

Institute for Tourism and Leisure (ITF)

Annual Report

2021 edition



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Foreword

Resilience: a term that, in hindsight, can probably be considered *the* word of 2021 for us at the Institute. Of course, it is impossible to ignore the fact that coronavirus has once again made its mark on the ITF, too, over the past year. The glimpse of hope that the pandemic would soon be overcome, and that we would return to normality, was sadly revealed to be nothing but a mirage on multiple occasions. We were buoyed by the hope that we would be able to enjoy the freedoms that were returned to us in the spring, like in-person teaching, and were then brought back to earth with a bump in autumn, thanks to Omicron. However, the resilience of all those involved was a source of strength for all our thoughts and actions, demonstrating that the ITF does not fall apart in a crisis, but rather comes out of it even stronger.

Over the last year, aspects such as the sustainable health of our staff and students initially took precedence. Alongside this, our teaching staff were faced with the major question as to how students would handle the constantly changing situation and the planning-related challenges that arose from this. Although our students were now more than familiar with working online, we could not take for granted that all the students would support a decision to fully move to remote teaching again in autumn 2021. However, this concern proved baseless, in hindsight: students generally displayed a mature attitude and forged through this unfortunate situation with professionalism. In so doing, they offered impressive evidence that they have already acquired a great deal of the skills needed for their future careers in the tourism industry, like flexibility, adaptability and a healthy dose of pragmatism.

Although it was a challenge nobody deserved, coronavirus also led us to undertake developments that we would never have dared to approach at such pace had it not been for the pandemic. So, over the past year, we got to grips in much greater depth with issues such as digitisation, blended and online learning, and potential working-from-home concepts. In these areas and others, we were able to generate an enormous amount of knowledge and experience within a very short period of time, which we now need to further maintain and deploy in a purposeful way. Looking outside the box doubtless helped us a lot; close collaboration and exchange of ideas at the departmental and university level, and with other educational institutions, have contributed greatly to our recognisable success.

Despite the pandemic, much has continued as normal at the Institute, and we managed to achieve a great deal, or even excel. Alongside the fact that all the staff and students at the ITF generally made it through 2021 in good health, the element that has brought me the most joy is that we have seen an above-average level of dedication and, indeed, determination. As a result, the Institute did not only undergo a staggeringly steep learning curve over the last year: it also demonstrated incredible performance in terms of our output in the fields of teaching, research, service and continuing education. To learn more about this, please read the subsequent chapters of this Annual Report where we discuss the goals and KPIs attained in 2021.

At the ITF, an expert organisation with a clear focus on tourism, we have to embody the four-fold service mandate of a university: education, training, research and service. As part of this, education and practice are closely linked at the ITF. As an educational institution, we consciously promote an open intellectual environment where staff and students can mutually inspire and challenge each other. This enables our students to develop into self-confident, independent individuals who are ready to take on responsible positions in society after completing their studies. As a result, in 2021, despite coronavirus, we developed solutions and supported the development of competent members of the society of the future, thanks to inspiring work driven by curiosity.

This is not least due to deep-seated resilience; resilience that we as an Institute have been able to demonstrate over the last year, in collaboration with our students and partners. This was only possible thanks to a strong sense of togetherness which I am very proud to highlight.

We look forward to seeing each other again, whether online or, better still, in person at the ITF in Chur, as soon as we can.

A handwritten signature in black ink, appearing to read 'Patric Arn', is written over a faint, light blue grid background.

Prof. Dr. Patric Arn

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, despite the coronavirus pandemic.

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.

Event series, such as the Tourism Trend Forum (TTF) or the Distinguished Speakers Series (DSS), see 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 focal area of development in the Alpine region, specialising in the research areas of Alpine construction, settlement development, tourism development and economic policy. 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 (economic, environmental and socio-cultural environment and its interactions) and requirements relating to digitisation.

1.1 Organisation

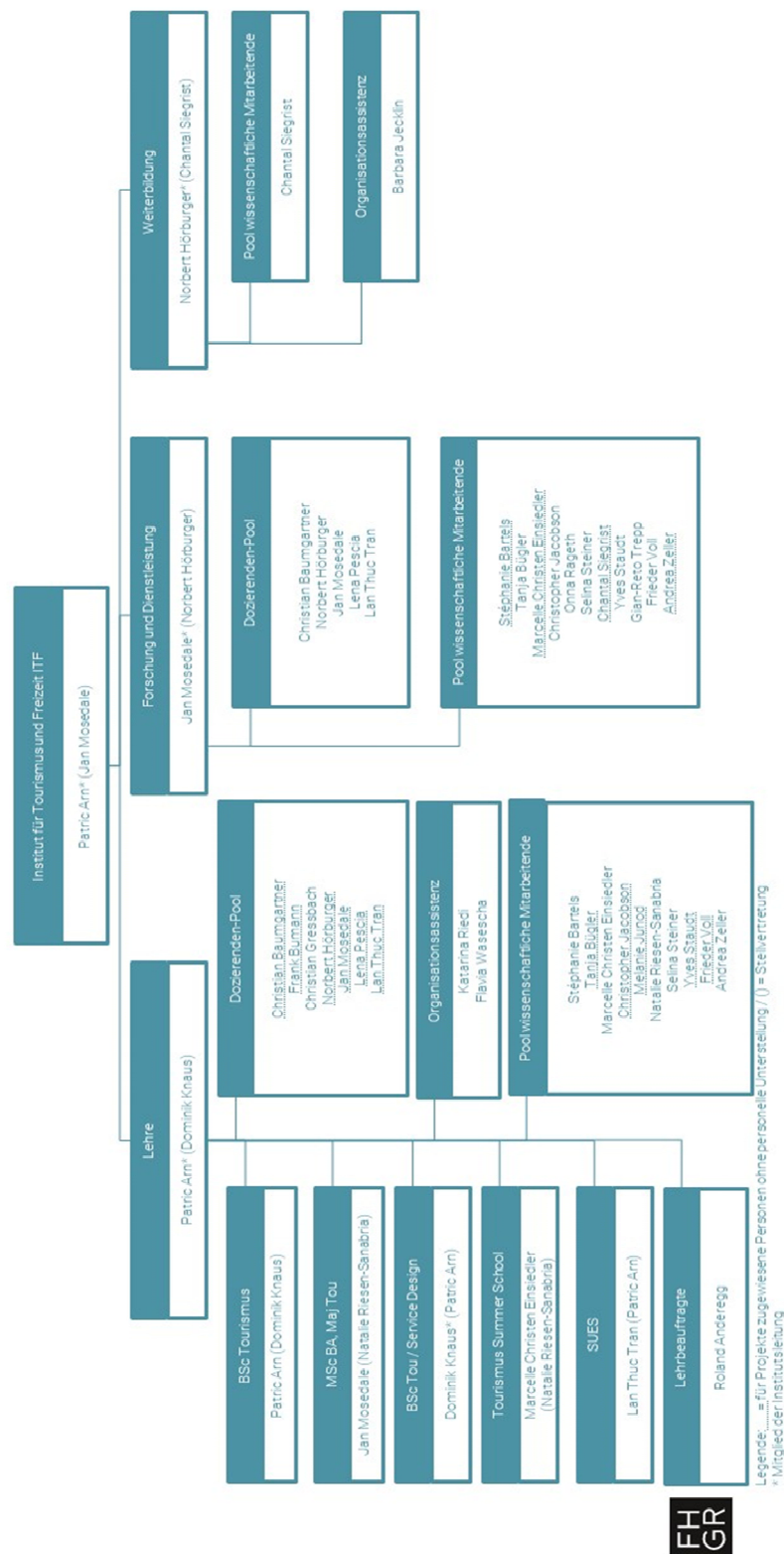


Figure 1: Organisation of the Institute for Tourism and Leisure

1.2 ITF Team

(As of 31 Dec 2021)

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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 Friedrich	Head of Member and ERFA Groups HotellerieSuisse
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	Co-Founder & Managing Director, G&B Travel and Hospitality
Rolf Schaefroth	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: The 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:

- Bachelor of Science FHGR in Tourism (full-time degree)
- Bachelor of Science FHGR in Tourism (part-time degree with Specialisation in Service Innovation & Design)
- Master of Science FHGR in Business Administration with Specialisation in Tourism and Change
- 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 key position in terms of academic education within Switzerland's tourist sector, and has an international impact. A degree from the UAS Grisons 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 the UAS Grisons' strategic sustainability initiatives, we support our students and graduates to develop into responsible experts and managers.

Bachelor of Science (BSc) in Tourism

(Prof. Dr. Patric Arn)

The full-time Bachelor's degree in Tourism is one of the central pillars at the ITF, and, by extension, underpins the entirety of the University of Applied Sciences of the Grisons. Students on the course come from our home canton and other parts of Switzerland, generally German-speaking regions. In addition, there is always a good number of overseas students on the course. Our 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. Alongside the opportunity to learn a language, this also facilitates international student exchanges, whether incoming or outgoing, which are very popular among students. Despite coronavirus, most of the planned exchanges were able to take place last year, to our students' delight. Alongside this, we were also able to use the pandemic constructively, accelerating the process of getting to grips with teaching and learning concepts that had merely been envisaged to date and putting them into practice.

