplin am Skilift
11 Nov 2020	Hotellerie et Gastronomie Zeitung	Ein Last-Minute-Winter!
10 Nov 2020	Südostschweiz/Bündner Zeitung	Zauberlehrling im Tourismuslabor
9 Nov 2020	Tele Top/Top Fokus	Spitzensport und beruflicher Karriere
5 Nov 2020	20min.ch/20 minuten Online	Das sind die besten Skigebiete 2020
2 Nov 2020	Bündner Tagblatt	Unkonventionelle Methoden
29 Oct 2020	htr Hotel Revue	Die Chinesen stehen in den Startlöchern
28 Oct 2020	suedostschweiz.ch/Südostschweiz Online	Wenn «Zimmer-Frühstück» nicht mehr genügt
27 Oct 2020	20min.ch/20 minuten Online	Tourismusbranche verliert dieses Jahr 10 Milliarden Franken
23 Oct 2020	kleinreport.ch/Klein Report Online	Lenzerheide mit Tourismusdirektor ad interim

22 Oct 2020	20min.ch/20 minuten Online	Jetzt muss der Schweizer Tourismus noch mehr zittern
19 Oct 2020	htr.ch/Hotel u. Tourismus Revue	Ibex meets Panda: Die digitale Chinawoche
16 Oct 2020	stv-fst.ch/Schweizer Tourismus-Verband	Innovation im Tourismus – wichtiger denn je!
15 Oct 2020	htr Hotel Revue	Davoser Touristiker bleiben weiterhin optimistisch
5 Oct 2020	Bündner Tagblatt	Künstliche Intelligenz im Tourismus (authors: Corsin Capol & Christopher Jacobson)
4 Oct 2020	tagblatt.ch/St. Galler Tagblatt Online	Inputs mit einem Blick von aussen: Angehende Tourismusfachleute erarbeiten Ideen für Angebot im Toggenburg
2 Oct 2020	suedostschweiz.ch/Südostschweiz Online	Mit Nani einmal durchs Jahr gekocht und ein Kochbuch erstellt
30 Sept 2020	Hotellerie et Gastronomie Zeitung	Fit für die digitale Transformation
17 Sept 2020	Fridolin	Authentisch erleben
17 Sept 2020	Simmental Zeitung	Dipl. Tourismusfachfrau/mann HF
11 Sept 2020	20 Minuten Luzern	'Dieses Jahr schmerzt jeder Gast, der fehlt'
10 Sept 2020	travelnews.ch/TRAVELNEWS	HFT Graubünden bietet Win-Win-Studienlehrgang
8 Sept 2020	Montagna	Innovation im Tourismus: Vom Schlagwort zur Umsetzung
3 Sept 2020	htr.ch/Hotel u. Tourismus Revue	Elf innovative Ansätze für den Schweizer Tourismus
23 Aug 2020	rtr.ch/RTR Radiotelevision Svizra Rumantscha	Pestga cun mustga – dapli che be in sport
21 Aug 2020	htr.ch/Hotel u. Tourismus Revue	Mit Kreativität, Qualität und Vertrauen gegen die Krise
21 Aug 2020	Novitats	DEN ERFOLG DER TOURISMUSREGION SICHERN
21 Aug 2020	stv-fst.ch/Schweizer Tourismus-Verband	Der Schweizer SDG Tourismus-Dialog zu Nachhaltigkeit startet
20 Aug 2020	abouttravel.ch/about Travel - DE	Neuer Studienleiter an der Fachhochschule Graubünden: Patric Arn
20 Aug 2020	htr Hotel Revue	Hacken gegen die Tourismuskrisse