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	2021
BSc in Tourism students FT ¹ and PT ²	305	317	322	316	279	266	259	324	338	337	271
First-year students: Bachelor's level											
– BSc in Tourism	124	131	115	105	81	93	97	94	87	71	30
– BSc in Tourism, Service Design major (PT)							20	33	25	12	17
Number of classes BSc in Tourism, first year of study, German	3	3	3	3	2	2	2	2	2	2	1
Number of classes BSc in Tourism, first year of study, English	1	1	1	1	1	1	1	1	1	1	1
Number of classes BSc in Tourism, Service Design major, first year of study (PT)							1	1	1		
Number of classes BSc in Tourism, Service Design major, first year of study (PT), from AS** 2020										1	1

*Matriculated on 1 January 2021, **AS = Autumn Semester

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, the specialisation in Service Innovation and Design.

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Event Management major (ended in 2015)	21	19	18	24							
Event Communication major from AS* 2015					19	11	15	18	19	33	23
Leadership major (ended in 2017)	15	3	6	10	4	3	3				
Leadership and Change major from AS 2018 **								2	5	2	10
Mountain and Leisure Management major		10	0	0							

¹ FT = full-time

² PT = part-time

(ended in 2015)

Marketing and Product Development in Tourism major	25	27	21	12	14	19	11	16	34	10	19
eCommerce and Sales in Tourism major from AS 2013			21	27	25	30	13	19	13	18	20
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	23

Table 3: Student numbers for the majors

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

The development of student numbers for the minors is below.

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Cross-Cultural Competence minor (ended in 2015)	52	26	47	37							
Hospitality Management minor	14	26	30	33	30	24	23	36	22	38	35
Media and Public Relations minor	33	60	45	67	56	66	26	33	40	44	53
Niche Tourism minor	14	17	17	19	26	28	28	33	37	44	43
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	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	14
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	43
Health Tourism minor (ended in 2015)		0	0	0				
Health Tourism Management minor from 2018					22	25	28	24
Retail Management minor from 2015		24	29	0	0		13	0
Quality Management minor (ended in 2018)		12	10	0	17			
Service Quality Management minor from 2019						18	0	0
Integrated Mobility Management minor from 2018					9	0	0	0
Aviation Management minor from AS 2017				19	33	38	26	22
Academic Research in an International Context minor from 2019						4	0	4
Sports Tourism minor from 2020							30	25
Cruise Tourism minor from 2020*							3	6

Table 4: Student numbers for the minors

*AS = Autumn Semester, **a collaboration with Euro FH Hamburg (D)

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, or service innovation and design, within a prescribed period of time and in line with academic standards, while also developing, documenting and presenting proposed solutions. To ensure practical relevance, students need to independently seek out a client from industry. The Thesis tests their professional competence, methodological competence and self-competence. The Bachelor Thesis is the crowning glory of a successful degree and offers important help with the transition from the degree into the world of work.

Total number of Bachelor Theses in Tourism 2021, Tourism full-time: 81

Divided by language

– English	47
– German	34

Divided by location

– Grisons	15
– Rest of Switzerland	63
– International	3

Practical focus

– Service innovation	12
– Tourism 4.0	43
– Management of tourist real estate and infrastructures	13
– Sustainability	4
– Event management	5
– Other	4

Table 5: Overview of Bachelor theses, full-time, 2021

Total number of Bachelor Theses 2021, part-time (Service Innovation & Design course): 20

Divided by language

– English	1
– German	19

Divided by location

– Grisons	5
– Rest of Switzerland	15

Practical focus

– Service innovation	12
– Tourism 4.0	7
– Other	1

Table 6: Overview of Bachelor theses, part-time, 2021

2.3 Study Week Abroad (SWA) and Study Days Abroad

As in every spring semester, the Study Week Abroad/Study Days Abroad, the practical component of the Project Management module, took place in the first week of June. Unfortunately, the project days and weeks in the individual self-selected destinations were only able to take place in virtual form, due to the coronavirus pandemic at the time.

Within this course, students were given the overarching task of selecting a tourist destination independently in small groups and using the current challenges to define questions of practical relevance to explore. Using a professional project structure, the next step saw the students determine relevant sources of information be decided (generally tourist service providers on site) which could help them answer their original questions.

The following topic areas and questions were at the heart of the spring semester 2021:

Objectives and topics	Supporting lecturer
Aarhus (Denmark) <ul style="list-style-type: none"> – What are challenges and opportunities Aarhus is facing in sustainable tourism according to their goal to be a CO₂-neutral city by 2030? – What sustainable tourism offers already exist in the cultural tourism, culinary tourism, and hospitality sector? – How does the goal to be a CO₂-neutral city by 2030 affect local tourism providers in the different sectors? 	Marcelle Christen Einsiedler
Madeira (Portugal) <ul style="list-style-type: none"> – What are competitive advantages regarding Madeira's sustainable tourist products at the moment (transportation, activities, accommodation) in comparison to other destinations? – Nature is very close to the island's heart. Every year, many nature enthusiasts visit the island to discover its beauty. How does Madeira manage to preserve its nature and thus keep tourist pollution under control? – Madeira is a unique isolated country, far from the mainland. Are the heavy emissions produced by transportation also considered regarding nature-friendly policy and if not, where could possible improvements be made? 	Dr. Lan Tran Thuc
Hamburg (Germany) <ul style="list-style-type: none"> – The impact of cruise tourism on the destination of Hamburg – The sustainability aspect of cruise tourism with an emphasis on the Sustainable Development Goals as defined by the United Nations member states (Agenda 2030) – The cooperation between stakeholders from the cruise industry and the destination Hamburg 	Jürg Hüsser

<p>A virtual trip to Botswana</p> <ul style="list-style-type: none"> – How have Botswana Tourism and individual tourism players managed to find a balance between financially benefiting from tourism and protecting the country's flora and fauna? – To what extent does Botswana's government influence the tourism sector and sustainable development in tourism? – What influence does the Environmental Education Program in schools have in terms of the development of sustainable tourism? 	<p>Frank Bumann</p>
<p>Lord of the Rings in New Zealand</p> <ul style="list-style-type: none"> – What was the initial impact of movie-induced tourism on national tourism in New Zealand? – Were there any negative externalities or shareholder/stakeholder conflicts due to the movie-induced tourism from Lord of the Rings and the Hobbit? If yes, which? – How can movie-induced tourism be counted as a pillar to overcome the impact of COVID-19? 	<p>Prof. Dr. Christian Baumgartner</p>
<p>Sochi (Russia)</p> <ul style="list-style-type: none"> – How did the 2014 Olympic Winter Games affect Sochi? (economic, ecological and social aspects) 	<p>Dr. Frieder Voll</p>
<p>Northern Finland</p> <ul style="list-style-type: none"> – How does tourism affect the culture and environment and what are the threats and opportunities regarding tourism in Northern Finland? – What are successful and sustainable collaborations between the tourism industry and the Sámi? – What consequences does a collapse in the number of tourists have on the economic level? 	<p>Dr. Lena Pescia</p>
<p>Delft, the hidden gem of the Netherlands</p> <ul style="list-style-type: none"> – What is Delft's competitive advantage and how does the destination maintain it? – Which destination image is Delft intending to create? – How can Delft change from mostly day tourism to more long-term stays? 	<p>Prof. Dr. Patric Arn</p>

Table 6: Objectives/topics and supporting lecturers for the Study Week Abroad 2021

In the spring semester, the Study Days took place for the Service Innovation and Design course for the third time. The Study Days are a shortened version of the Study Week Abroad, for our part-time students, where students explore a topic with a close connection to service design. Unfortunately, the coronavirus pandemic meant that it was not possible for this group, either, to visit the selected Swiss destinations, with these days also being held virtually.

The objectives of the Study Days 2021 were:

Objectives and topics	Supporting lecturer
Arosa - How is the destination of Arosa making sustainability an experience using service design methods?	Prof. Dr. Thorsten Merkle
Digital Nature Films/Laax/Falera <ul style="list-style-type: none"> – Why are service providers connected to the integration platform? – What has changed at companies since the introduction of the Inside Laax app? – What has changed at companies for customers since the introduction of the Inside Laax app? – Additional question: what does the future of the Inside Laax app look like? 	Dominik Knaus
Progetto Percorso Locarno <ul style="list-style-type: none"> – What are the key touchpoints for individual players and to what extent are they taken into account when the individual products are being designed? – How is the feedback culture maintained and what role does digital data play? – To what extent is the customer journey used as a tool to holistically optimise the customer experience of festival visitors? 	Christian Gressbach
Zermatt <ul style="list-style-type: none"> – What methods are used to form target groups? – What did the individual target groups look like for the destination before the pandemic? – How have the target groups changed during the COVID-19 pandemic in summer/winter? – What are the expectations in terms of adjustments to the target groups in the future? 	Jürg Hüsler

Table 7: Objectives/topics and supporting lecturers for the Study Days Abroad 2021

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 and the service industry. 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. As a result of the ongoing pandemic, the events were all held online.

Date	Speaker	Topic
18 Mar 2021	Ramun Hofmann Think Tank Tourism	Innovation and tourism? Now or never.
15 Apr 2021	Maria Sägesser Schweiz Tourismus	Dedicated to customer experience
29 Apr 2021	Sara Bertagno Travel Job Market	Tourism in transition – what career opportunities can I expect?
20 May 2021	Vinzenz Leuenberger GETKICKBOX powered by Swisscom	Intrapreneurship & employee-driven innovation with KICKBOX
30 Sep 2021	Philippe Welti & Daniel Woker Share-an-ambassador	The Pandemic, a new US administration and 'Afghanistan': geopolitical repercussions
14 Oct 2021	Michael Maeder CEO Switzerland Travel Centre (STC)	Digitisation Touring Switzerland – customised packaging
18 Nov 2021	Birgit Defoort Managing Director Glenaki Tourism Consultancy	PR work in travel
2 Dec 2021	Dr. Bijan Khazai Co-Founder and CEO at Hotel Resilient	Hotel Resilient – supporting resilience building of destinations, local communities and economies that rely on tourism

Table 8: Overview of speakers at DSS 2021

2.5 Student Exchange

The topic of student exchange is very important to our students as it enables them to gain international experience as well as build 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. Despite the challenging conditions and limitations, 2021 saw incoming and outgoing students head off on an adventure far from their home university.

Spring semester 2021			
Incoming		Outgoing	
SRH Berlin University of Applied Sciences, Germany	2	FH Wien, Austria	2
Hochschule Harz, Germany	1	FH Salzburg, Austria	2
HES-SO Valais Wallis, Switzerland	1	IMC Fachhochschule Krems, Austria	2
		Hochschule Harz, Germany	1
		Hochschule Heilbronn, Germany	1
		Universitat de Girona, Spain	1
		Breda University of Applied Sciences, The Netherlands	1
		University Anahuac Mayab Merida, Mexico	1
		Prince of Songkla University, Phuket, Thailand	1
Total	4	Total	12

Table 9: Overview of exchange students for spring semester 2021

Autumn semester 2021			
Incoming		Outgoing	
Hochschule Heilbronn, Deutschland	3	Breda University of Applied Sciences, The Netherlands	3
Breda University of Applied Sciences, The Netherlands	3	Haaga-Helia University of Applied Sciences, Finland	3
Universitat de Girona, Spain	1	ESC La Rochelle, France	3
UAB Barcelona, Spain	1	UAB Barcelona, Spain	3
FH Kufstein, Austria	1	Warmadewa University, Indonesia	3
Babes-Bolyai University, Romania	1	Universitat de les Illes Balears, Spain	2
		San Diego State University	2
		Dalarna University, Spain	1
		Universitat de Girona, Spain	1
		Universidad de Sevilla	1
Total	10	Total	22

Table 10: Overview of exchange students for autumn semester 2021

2.6 Tourism Summer School (TSS)

In collaboration with Academia Engiadina, the ITF has been offering an English-language Tourism Summer School (TSS) in Samedan since summer 2018, with students at Academia Engiadina, above all, making active use of this. 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 Tourism 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. After seven years, Christopher Jacobson is passing the leadership of the Tourism Summer School to Marcelle Christen-Einsiedler.

Development of the number of students of the TSS

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Number of students when the course started	13	4	12	9	10	9	12	21	20	22	29
Transfers to the Bachelor's programme	8	3	10	3	7	5	11	18	17	12	unknown
Bachelor's graduates from the year	6	1	10	3	7	5	9	17	16	unknown	unknown

Table 11: Depiction of the numbers of TSS students

2.7 Shanghai University of Engineering Science (SUES)

The cooperation between the UAS Grisons and the Shanghai University of Engineering Science (SUES) will celebrate its 10-year anniversary in 2023 and can already look back on a successful collaboration.

However, 2021 was also affected by COVID-19: in the second year of the pandemic, online teaching was continued as per usual – and by that point, students, lecturers, teaching assistants and course assistants were well-practiced with it. China did not issue visas to foreigners until autumn 2021, and when visas were being re-issued at the end of the year, a mandatory two-week quarantine prevented teaching from being recommenced on the ground in Shanghai. In addition, there was simply not enough time to get the lengthy visa process underway.

Despite the current challenges, the cooperation was further expanded and deepened in 2021: in October, the university's management approved a further extension to the cooperation agreement, which now runs until the end of 2024, and the joint quality management group commenced its work. This working group strives to create and deploy uniform quality standards and criteria for the joint programme in Tourism.³

The fourth year of Chinese students started their final year of their Bachelor's degrees at the ITF in the 2021 autumn semester. Unfortunately, coronavirus restrictions were once again imposed in autumn and teaching conditions were adjusted. In-person teaching was possible if participants were vaccinated, tested or recently recovered from Covid, with lessons streamed for those absent. Many excursions and events outside the university were cancelled. Now, at the end of 2021, there is a hope that 2023 will see normality return to day-to-day university life.

Online teaching at SUES will continue until at least mid-2022. However, it is hoped that an on-site visit will be able to take place in summer, if not autumn, at the latest, 2022.

³ Cooperation programme between the UAS Grisons and SUES. UAS Grisons lecturers teach tourism subjects at SUES and SUES students spend the final year of their Bachelor's degree studying at the UAS Grisons.

3 Master of Science in Business Administration (Tourism)

The ITF is a partner of the Master of Science FHGR in Business Administration and is responsible for the major in Tourism and Change. 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.

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. On the one hand, they learn how to overcome change to develop resilient companies and organisations, and on the other, they learn how to proactively trigger change to introduce the desired shifts.



Figure 2: Curriculum construction

2020 was shaped by change, fittingly for the title of the Master's course: after the curriculum had been revised with a new focus on change for the 2020 autumn semester, full-time students undertook their second and third semesters in 2021. When the modules were executed for the first time, lecturers were not only able to gain experience relating to the topic; coronavirus also meant that they were faced with the challenge of planning and implementing their teaching in hybrid or online formats. These experiences were included in the further development of the modules and pedagogical approaches. As a result, the flipped classroom method is used in some modules, where students gain knowledge prior to the lesson using videos, literature or podcasts. In turn, this enables lecturers to have students apply this knowledge in practical workshops during the lesson.

However, the ongoing coronavirus pandemic also led to a drop in student numbers for this course, which is strongly shaped by international students. As a result, the autumn semester saw just 10 students start the course; a significant reduction compared to the very good result for the beginning of the course in 2020.

Development of the number of students on the Tourism & Change Master's

	2013	2014	2015	2016	2017	2018	2019	2020	2021
First-year students	22	12	11	13	14	16	15	29	10
Total students	33	35	26	24	27	30	31	43	39

Table 12: Depiction of the number of students on the MSc BA, Major Tourism & Change

After the modules were given in full for the first time, students' feedback on the new curriculum was very positive, although they requested a more practice-focused approach. This is provided through the increased use of the flipped classroom (teaching method) and with inputs from practitioners within the modules. In 2022, the plan is to include another excursion offering plenty of practical input.

4 Further education

The ITF offers two further education courses to support the professional development of experts from the tourism and event sector, 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, are discussed, along with select topics relating to ecology and event law. There is 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 2021, 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 third time in 2021. 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 three compulsory elective modules of Product & Service Design in Tourism, Hotel Management and Alpine Destination Management. This enables them to tailor their degree to their own interests and shape it more flexibly in terms of time, too. If students are interested in the content of individual modules, they can also attend individual classes as required. 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	2019	2020	2021
CAS Event Management (upgrade)	25 (5)	24 (6)	17 (10)
CAS Tourism 4.0			
– entire CAS	14	14	7
– Participants in individual modules	5	2	0

Table 13: Further education courses

New development of DAS courses and MAS study

In 2021, three new Diploma of Advanced Studies (DAS) further education courses, each worth 30 ECTS, were created on the basis of the existing courses CAS Tourism 4.0, CAS Event Management and CAS Sport Management 4.0. The new degrees are illustrated in the following image:

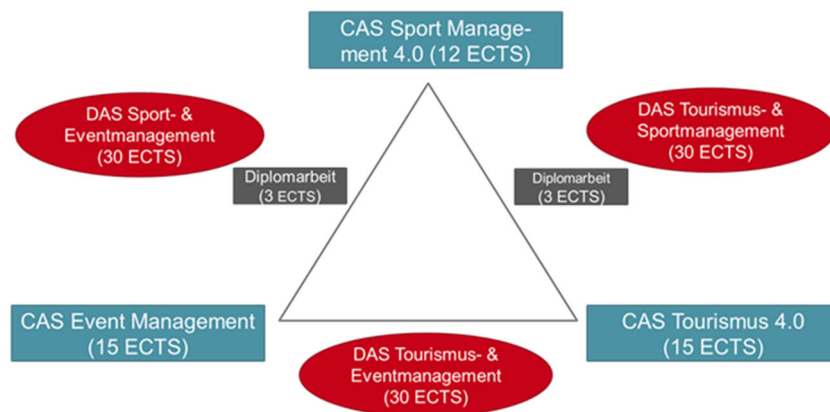


Figure 3: CAS/DAS degrees

It is possible to combine the three CAS degrees with a Master's module (6 ECTS) and the MAS thesis (12 ECTS) to enable a complete further education offering that leads to a Master of Advanced Studies (MAS) degree.

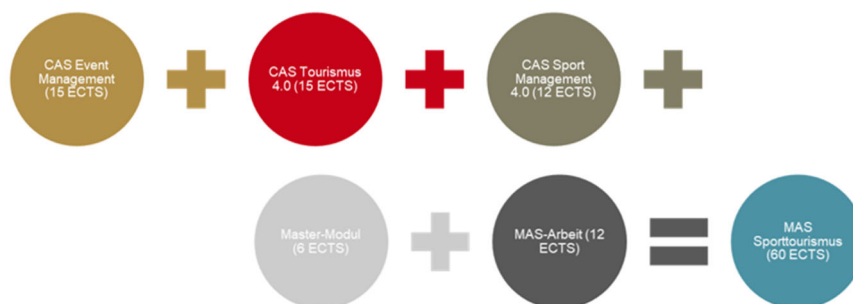


Figure 4: Further education pathway to achieve an MAS

5 Research Projects

The ITF has a broad research portfolio, comprising projects from the four research fields of service innovation in tourism, tourism 4.0, management of tourist real estate and infrastructures and sustainable development. This is a list of major projects that were in progress in 2021, or that had already been completed in this year:

Project name	Sustainability in the hotel industry – a collaborative approach illustrated by the Maloja-Sils-Silvaplana lake region
Project members	Tanja Bügler, Frieder Voll, Chantal Siegrist
Project start date	July 2019
Project end date	April 2021
ITF competence area	Sustainable development
Partner	Hotel association Maloja-Sils-Silvaplana
Funding	Economic Development and Tourism Agency of the Grisons

Starting point

Around a dozen hotels in the Maloja-Sils-Silvaplana lake region in the Engadin aim to boost sustainability at their businesses and anchor it within their operational processes.