20 Aug 2020	Weiterbildung Schweiz	EIN SCHRITT IN DIE ZUKUNFT ALS SERVICE DESIGNER/IN
18 Aug 2020	Coop-Zeitung Gesamt	Wenn Fliegen fliegen, fischen Fischer
18 Aug 2020	rsi.ch/RSI Radiotelevisione svizzera italiana	Turismo in Svizzera e impatto della pandemia: un primo bilancio della stagione estiva
15 Aug 2020	fhnews.ch/FH News	Team der FH Graubünden gewinnt den ersten internationalen Studenten-Wettbewerb der UNWTO
9 Aug 2020	SonntagsBlick	Studenten stürmen die Unis
5 Aug 2020	Hotellerie et Gastronomie Zeitung	Vermietet
3 Aug 2020	Südostschweiz/RSO Info Abend 17.00 - 18.30/News	Ferien in Graubünden sind teurer geworden
30 Jul 2020	Basler Zeitung	Eine 'Uhrenrevolution' für Basel
27 Jul 2020	leaderdigital.ch/LEADER digital	Zweitimmobilien wie Superjachten vermieten
27 Jul 2020	myscience.ch/myScience Schweizer Forschung/Innovation	Vermietung von alpinen Luxus-Zweitimmobilien
21 Jul 2020	fm1today.ch/FM 1 Today	200 Franken für Übernachtung im Freien: 'Gäste wünschen sich Sicherheit'
16 Jul 2020	WoZ/Die Wochenzeitung	'Der Trend geht zu mehr Pauschalreisen'. Interview mit Christian Baumgartner.
1 Jul 2020	blog.xeit.ch/Xeit	Q&A mit xeit: Interview mit Nadine Beloch über virales Marketing
30 Jun 2020	Die Baustellen	Aktivierung von Zweitwohnungen
28 Jun 2020	imaginemag.ch/Imagine Magazin Online	Laax: WellnessHostel3000 und Aua Grava nehmen Form an
27 Jun 2020	Schweiz am Wochenende/Bündner Zeitung	Wenn der Wind der Veränderung weht
26 Jun 2020	abouttravel.ch/about Travel - DE	UNWTO zertifiziert Studiengänge an der Fachhochschule Graubünden
26 Jun 2020	Aroser Zeitung	'WEIL AROSA NACHHALTIGKEIT LEBT'
26 Jun 2020	TV Südostschweiz/SO informiert	Bestnote für die Fachhochschule Graubünden
25 Jun 2020	htr Hotel Revue	Wenn Biker in die Schlacht fahren
24 Jun 2020	travelnews.ch/TRAVELNEWS	51 neue Tourismusfachleute diplomiert



22 Jun 2020	<a href="https://myscience.ch/myScience">myscience.ch/myScience</a> Schweizer Forschung/Innovation	Nachhaltige Hotels in der Engadiner Seenregion
22 Jun 2020	Radio 1/Am Mittag 13.00 - 14.00/Experte Lifestyle	Welches Risiko besteht beim Planen von Ferien im Ausland?
21 Jun 2020	SonntagsBlick	Die Schweiz im Camping Boom
21 Jun 2020	<a href="https://travelnews.ch/TRAVELNEWS">travelnews.ch/TRAVELNEWS</a>	Sunday Press Swiss führt noch lange nicht jeden Flug durch
10 Jun 2020	Südostschweiz/RSO Info Abend 17.00 - 18.30/News	Grüsch Danusa will auch im Sommer mitmischen
5 Jun 2020	Allegra	Nur zum Fliegenfischen
3 Jun 2020	<a href="https://suedostschweiz.ch/SuedostschweizOnline">suedostschweiz.ch/Südostschweiz Online</a>	Auch in kalten Betten schlummert Potenzial
1 Jun 2020	Petri-Heil	Bündner Eröffnungssplitter
29 May 2020	Intelligent bauen	Bauen für den Tourismus
28 May 2020	<a href="https://hochparterre.ch/HochparterreOnline">hochparterre.ch/Hochparterre Online</a>	Zweitwohnung erneuern
28 May 2020	<a href="https://punkt4.info/punkt4.info">punkt4.info/punkt4.info</a>	RenoRent will Zweitwohnungen touristisch nutzen
27 May 2020	Leader/Special	'Wir interpretieren das Grand Hotel neu'
23 May 2020	Finanz und Wirtschaft	Tourismus auf der Intensivstation
17 May 2020	SonntagsZeitung	Der Traum in Weiss muss warten
14 May 2020	<a href="https://htr.ch/HoteluTourismusRevue">htr.ch/Hotel u. Tourismus Revue</a>	Milestone 2020
14 May 2020	<a href="https://htr.ch/HoteluTourismusRevue">htr.ch/Hotel u. Tourismus Revue</a>	So wichtig wie heute war Innovation noch nie
11 May 2020	Bündner Tagblatt	'Graubünden befindet sich in der Poleposition'
7 May 2020	Bündner Tagblatt	Berg wird Geschäftsführer von Viamala Tourismus
4 May 2020	Bündner Tagblatt	Windmühlen statt Mauern bauen
1 May 2020	La Quotidiana	Ün traget be per muos-chers
28 Apr 2020	<a href="https://20min.ch/20minutenOnline">20min.ch/20 minuten Online</a>	Graubünden eröffnet Hotspot fürs Fliegenfischen
22 Apr 2020	Hotellerie et Gastronomie Zeitung	Sturm in den Bergen