Project

To this end, this research project by the University of Applied Sciences of the Grisons aims to develop a new method to work with hotels to advance sustainability at individual businesses, in the association and in the region, using tangible sustainability measures. The collaborative bottom-up process is a new addition to this approach to boost sustainability in the hotel sector.

Implementation

An approach was selected for implementation on the ground that saw stakeholders (representatives from strategic and operational areas of the businesses) be able to work on measures independently after receiving input from experts in various sustainability-related areas within the hotel sector. In addition, there was a major focus on the potential for collaboration, with collaboration between multiple hotels offering sizeable opportunities for sustainable development (such as visitor mobility). Labels, guides and funding programmes with a strong focus on measures taken by individual businesses cannot derive value from this potential for regional cooperation in the same form. As a result, stakeholders on the ground are also keen for a bottom-up process that is adjusted to the challenges they are facing. Alongside the cooperations, this can ensure that individual company measures are put into practice and experiences on this are discussed within the association. As a result, these successes could lead to a potential label process at individual businesses.

Project name	Social media usage by individual Chinese tourists (FITs) – new action recommendations for Swiss service providers in the tourism industry
Project head	Thuc Lan Tran
Project member	Michael Beier (SIFE)
Project start date	1 September 2021
Project end date	30 June 2022
ITF competence area	Digitisation
Partner	Graubünden Ferien, University of Applied Sciences Northwestern Switzerland
Funding	Innotour

Description:

With this project, Graubünden Ferien hopes to formulate new recommendations for action to tap into the market of individual Chinese tourists via social media channels, with tourist service providers in Switzerland benefiting from this.

In this project, Graubünden Ferien is receiving academic support from the University of Applied Sciences of the Grisons and the University of Applied Sciences Northwestern Switzerland. In particular, the aim is to showcase the Grisons as a holiday destination with various offers on Chinese social travel sites, attracting the target group of Chinese individual tourists to the region. As part of the project, an overarching concept for the social media strategy (target groups, messages/content, channels, commercialisation) is developed. Service providers participating in the project include Corvatsch-Bahn AG, Rhätischen Bahn and around two dozen hotels in the canton of the Grisons.

Project name	Applied Tourism Intelligence to Boost Experience Quality
Project head	Dominik Knaus
Project members	Dr. Lena Pescia, Christopher Jacobson, Chantal Siegrist
Project start date	August 2021
Project end date	August 2022
Primary area of research	Service innovation in tourism
Partner	Destination Davos Klosters ASE (Analysis Simulation Engineering) AG
Funding	Innotour

Starting point

The experience quality of a tourist product, as sensed by visitors, is directly impacted by capacity management at relevant touchpoints, attractions and activities. Due to the characteristic fluctuations in demand for services, service companies are faced with the challenge of aligning their capacity and demand to ensure experience quality remains high.

Project

The project aims to improve experience quality through capacity management in a tourist destination using data capture, analysis and visualisation of customer behaviour. The concept of the project is to recognise and analyse over- or under-capacities at particular times at different locations and create a forecasting model based on this. Data-based forecasts on the visitors to be expected can be used to implement targeted capacity management for tourist service providers and visitors alike, which, in turn, has a positive impact on capacity utilisation, overall returns and the development of the offering available.

Implementation

The live data and information captured are used on three levels: the strategic level, the operational level and the visitor level. The strategic level describes spatial structures and contexts for tourism organisations and other tourist stakeholders. It encompasses descriptive and spatial evaluations, availabilities and a behaviour model using data bases, as well as measured and estimated visitor activities. It can model guest behaviour, based on the existing product range, and take observed behaviour into account in a quantitative, historical way. As a result, the strategic level serves to provide long-term planning support with tourism organisation in the form of quantitative figures for future-looking management decisions. The operational level captures and visualises actual utilisation and the time-dependent number of people at places of relevance for tourism (points of interest). It depicts utilisation and over-utilisation in relation to maximum capacity and creates a live forecast of tourist activities. The operational level is integrated into existing processes at the tourist organisation and local tourist stakeholders, enabling companies to manage their own capacity, live. For example, the capacities of providers of sports activities can be used to optimise staff planning using short-term forecasts (up to 5-day forecasts, on an hourly basis). The visitor level facilitates the independent optimisation of experience quality through visitors themselves, whether via an application (such as by stating a waiting period, number of empty parking spaces) or indirectly via the management of service prices by tourist stakeholders.

Project name	'Augmented Swiss Heritage' or the visibility of cultural heritage
Project head	Simonne Bosiers (lecturer at the Institute of Multimedia Production)
Project members	Onna Rageth, Dominik Knaus
Project start date	June 2021
Project end date	March 2023
ITF competence area	Service innovation and design
Partner	Kirchner Museum Davos, Heimatmuseum Davos, Afca AG, discover.swiss
Funding	Innotour, Kreativfonds Davos

Description:

In the 'Augmented Swiss Heritage' project, collaboration with the Kirchner Museum and Heimatmuseum Davos saw an augmented reality (AR) application be created for visitors to the destination of Davos. The app enables visitors to experience Davos' cultural heritage in an immersive, participatory way. It serves as a model through which its integration into the platform discover.swiss can be multiplied and used across Switzerland by tourism organisations and associations, art associations and general representatives from art, culture or archaeology to expand their offering.

The app enables visitors to experience Davos' cultural heritage in an immersive, participatory way. It is intended to have a close temporal and content connection to the 'Europe on Cure' exhibition which illuminates Davos' growth from a sleepy mountain village to a global centre for health cures and tourism and the meeting point for Europe's academic and cultural scene. The app, developed by the company Afca AG, also serves to investigate and answer an array of research questions. On the one hand, research is carried out into how user experience (UX) can be substantially improved by AR applications in terms of immersion and participation, while, on the other, the creation and production process of an AR experience is researched, defined and documented to promote future replicability. Furthermore, fundamentals (processes, technical expertise, quality criteria) are developed for a Swiss-wide AR service range. It is hoped that tourist destinations will be able to publicise their AR experience in the style of a digital marketplace on the basis of this discover.swiss platform.

Project name	Staff allocation and planning for real estate management in tourism
Project head	Prof. Corsin Capol (IPR)
Project members	Christopher Jacobson (ITF), Stefano Balestra (IPR), Tanja Bögler (ITF), Dr. Yves Staudt (ITF), Chantal Siegrist (ITF), Marc-Alexander Iten (IPR), Dr. Frieder Voll (ITF), Prof. Norbert Hörburger (ITF)
Project start date	1 September 2019
Project end date	30 June 2021
Primary area of research	Tourism 4.0
Secondary area of research	Management of tourist real estate and infrastructures
Partner	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 currently covering 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, AI and operation research were used to develop a research prototype for staff allocation by the Institute for Photonics and Robotics (IPR) at the University of Applied Sciences of the Grisons in 2020.

As part of the research project, a model was also developed by the IPR 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 builds 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 Robotics (IPR), 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	Robotics in the hotel industry
Project head	Jan Mosedale
Project members	Stephanie Bartels, Dominik Knaus, Onna Rageth, Chantal Siegrist, Yves Staudt
Project start date	September 2019
Project end date	February 2022
ITF competence area	Tourism 4.0
Partner	Avatarion, Opera Hotel, Welcome Hotels, HotellerieSuisse
Funding	Innotour

Description:

In 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 workflows 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	Healing Alps: tourism based on natural health resources for the development of Alpine regions (HEALPS2)
Project head	Jan Mosedale
Project members	Christopher Jacobson, Stephanie Bartels, Andrea Zeller, Frank Bau (ZBW), Anina Havelka (SIFE)
Project start date	October 2019
Project end date	June 2020
ITF competence area	Service innovation in tourism Sustainable development
Partner	<ul style="list-style-type: none"> – Paracelsus Medizinische Privatuniversität 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 – Gemeindenetzwerk Allianz in den Alpen e.V.
Funding	Interreg Alpine Space, Neue Regionalpolitik

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 primary objective is the development of a model for sustainable usage of the Alps' natural resources to develop nature-based health tourism.

Specific objectives:

- 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

Implementing the model in pilot regions serves as a test phase to confirm the feasibility of the innovative approach and integrate the needs of local stakeholders. On the one hand, the innovative, mathematical research will be of fundamental importance, and on the other, the connection to the needs and awareness of the area, thanks to the presence of local authorities, NGOs and protected areas will be preserved. This will enable an implementation approach focused on the sustainable usage and maintenance of the natural resources of the Alps.

The University of Applied Sciences of the Grisons is working with local partners in Val Müstair to put nature-based tourism offers into practice.

Project name	Service mandate of the Canton of the Grisons 2019-2021 on the key topic of second homes
Project heads	Norbert Hörburger
Project members	Onna Rageth, Marcelle Christen Einsiedler, Gian-Reto Trepp
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
Partner	Various, depending on the focus of the investigation
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. Its objective is 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 from the perspective of 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. The work can be divided 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 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 in the form of annual reports and made available to the public, with the core statements 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). <https://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.

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 members	Frieder Voll, Tanja Bügler
Project start date	June 2021
Project end date	December 2021
Primary area of research	Management of tourist real estate and infrastructures
Client/funding	graubündenHIKE

Description:

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 2020. 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: signage, transport facilities, conflict with other users, cows and herd protection, offers and services, trail network and infrastructure.

Project name	Schweizer SDG Tourismus Dialog
Project member	Christian Baumgartner
Project start date	January 2020
Project end date	December 2021
Primary area of research	Sustainability in tourism
Partner	Swisscontact, STV, SRV, Netzwerk Schweizer Pärke, gutundgut, and others
Client/funding	SECO

Description:

The Swiss 'Sustainable Development Goals' (SDG) Tourism Dialogue (SwissTourism4SDGs) is a broad-based, SECO-backed initiative to anchor Agenda2030's 17 sustainable development goals more strongly within the tourism sector. With the Swiss SDG Tourism Dialogue, all the stakeholders in Swiss incoming and outgoing tourism are networked together, with the vision that an exchange of knowledge and broad-based projects will make it possible to reach the SDGs in a more targeted, effective and speedy manner. Its goal is to better network the Swiss tourism sector and, by extension, strengthen it. In this collaborative approach, the practice-based exchange of experiences is promoted and Swiss tourism is placed on a more sustainable footing long-term, playing a role in attaining the 17 global Sustainable Development Goals. In line with this, the Swiss SDG Tourism Dialogue does not develop its own steps to better reach the SDGs: instead, it supports initiatives in which suitable partners are sought, missing knowledge is provided and the initiative is actively communicated within the network.

Following the 2020 social network analysis by the ITF, the Swiss SDG Tourism Dialogue was continued in 2021 by the ITF, including with a public event on 'Climate, Tourism & Mobility' (3 June 2021).

Project name	Reviewing the long-distance market strategy of St. Gallen Bodensee Tourismus (SGBT)
Project heads	Andreas Deuber, Thuc Lan Tran (dep.)
Project members	Frank Bumann, Lena Pescia, Lisa Peers, Onna Ragerth, Chantal Siegrist, Gian-Reto Trepp
Project start date	1 July 2020
Project end date	28 February 2021
ITF competence area	Tourism potential analysis
Partner	Swisscontact, STV, SRV, Netzwerk Schweizer Pärke, gutundgut, and others
Client	St. Gallen Bodensee Tourismus (SGBT)

Description:

The St. Gallen-Bodensee Tourismus association is active in tapping into long-distance markets and has taken measures with stakeholders and other tourism organisations to open up new long-distance markets, particularly China. As a result, 30 partners from eastern Switzerland, including Hotel Einstein and Radisson Blue in St. Gallen and Säntis Schwebelbahn, came together in 2014 to form 'Plattform Zukunftsmärkte' which is now operated under the name 'Plattform Fernmärkte'. Today, it is clear to see that the number of Chinese groups in St. Gallen has increased. However, it is not possible to demonstrate whether, and to what extent, this is due to the activities mentioned or whether it is due to the global awareness of the UNESCO World Heritage Site of the abbey precinct of St. Gallen.

ITF received a mandate from St. Gallen Bodensee-Tourismus to support the association with revising its long-distance market strategy, focusing on China. The following approach was selected: the relevant information was acquired across three work packages (current knowledge level, status quo with focus on SGBT+ and 'what does the future look like?'). As a result, the customer needs of Chinese visitors, the travel market and visitor behaviour were researched and a detailed competition analysis of Swiss destinations was created for those that were already particularly successful in tapping into the Chinese market. Furthermore, extensive interviews were carried out with stakeholders in eastern Switzerland and SGBT's current long-distance market strategy explored. Based on the findings relating to the status quo, a potential analysis of the SGBT+ space was executed and suggestions for offerings developed.

Project name	Service design project to boost customer satisfaction and loyalty
Project head	Dominik Knaus
Project members	Thorsten Merkle, Chantal Siegrist, Yves Staudt, Gian-Reto Trepp
Project start date	1 December 2019
Project end date	1 September 2021
ITF competence area	Service innovation in tourism (service design)
Client	Genossenschaft Migros Ostschweiz

Description:

Genossenschaft Migros Ostschweiz 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 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 goal is to scale up the customer-focused solution across all the restaurant's branches.

Project name	Development of personae ⁴ and the customer journey
Project head	Dominik Knaus
Project member	Chantal Siegrist
Project start date	1 February 2021
Project end date	1 May 2021
ITF competence area	Service innovation in tourism (service design)
Client	graubünden360

Description:

The graubünden360 platform increases the visibility of all the offers and uses targeted measures to contribute to creating value for the entire canton. graubünden360 sees all those involved benefit from the perks of a strong network, increasing the reach of participating tourism destinations and stakeholders. With graubünden360, end users benefit from more available offerings that are tailored to their needs – all brought together in one app where users can book them. To mark the launch of the platform at the start of May 2021, the existing and potential target group was surveyed and expanded quantitatively and qualitatively in line with the human-centric approach of the service design method. The resulting personae and the corresponding customer journey laid the foundations for the further development of products and offering.

Project name	Product development Bad Mergentheim (DE)
Project head	Thorsten Merkle
Project member	Dominik Knaus
Project start date	1 September 2020
Project end date	1 September 2021
ITF competence area	Service innovation in tourism (service design)
Client	City of Bad Mergentheim (DE)

Description:

The holiday and healthcare destination of Bad Mergentheim positions itself under the slogan 'Lebensfreude', meaning 'joie de vivre'. The region generates around 700,000 overnight stays a year, with approx. 400,000 overnight stays taking place in spa hotels and approx. 300,000 overnight stays in hotels. The region offers an array of offerings for individual tourists – a target group that is to be expanded in the future. Its stated goal is to boost value creation by increasing self-payers and lowering the age of the target group. The overarching goals for the project can be summarised as follows: increase arrivals and overnight stays and create a customer magnet. Working collaboratively with central stakeholders, the Institute for Tourism and Leisure developed relevant personae and then drew up cross-destination offers in a subsequent workshop.

⁴ Latin noun referring to a person, mask and role (in the sense of the role played by an actor) and characterising one user type within the target group.

Project name	Assist with the development of an ownership strategy for a tourism company
Project head	Gian-Reto Trepp
Project start date	1 January 2021
Project end date	31 March 2021
ITF competence area	Management of tourist real estate and infrastructures
Client	Private

Description:

The process of developing an ownership strategy for a tourism company is executed by the board of management of the company, supported by the Institute for Tourism and Leisure. The task was to support the process of the ownership strategy from an academic perspective. To this end, good and best-practice examples from an academic perspective were integrated into this work, and support was offered with the creation of the ownership strategy (analysis work, assistance with workshops, support in drawing up a discussion paper and the final documents for the ownership strategy).

Project name	Composition of a short dossier on potential hotel investors and operators
Project head	Norbert Hörburger
Project member	Gian-Reto Trepp
Project start date	1 April 2021
Project end date	15 May 2021
ITF competence area	Management of tourist real estate and infrastructures
Client	Private

Description:

The client has various land reserves in an array of tourist sites that might be of interest for the development of hotel projects. To offer structure in the search for potential investors and hotel operators, the client is provided with some fundamental information. To this end, the Institute for Tourism and Leisure has drawn up a dossier to support with the search for potential investors and hotel operators, containing the following information: fact sheet with address overview and contact details for potential investors and hotel operators, additional information on their last/most recent projects and the fundamental direction of their work, overview matrix, and a plan for approaching investors. The dossier also provides recommendations of the investors and hotel operators that could be a good fit for the individual sites.

Project name	Assisting with the renewal of the service agreement between a municipality and a tourism organisation
Project head	Gian-Reto Trepp
Project member	Selina Steiner
Project start date	15 July 2021
Project end date	30 November 2021
ITF competence area	Management of tourist real estate and infrastructures
Client	Private

Description:

For several years, there has been a service agreement between the client municipality and the tourism organisation that functions as a destination marketing and destination management organisation. This no longer aligned with current standards and had been extended annually on a provisional basis in years gone by. Now, the two parties want to draw up a new service agreement and put it into effect on 1 January 2022. The Institute for Tourism and Leisure assisted with this two-phase process: the first phase included an evaluation of the existing service agreement and the second looked at deriving recommendations for the content of the new service agreement. A template service agreement was created as the outcome.

Project name	Concept study for the strategic development and positioning of Forum Ried in Landquart
Project head	Norbert Hörburger
Project members	Gian-Reto Trepp, Selina Steiner, Chantal Siegrist
Project start date	1 June 2021
Project end date	30 September 2021
ITF competence area	Management of tourist real estate and infrastructures
Client	Municipality of Landquart

Description:

The municipality of Landquart set up Forum Ried a good 30 years ago as a culture and congress centre. Back then, Forum Ried was primarily intended for use by local associations, although, as time has gone on, they have not used Forum Ried to the extent originally planned. The overall usage of the facilities is not overly satisfactory for the municipality. To start with, the municipality operated Forum Ried itself, but Forum Ried is currently leased to an operator at fixed rates, with this operator responsible for running the facility. Now, the municipality is facing a situation where the property needs to be refreshed over the coming years to extend its lifespan by 10 to 20 years. However, before renovations or remodelling were undertaken, the municipality wanted to clarify some key strategic issues, including how Forum Ried could position itself in the future.

The Institute for Tourism and Leisure drew up a concept study exploring strategic questions relating to the property and describing the needs of the various local and regional target groups. In addition, strategic development variants were illustrated, on the basis of which the municipality will be able to define the next steps for construction maintenance in terms of the building amendments.