17 Apr 2020	rtr.ch/RTR Radiotelevision Svizra Rumantscha	Gastronoms grischuns fan quitads
17 Apr 2020	rtr.ch/RTR Radiotelevision Svizra Rumantscha	Deuber: 'Ina sfida existenziala per blers manaschis'
14 Apr 2020	Engadiner Post/Posta Ladina	Architectura e turissem man in man
14 Apr 2020	Engadiner Post/Posta Ladina	Che voula per fabrichar hotels in möd persistent?
14 Apr 2020	Südostschweiz/Bündner Zeitung	Tourismus muss nachhaltiger werden
12 Apr 2020	RTR Radiotelevision Svizra Rumantscha	Lisa Dermont – 'Lisa, la Chinaisa' da Rueun
2 Apr 2020	htr Hotel Revue	Ruhe finden beim Waldbaden
2 Apr 2020	htr Hotel Revue	Studierende der FH Graubünden entwerfen Hotelkonzepte
31 Mar 2020	suedostschweiz.ch/Südostsch weiz Online	Willkommen in der Welt des Service Design
26 Mar 2020	Gastro Graubünden/Infos & News	Die Gastronomie braucht neue Arbeitszeitmodelle
26 Mar 2020	myscience.ch/myScience Schweizer Forschung/Innovation	Bauen für den Tourismus - Hotels ganzheitlich verstehen
11 Mar 2020	cipra.org/Cipra Int. Alpenschutzkommission	Tourismus nach dem Skilift
5 Mar 2020	teletop.ch/Tele Top Online	Die Berufsbezeichnung wird der Klimadebatte angepasst
2 Mar 2020	Bündner Tagblatt	Touristisches Co-Working und Co-Living
20 Feb 2020	Inline FH Schweiz	Zukunftsorientiertes Tourismusstudium
18 Feb 2020	suedostschweiz.ch/Südostsch weiz Online	Sunny San Diego!
13 Feb 2020	Handelsblatt	Die Alpenvisionäre
7 Feb 2020	20 Minuten Bern	Mit drei Klicks kannst du Ski und Helm mieten
6 Feb 2020	htr Hotel Revue	Wohnungen mit Service rechnen sich in Randlagen
6 Feb 2020	nachrichten.ch.msn.com/MSN Schweiz Nachrichten	So viel Österreich steckt in Schweizer Firmen
3 Feb 2020	Südostschweiz/Bündner Zeitung	10-Jahr-Jubiläum bei der KWZ

31 Jan 2020	Gipfel Zytig	'GRhome' fördert das Tourismusbewusstsein
22 Jan 2020	Bündner Tagblatt	Gastfreundschaft fällt nicht vom Himmel
22 Jan 2020	tio.ch/Ticino Online- 20 minuti	Ferrovia Monte Generoso, la squadra c'è
17 Jan 2020	Klosterser Zeitung	Fast mit Skiern auf die Welt gekommen
14 Jan 2020	Südostschweiz/Bündner Zeitung	Auf den Franken-Schock folgte der neue Schwung
9 Jan 2020	htr Hotel Revue	'Mein Job? Initiator und Integrator'
7 Jan 2020	blick.ch/Blick Online	Das sind die Top-Destinationen für die Winterferien
20 Dec 2019	Ticino Welcome	CINA E SVIZZERA A CONFRONTO SULLE SCUOLE UNIVERSITARIE PROFESSIONALI

## 10 Figures and tables

Cover image: University of Applied Sciences of the Grisons Chur	1
Figure 2: Organisation of the Institute for Tourism and Leisure (ITF)	6
Figure 3: AS 2018 cohort	24
Figure 4: AS 2019 cohort	25
Figure 5: AS 2020 cohort	25
Table 2: ITF's Advisory Board	11
Table 2: Development of the number of Bachelor's students	13
Table 3: Student numbers for the majors	14
Table 4: Student numbers for the minors	16
Table 5: Overview of Bachelor Theses 2020	17
Table 6: Objectives/topics and supporting lecturers for the Study Week Abroad 2020	18
Table 7: Objectives/topics and supporting lecturers for the Study Days	19
Table 8: Overview of speakers at DSS 2020	20
Table 9: Overview of exchange students for spring semester 2020	20
Table 10: Overview of exchange students for autumn semester 2020	22
Table 11: Depiction of the numbers of TSS students	23
Table 12: Depiction of the number of students on the MSc BA, Tourism & Change major	27
Table 13: Development of the number of participants on further education courses	28
Table 14: Overview of the talks at the Tourism Trend Forum 2020	50
Table 15: Overview of the registration numbers for the Tourism Trend Forum 2020	50

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