Project name	Evaluation of the food & beverage real estate portfolio of a municipality and derivation of key points for an ownership strategy.
Project head	Norbert Hörburger
Project member	Gian-Reto Trepp
Project start date	1 July 2021
Project end date	28 February 2022
ITF competence area	Management of tourist real estate and infrastructures
Client	Private

Description:

The municipality in question owns six restaurant properties, with some of the properties having a considerable investment backlog. The municipality plans to make investment in these properties, to some extent. In principle, however, there is the question as to whether the municipalities should own and run restaurant real estate at all. All told, the municipality is rather cautious about selling property, as it has had negative experiences with this in the past (sale of restaurant property and conversion into second homes). However, its current strategy is now to be reviewed to ensure the municipality has criteria at hand for the strategic alignment of its food & beverage real estate portfolio and can receive guidance as to whether it should retain or sell the property.

To this end, the Institute for Tourism and Leisure drew up a study that offered a business analysis of the businesses and properties and provided a qualitative assessment of the lease arrangements. This was used to derive key points for a future ownership strategy for the individual properties and the portfolio as a whole.

Project name	Development of an event organisation model for municipalities within a tourist destination
Project head	Gian-Reto Trepp
Project members	Selina Steiner, Norbert Hörburger, Curdin Derungs (Centre for Administration Management)
Project start date	1 August 2021
Project end date	31 March 2022
ITF competence area	Management of tourist real estate and infrastructures
Client	Private

Description:

The client municipalities regularly host major (sporting) events (such as world cup races in various winter and summer sports, world championships etc.). These events are organised by private bodies, with the organisers needing to arrange the funding of their events on an individual basis. Often, the costs are incurred by the municipality delivering the event, but the benefits are available to all the destination municipalities. For event organisers, arranging financing poses a challenge because the municipalities in question do not have uniform guidelines for the financing of major events. Now, the commissioning municipalities want to develop a shared event organisation model: the aim is to create one organisational unit within which major event organisers can bundle together the relevant services and tasks, creating a single point of contact and a funding mechanism that functions across municipalities. This is intended to create an efficient, transparent process for the organisation, coordination and financing of major events.

To this end, the Institute for Tourism and Leisure worked collaboratively with the Centre for Administration Management and the client municipalities to develop an event organisational unit with the goal of sustainably ensuring major events at the destination.

Project name	Development of a strategy concept and creation of a business plan for a tourist hotel
Project head	Norbert Hörburger
Project members	Robert Albertin, Selina Steiner, Gian-Reto Trepp
Project start date	1 March 2021
Project end date	31 December 2021
ITF competence area	Management of tourist real estate and infrastructures
Client	Private

Description:

Against the backdrop of the tense financial and profit-related situation of a family-run business in the Swiss hotel sector, which is just about to be taken over by the next generation, the Institute for Tourism and Leisure was commissioned to work with real estate specialists at the University of Applied Sciences of the Grisons to seek solutions for the sustainable development of the business and the property.

The first portion of the mandate encompassed the creation of a strategy concept assessing various potential usage options for the property, and evaluated its advantages for resolving the issues. The surrounding agricultural economy was explicitly taken into account, and, as a result, non-tourist usage options taken into consideration. Then, in the second part of the mandate, the findings from the first part were used and the prioritised usage variant was used as a foundation from which to derive corporate guidelines through a shared process. On the basis of this, a business plan with a medium-term planning horizon was drawn up for the business, along with an annual budget for the first year of operations after the business had been taken over.

Project name	Creation of an operating concept for Hotel Bären in Wengen
Project head	Norbert Hörburger
Project member	Selina Steiner
Project start date	1 March 2021
Project end date	31 December 2021
ITF competence area	Management of tourist real estate and infrastructures
Client	Private

Description:

Hotel Bären in Wengen is a well-managed, owner-operated business that has been open for many years. The operating family are considering the option of investing in renewing and expanding the business. However, before getting started with the construction work, they needed a catchy hotel concept to ensure this construction work was aligned with the needs of future guests.

As part of a business coaching mandate from hotelleriesuisse, the Institute for Tourism and Leisure (ITF) supported the operating family with developing an appealing, future-looking strategy. To this end, a joint process was used to define corporate guidelines and a USP in the form of a guiding topic. Once these findings had been drawn up, they were also reflected on using strategic user profiles, compared with future construction plans and variants, and a concrete plan for making the concept a reality was developed. This provides the business with the opportunity to sharpen its positioning, set itself apart from its competitors and benefit from a competitive edge.

7 Publications, talks and conferences

Publications:

Book chapters

- Gressbach, C. & Anderegg, R. (2021). Resonanztourismus während und nach der Corona-Pandemie - Am Beispiel der Klangangebote im Toggenburg. In Bieger, T., Beritelli, P., Laesser, C. (eds.), Schweizer Jahrbuch für Tourismus 2020/2021. Berlin: Erich Schmidt Verlag

Press articles

- Hörburger, N. & Pescia, L. (2021, 18 November). Es gilt, die Branche zu transformieren, *htr Hotel Revue*, 23, p. 7.
- Lutz, J. (Dec 2021). Leuchtfeuer fürs Klima. Expert discussion with Christian Baumgartner and report on sustainability in Swiss winter sports areas. Touring.
- Pescia, L. (2021). Komfortzone verlassen und Neues versuchen, *Gastro*, 2, p. 31.
- Pescia, L. & Hörburger, N. (2021). Wie entwickelt sich die Hotelbranche 2022? *Hotelier*, 9, pp. 40-43.
- Steiner, S. (2021, 4 November). Die Rivalität ist Realität, *htr Hotel Revue*, 22, p. 6.
- Tran, T.L. (2021, 16 December). Die Markterholung ist in weite Ferne gerückt. *Htr Hotel Revue* no. 25. <https://www.htr.ch/edition-francaise/article/fernmaerkte-die-markterholung-ist-in-weite-ferne-gerueckt-33039.html>

Radio/television

- Aeschlimann, L. (Report). (2021, 5 May). Dieser Schweizer Werbespot erreicht das "Nespresso-Niveau". Expert discussion with Christian Gressbach and Report Schweiz Tourismus Werbespot "No Drama". FM1 Today
- Baettig, L. (Report). (2021, 18 August). Meaning of the label 'Bergsteigerdorf' for St. Antönien (video) with Lena Pescia. SRF. <https://www.srf.ch/play/tv/redirect/detail/f2043e82-6a6e-4dce-813a-b8a7bf906686>

Teaching case studies

- Anderegg, R., Merkle, T. (2021). 'Herbert-Bike' – Developing an innovative platform for Mountain Bike Tourism in Switzerland. Teaching case study. *The case centre*, 520-0049-1
- Merkle, T., Tajeddini, K., Wittmer, A. (2021). Can the Netflix business model actually work in commercial aviation in central Europe? It is complicated!. Teaching case study. *Journal of Hospitality and Tourism Cases*, 9 (2).

Publications in academic-focused media

- Burch, M., Staudt, Y., Frommer, S., Uttenweiler, J., Grupp, P., Hähle, S., Scheytt J. & Kloos, U. (2021): The Public Transport Navigation System, *Journal of Visualization*.
- Staudt, Y & Wagner, J. (2021): Assessing the Performance of Random Forests for Modeling Claim Severity in CollisionCar Insurance, *Risks* 9 (3), 53: <https://doi.org/10.3390/risks9030053>
- Oberrauch, A., Mayr, H., Nikitin, I., Bügler, T., Kosler, T., & Vollmer, C. (2021). "I Wanted a Profession That Makes a Difference"—An Online Survey of First-Year Students' Study Choice Motives and Sustainability-Related Attributes. *Sustainability*, 13 (15), 8273.

Publications in practice-focused media

- Bügler, T. & Voll, F. (2021): Nachhaltigkeit in der Hotellerie – Ein kollaborativer Ansatz am Beispiel der Seenregion Maloja-Sils-Silvaplana. In: *Einblicke in die Forschung*. May 2021 edition
- Bügler, T. & Voll, F. (2021): Kollaborativer Ansatz für mehr Nachhaltigkeit in der Hotellerie. In: *Fortschrittsbericht zur verantwortungsvollen Managementausbildung PRME*. UAS Grisons 6 Edition 2021
- Capol, C. & Jacobson C. (2021): Personalallokation und -planung im Tourismus (PIT). In: *Einblicke in die Forschung*. May 2021 edition

Conference papers:

- Merkle, T. & Knaus, D. (2021). Open Innovation in Tourism Attraction Management – A Case Approach. *International Council on Hotel, Restaurant, and Institutional Education, (ICHRIE)*, Washington, DC, United States of America.
- Merkle, T. & Knaus, D. (2021). UNWTO Students' League – lessons learned from a competitive environment in deepening students' understanding of tourism-related SDGs. *European Council on Hotel, Restaurant, and Institutional Education (EuroCHRIE)*, Aalborg, Denmark
- Keynote: Alpentourismus nach 2021: (W)Ende? Vom Nachhaltigkeitsbefund zur Transformation. Christian Baumgartner at the annual conference of the Deutschen Studienstiftung. 10 Sept 2021, virtual
- Keynote: Post-Covid change towards more sustainability in tourism. Comparative Reflections from Swiss and Austrian Approaches. Ch. Baumgartner at the Tourism Naturally Conference (14 Oct 2021, virtual)
- Keynote: Post-Covid change towards more sustainable tourism? Reflections from the perspective of consumers and politics. Christian Baumgartner at the ARGE ALP conference 'Healing Power of the Alps' (AT, Bad Hofgastein, 8/9 Oct 2021)
- Keynote: Service Innovation: Warum? Darum! Dominik Knaus as part of the 'Digital Community Day' for the company Eternity AG (9 Nov 2021)
- Kongress- und Kulturhäuser im ländlichen Raum. Organisatorische Aspekte und finanzielle Auswirkungen für die öffentliche Hand, Gian-Reto Trepp, Swiss Real Estate Research Congress, 17 Jun 2021
- Künftige Herausforderungen für die nationalen Naturlandschaften. Reagieren auf die neue Komplexität. Ch. Baumgartner at the annual conference of Deutschen Nationalen Naturlandschaften (18 Nov 2021, virtual)
- Tourismus der Zukunft. Smart - resilient - nachhaltig. Ch. Baumgartner at the Smart City Forum of the city of Salzburg (AT, Salzburg, 30 Jun 2021)
- Transformation Processes towards more sustainability in tourism. Comparative Reflections from Swiss and Austrian Approaches. Ch. Baumgartner at the AIEST annual conference. (Luzern, 1 Sept 2021)
- Post-Covid change towards more sustainability in tourism. Comparative Reflections from Swiss and Austrian Approaches. Ch. Baumgartner at the symposium 'Ethics and Sustainability' at FH Salzburg (16 Oct 2021, virtual)

Expert work/reports

- Appointment procedure for a professor of tourism at the University of Applied Sciences of Bremen (Ch. Baumgartner)
- Expert report for an application to the anniversary fund of the city of Vienna: 'Wiener Erholungsgebiete – Ökologische Implikationen veränderter Freizeitnutzung während der COVID19-Pandemie in Erholungsgebieten der Stadt Wien' (Ch. Baumgartner)
- Reviewer for the academic journal *Annals of Tourism Research* (Jan Mosedale)
- Reviewer for the academic journal *Sustainability* (Jan Mosedale)

8 Tourism Trend Forum (TTF) 2021

The new stars in leisure tourism – the renaissance of second homes and holiday homes

Experiences from more than a year of the pandemic show that fundamental changes have been felt in Swiss tourism. International visitors remain away, for the most part, city hotels and sought-after visitor hotspots are suffering, while stakeholders in holiday regions are attempting to keep up with domestic tourism and visitors from local countries as best they can. For leisure tourism, the search for peripheral retreat centres and accommodation types such as second homes and holiday homes has moved into the foreground.

The 14th Tourism Trend Forum (TTF) looked at trends related to second and holiday homes, long-stay offers in hotels, new multi-local visitor types and business opportunities from innovative residential services. In addition, a perspective was given on the changes that will likely remain post-Covid, in line with the following motto: the new stars in leisure tourism – the renaissance of second homes and holiday homes.

In 2021, the TTF once again took place digitally, being organised and executed in collaboration with our partner university, SUPSI - Scuola universitaria professionale della Svizzera italiana. Various topics relating to second homes and holiday homes were explored at a total of seven events from late October to mid-November. Alongside exciting inputs from the speakers, a moderated Q&A was also an important, popular part of the format of every session. All the content and presentations can be found at <https://www.fhgr.ch/fhgr/medien-und-oeffentlichkeit/veranstaltungen/veranstaltungsreihen/tourismus-trendforum/>

The annual Tourism Trend Forum (TTF) organised by the Institute for Tourism and Leisure (ITF) at the University of Applied Sciences of the Grisons brings together stakeholders in the tourism and leisure sectors within the canton and outside it, and is intended to have an impact across the entirety of Switzerland. The TTF explores topics of relevance to tourism that ITF researches and are specifically relevant to the Grisons. As part of this, knowledge is exchanged and participants can expand their professional network. Participants are tourist stakeholders, tourism organisations and individuals interested in tourism in general.

Topics and speakers

Date	Topic	Speaker
26 October 2021	Kick-off event with short inputs	Marcus Caduff, GR member of parliament, Director of the Department for Business and Social Affairs Dr. Christian Vitta, TI member of parliament, Director of the Department for Finance and Business Dr Patric Arn, Head of the Institute for Tourism and Leisure (ITF) at the University of Applied Sciences of the Grisons Prof. Norbert Hörburger, lecturer at the University of Applied Sciences of the Grisons
26 October 2021	Focus lecture 1: developments in the Swiss second home market	Maciej Skoczek, Economist and Real Estate Analyst at UBS

27 October 2021	Focus lecture 2: diversification of the tourist business area	Philipp Ries, Head of EMEA smart home partnerships at Google and Management Board President at Hapimag AG
28 October 2021	Focus lecture 3: tips and pitfalls for the Second Home Act	Dr. iur. Reto Crameri, Attorney-at-Law, Notary and Member of the Parliament of the Grisons
2 November 2021	Focus lecture 4: activating the periphery	Contribution from SUPSI - Scuola universitaria professionale della Svizzera italiana by Dr. Monica Mendini, Daina Matise Schubiger and Dr. Chiara Bernardi
3 November 2021	Focus lecture 5: networking first and second homes	Stefan Kern, Chief Communications Officer at Andermatt Swiss Alps Dr. Lena Pescia, lecturer at the University of Applied Sciences of the Grisons
8 November 2021	Focus lecture 6: multilocality and its opportunities for tourism in peripheral areas	Dr Cédric Duchêne-Lacroix, Faculty of Humanities and Social Sciences of the University of Basel Onna Rageth, academic staff member at the University of Applied Sciences of the Grisons
10 November 2021	Final lecture: the future significance of second homes and holiday homes for structural change in tourism	Prof. Norbert Hörburger, lecturer at the University of Applied Sciences of the Grisons Prof. Domenico Ferrari, Head of the Competence Centre Management and Entrepreneurship at SUPSI - Scuola universitaria professionale della Svizzera italiana

Table 14: Overview of the focus talks at the Tourism Trend Forum 2021

TTF key figures

Programme point	YouTube click figures**
Kick-off event: Marcus Caduff & Christian Vitta	236 viewers
Focus lecture 1: Maciej Skoczek	
Focus lecture 2: Philipp Ries	110 viewers
Focus lecture 3: Reto Crameri	132 viewers
Focus lecture 4: SUPSI	66 viewers
Focus lecture 5: Stefan Kern & Lena Pescia	107 viewers
Focus lecture 6: Cédric Duchêne-Lacroix & Onna Rageth	42 viewers
Final lecture and forecast: Norbert Hörburger & SUPSI	74 viewers
Total	767 viewers

Table 15: Overview of the registration numbers for the Tourism Trend Forum 2021

**Cleaned to exclude multiple registrations for kick-off event and (multiple) focus lectures*

***Total of all viewers; as at 29 Nov 2021*

9 Press articles

This chapter lists selected press articles related to ITF. This list is not exhaustive.

Publication date	Medium	Headline
30 Dec 2021	Südostschweiz / Bündner Zeitung	Zwei Feriendestinationen wollen klimaneutral werden
22 Dec 2021	grheute.ch / GR Heute	Klimaneutrale Destinationen in Graubünden
18 Dec 2021	Prättigauer und Herrschäftler	Neue Leitung für Bergsport-Projekt im Prättigau
17 Dec 2021	suedostschweiz.ch / Südostschweiz Online	Fachkräftemangel als zentrale Herausforderung für den Tourismus
16 Dec 2021	htr Hotel Revue	Die Markterholung ist in weite Ferne gerückt
11 Dec 2021	Schweiz am Wochenende / Bündner Zeitung	Tourismusrat will weitere Impulse für Graubünden
10 Dec 2021	rtr.ch / RTR Radiotelevision Svizra Rumantscha	Il Grischun duai daventar pli attractiv per lavurar
9 Dec 2021	gr.ch / Kanton Graubünden	Fachkräftemangel als zentrale Herausforderung für den Tourismus
8 Dec 2021	suedostschweiz.ch / Südostschweiz Online	Summer School als Vorbereitung auf das Studium
5 Dec 2021	dieostschweiz.ch / Die Ostschweiz Online	‘Die Pandemie hat uns gelehrt, in Szenarien zu denken’
1 Dec 2021	Touring / deutsche Ausgabe	Leuchtfeuer fürs Klima
27 Nov 2021	Appenzeller Volksfreund	Zum Prüfungserfolge bei der Appenzeller Kantonalbank
18 Nov 2021	htr Hotel Revue	Es gilt, die Branche zu transformieren
11 Nov 2021	htr.ch/de / Hotel u. Tourismus Revue	Hotellerie vs. Sharing-Economy-Plattformen - Die Rivalität ist Realität
9 Nov 2021	Bündner Tagblatt	Neue touristische Basis für das Prättigau
9 Nov 2021	suedostschweiz.ch / Südostschweiz Online	Region sucht neue Lösung für Tourismusorganisation
8 Nov 2021	rtr.ch / RTR Radiotelevision Svizra Rumantscha	Partenz Turissem duai vegnir schlià
3 Nov 2021	htr.ch/de / Hotel u. Tourismus Revue	Domenico Bergamin übernimmt Geschäftsführung von Allegra Tourismus
27 Oct 2021	fhnw.ch / Fachhochschule Nordwestschweiz	Profisport und Studium? Disziplin und Kompromissbereitschaft!

23 Oct 2021	Schweiz am Wochenende / Bündner Tagblatt	Der Blick in die touristische Glaskugel
21 Oct 2021	Immobilien / SVIT Schweiz	REAL ESTATE AWARD MIT NEUER KATEGORIE
21 Oct 2021	Südostschweiz / BZ+BT+GL	'Forschung kann man heute nur machen, wenn man auch eine gesellschaftliche Relevanz nachweisen kann'
28 Oct 2021	vilan24.ch / Vilan 24	Renaissance von Zweit- und Ferienwohnungen
15 Oct 2021	Südostschweiz / Bündner Zeitung	FHGR ehrt Absolventen
13 Oct 2021	fm1today.ch / FM 1 Today	Ausserrhoder Regierungsrat will Tourismusförderung verlängern
12 Oct 2021	htr.ch/de / Hotel u. Tourismus Revue	26 Eventmanagerinnen und Eventmanager diplomiert
11 Oct 2021	Hotelier	'Wir eröffnen jeden Tag ein neues Hotel'
11 Oct 2021	Montagna	Renovierung und touristische Aktivierung von Zweitwohnungen
8 Oct 2021	Davoser Zeitung	Was es braucht für einen sprühenden Innovationsgeist in GR
6 Oct 2021	bluewin.ch/it / Bluewin IT - blue News	Un forum sulla rinascita delle case di vacanza e delle seconde case
6 Oct 2021	greaterzuricharea.com / Greater Zurich Area	Fachhochschule Graubünden setzt auf Innovation
5 Oct 2021	fairunterwegs.org / Fair unterwegs	Zweieinhalb Minuten und vier Stunden für Menschenrechte im Tourismus
4 Oct 2021	Bündner Tagblatt	Wer kocht denn da?
28 Sept 2021	htr.ch/de / Hotel u. Tourismus Revue	Welche ist die passende Strategie?
28 Sept 2021	suedostschweiz.ch / Südostschweiz Online	Parahotellerie – Powerbranche mit viel Potential
28 Sept 2021	vilan24.ch / Vilan 24	Erstmals Abschlüsse in Service Design an der FH GR in Chur
22 Sept 2021	20 Minuten Basel	Endlich wieder USA - das musst du wissen
21 Sept 2021	travelnews.ch / TRAVELNEWS	'Als internationales Netzwerk decken wir das ganze Tourismus-Spektrum ab'
18 Sept 2021	Schweiz am Wochenende / Bündner Zeitung	Parkieren und Schlafen im Avers
17 Sept 2021	Schaffhauser Nachrichten	Ein Kindergarten in Masaka

1 Sept 2021	nau.ch / Nau	Die Fachhochschule Graubünden hat eine neue Studienleitung
27 Aug 2021	kirchenbote-online.ch / Kirchenbote Online	Grosse Chance für Kinder in Ruanda
26 Aug 2021	RSI LA 1 / Il Quotidiano	Coronavirus e turismo nei Grigioni
19 Aug 2021	Engadiner Post / Posta Ladina	'Wichtig sind authentische, zur Region passende Angebote'
18 Aug 2021	SRF 1 / Schweiz aktuell	Seit diesem Sommer gehört St. Antönien zur Gilde der Bergsteigerdörfer
16 Aug 2021	Immobilien / SVIT Schweiz	BEREIT FÜRS GROSSE FINALE
30 Jul 2021	travelnews.ch / TRAVELNEWS	'Es wird einen grossen Nachholbedarf geben - weshalb sich das Tourismusstudium lohnt'
23 Jul 2021	20min.ch / 20 minuten Online	Das sind Europa-Alternativen für deinen Amerika-Trip
22 Jul 2021	Gastro Graubünden	Happy Birthday!
17 Jul 2021	La Regione	Scuola alberghiera, risposte evasive
14 Jul 2021	Hotellerie et Gastronomie Zeitung	Entschärfen Roboter den Fachkräftemangel?
14 Jul 2021	Immobilien Business	'Sensationelle Bergwelt, Design, unkompliziertes Miteinander'
6 Jul 2021	Engadiner Post / Posta Ladina	Naturverbundene und freiheitsliebende Campingbetreiber
6 Jul 2021	saiten.ch / Saiten Online	Rätselhaftes Sarganserland
1 Jul 2021	Bündner Tagblatt	Forschung unterstützt den Fortschritt
30 Jun 2021	abouttravel.ch/de / about Travel - DE	HFT Graubünden diplomiert 35 Tourismusfachleute
30 Jun 2021	Hotellerie et Gastronomie Zeitung	CAMPING: DER BOOM GEHT WEITER
30 Jun 2021	suedostschweiz.ch / Südostschweiz Online	Der Traum vom stillen Örtchen
29 Jun 2021	Andelfinger Zeitung	Museum auf der Insel 'auf Kurs'
26 Jun 2021	Radio SRF 1 / Regional-Diagonal	Soldaten, daher - bleibt im Graubünden
25 Jun 2021	Schaffhauser Nachrichten	Rheinaner Museums-Projekt ist auf Kurs
24 Jun 2021	Naturfreund	Auf Inspektion der Klimaspuren
23 Jun 2021	Büwo / Bündner Woche	'GRÜEZI, MEIN NAME IST PEPPER'
23 Jun 2021	travelnews.ch / TRAVELNEWS	Diese App bietet pure Flexibilität beim Campen

8 Jun 2021	TV Südostschweiz / Rondo Magazin *	Rondo Persönlich: Patric Arn
28 May 2021	Churer Magazin	Thursday, 3 June
28 May 2021	Sarganserländer	Auf Klimaspuren von Ilanz nach Genf
16 May 2021	blick.ch / Blick Online	Jetzt kommts zum grossen Tourismus-Showdown
8 May 2021	RSI LA 1 / Telegiornale sera	A Flims, la stagione turistica è tutto l'anno
6 May 2021	htr Hotel Revue	Internationale Hotelkette setzt Fuss in die Schweiz
5 May 2021	Hochparterre	Ein Masterplan für den Tourismus
5 May 2021	pilatustoday.ch / Pilatus Today	Dieser Schweizer Werbespot erreicht das 'Nespresso-Niveau'
1 May 2021	Schweiz am Wochenende / Glarner Nachrichten	Visit Glarnerland befragt die Gäste im Kanton
30 Apr 2021	20 Minuten Bern	Millionenverlust: Streicht die Swiss uns jetzt die Sommerferien?
30 Apr 2021	20 Minuti Ticino	Swiss: il fatturato precipita Annunciati tagli alla flotta
30 Apr 2021	Aroser Zeitung	CORONA UND ZWEITWOHNUNGEN
30 Apr 2021	gl.ch / Kanton Glarus	30 April 2021 Photo: Samuel Trümpy
29 Apr 2021	tio.ch / Ticino Online- 20 minuti	Swiss taglia, vacanze a rischio?
28 Apr 2021	travelnews.ch / TRAVELNEWS	Sie wollen Innovationen für die Reisebranche vorantreiben
26 Apr 2021	Inforum /Rivista d. sviluppo territoriale svizzera	Trasformazione di edifici protetti: quali possibilità?
22 Apr 2021	htr Hotel Revue	Neuer Leiter des Instituts für Tourismus und Freizeit gewählt
21 Apr 2021	Schweizer Landliebe	Nanis Traum
19 Apr 2021	Immobilien / SVIT Schweiz	'WIR MÜSSEN ZWEITWOHNUNGEN BESSER AUSLASTEN'
12 Apr 2021	Montagna	'Tourist Office Lab' zusammen innovativ sein
1 Apr 2021	Terra Grischuna	FACHHOCHSCHULE FORSCHT IN ANDERMATT
29 Mar 2021	TV Südostschweiz / Rondo News	Reisebranche in der Krise
27 Mar 2021	20min.ch / 20 minuten Online	Jetzt geht der Run auf Osterferien im Tessin und in den Bergen los
26 Mar 2021	Allegra	Tourismus und Wertschöpfung

25 Mar 2021	htr Hotel Revue	Eindringlicher Appell an die Branche
25 Mar 2021	rtr.ch / RTR Radiotelevision Svizra Rumantscha	Pli a curta vista, pli datiers e pli decentral
18 Mar 2021	Südostschweiz / BZ+BT+GL	Die Höheren Fachschulen wollen gleich lange Spiesse wie die Hochschulen
4 Mar 2021	fairunterwegs.org / Fair unterwegs	Menschenrechte im Tourismus – wichtiger denn je in der Krise und danach
23 Feb 2021	20min.ch / 20 minuten Online	Mit diesen neuen Nachtzügen kannst du bald quer durch Europa reisen
20 Feb 2021	Schweiz am Wochenende / Der Rheintaler	‘Ich hatte keine Ahnung, dass es solche Orte noch gibt’
18 Feb 2021	Inline FH Schweiz	Tourismus im Wandel
26 Feb 2021	Sarganserländer	‘Verrucano’-Stelle im Fokus
4 Feb 2021	Immobilien Business	Städtische Sorgenkinder
28 Jan 2021	htr Hotel Revue	Alternative Nutzungsformen sind gefragt
16 Jan 2021	Engadiner Post / Posta Ladina	Touristiker wollen Soldaten als Feriengäste gewinnen
12 Jan 2021	suedostschweiz.ch / Südostschweiz Online	Wie ein Austauschsemester und Covid-19 vereinbar sind
11 Jan 2021	travelnews.ch / TRAVELNEWS	Das WEF findet immerhin an der Fachhochschule Graubünden statt
8 Jan 2021	Liechtensteiner Vaterland / Wirtschaft regional	‘Die Coronapandemie ist mit dem Einschlag eines Meteoriten vergleichbar’
5 Jan 2021	Bündner Tagblatt	Ob Regenwald oder Schnee ein gemeinsames Ziel
5 Jan 2021	Bündner Tagblatt	Biosphäre digital erleben
4 Jan 2021	20 Minuten Luzern	Hotels geben Lockdown-Rabatt für Gastronomie-Angestellte

Table 16: Press articles 2021

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