

Institute for Tourism and Leisure (ITF)

# Annual Report

2024 edition



## Contents

|     |                                                                                     |    |
|-----|-------------------------------------------------------------------------------------|----|
| 1   | Institute for Tourism and Leisure: organisation and management .....                | 5  |
| 1.1 | Organisation .....                                                                  | 6  |
| 1.2 | Team .....                                                                          | 7  |
| 1.3 | Advisory Board .....                                                                | 9  |
| 2   | Bachelor of Science in Tourism (Full-Time and Part-Time) .....                      | 11 |
| 2.1 | Student numbers .....                                                               | 12 |
| 2.2 | Dissertations .....                                                                 | 14 |
| 2.3 | Study Week Abroad (SWA) and Study Days (SDA) .....                                  | 15 |
| 2.4 | DSS .....                                                                           | 15 |
| 2.5 | Student exchange .....                                                              | 17 |
| 2.6 | TSS .....                                                                           | 18 |
| 2.7 | Shanghai University of Engineering Science .....                                    | 19 |
| 3   | MSc Tourism & Change .....                                                          | 21 |
| 4   | Further education .....                                                             | 22 |
| 5   | Applied research and development .....                                              | 23 |
| 6   | Service projects .....                                                              | 32 |
| 7   | Publications, conferences and representations .....                                 | 38 |
| 7.1 | Publications .....                                                                  | 38 |
| 7.2 | Radio/television .....                                                              | 39 |
| 7.3 | Expert work/reports .....                                                           | 40 |
| 7.4 | In-house events for knowledge-sharing with a non-academic specialist audience ..... | 40 |
| 7.5 | Representations and networks .....                                                  | 41 |
| 8   | Living labs .....                                                                   | 42 |
| 8.1 | Living labs at the University of Applied Sciences of the Grisons .....              | 42 |
| 8.2 | Bregaglia Lab .....                                                                 | 42 |
| 8.3 | Prättigau/Davos Lab .....                                                           | 42 |
| 9   | Tourism Trend Forum (TTF) .....                                                     | 44 |
| 9.1 | Summary .....                                                                       | 44 |
| 9.2 | Programme and speakers .....                                                        | 45 |
| 10  | Press articles .....                                                                | 47 |

## List of figures

|                                                                                                    |    |
|----------------------------------------------------------------------------------------------------|----|
| Figure 1: Organisational chart of the ITF (as at 31 December 2024) .....                           | 6  |
| Figure 2: Visit by the Chinese delegation to Chur on 19 September 2024 .....                       | 19 |
| Figure 3: Ammie Lu and John Zhang in the 2024 autumn semester (last year of studies in Chur) ..... | 20 |
| Figure 4: Tourism Trend Forum 2024 workshop .....                                                  | 46 |

## List of tables

|                                                                                                |    |
|------------------------------------------------------------------------------------------------|----|
| Table 1: ITF's Advisory Board (as at 31 December 2024) .....                                   | 10 |
| Table 2: Development of the number of Bachelor's students .....                                | 12 |
| Table 3: Student numbers for the majors .....                                                  | 13 |
| Table 4: Student numbers for the minors .....                                                  | 13 |
| Table 5: Overview of Bachelor theses, full-time .....                                          | 14 |
| Table 6: Overview of Bachelor theses, part-time .....                                          | 14 |
| Table 7: Objectives and topics of the Study Week Abroad/Study Days Abroad 2024 .....           | 15 |
| Table 8: Overview of speakers at DSS 2024 .....                                                | 16 |
| Table 9: Overview of exchange students for the spring semester .....                           | 17 |
| Table 10: Overview of exchange students for the autumn semester .....                          | 17 |
| Table 11: Depiction of the numbers of TSS students .....                                       | 18 |
| Table 12: Development of the number of students on the Tourism/Tourism & Change master's ..... | 21 |
| Table 13: Development of the number of CAS Event Management graduates .....                    | 22 |
| Table 14: Representations and networks 2024 .....                                              | 41 |
| Table 15: Programme and speakers TTF 2024 .....                                                | 46 |

Dear reader,

2024 was a year of focus for the Institute for Tourism and Leisure (ITF). The tourism industry is dynamic, characterised by digital change, sustainability requirements and social shifts. Against this backdrop, we have deliberately selected new areas of emphasis and laid the groundwork for unequivocally positioning ourselves as a leading institute of research and education.

In teaching, we have seen a pleasing increase in student numbers with our new Bachelor's curriculum, which was introduced in 2023. The 'Tourism & Change' Master's programme, which focuses on change in tourism, is in great demand. Our continuing education course, the CAS in Event Management, remains popular, thereby underscoring the relevance of practical and market-oriented knowledge transfer.

Our research addressed the pressing questions facing the industry. In the research field of digital transformation in tourism, we worked on projects to explore how digital tools can be used strategically to solve key challenges. In tourism living environments, we focused on forging a link between environmental, economic and social sustainability. In doing so, we are increasingly taking account of questions in the dimension of social sustainability, an area often overlooked. Our expertise on the much-discussed topic of second homes underpinned our long-standing knowledge in the field of tourism and leisure infrastructure and laid crucial foundations for decision-makers.

2024 was also a time for us to prepare for our institute's strategic positioning from 2025 onwards. By sharpening our focus, we are in a good place to further expand our pioneering role in tourism research and education.

I would like to extend a special thanks to all employees, students and partners whose commitment and expertise have made these successes possible. Together, we look forward to the challenges and opportunities ahead with pride and confidence so we can keep putting the ITF on the best possible footing within the changing industry landscape.



Dominik Knaus, Director

## 1 Institute for Tourism and Leisure: organisation and management

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

In research and service, we focus on the fields of 'Service Innovation', 'Tourism 4.0', 'Management of Tourist Real Estate and Infrastructure' and 'Sustainable Development'.

Our partners and clients are destinations, service providers and associations, as well as politicians and administrators. We work with them to develop solutions to corporate, social and political issues relating to tourism and leisure, Integrating our students into this whenever possible so we can assist them in building up practical skills.

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

### *Department of Development in the Alpine Region*

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 development in the Alpine region combine their perspectives and core competences in an interdisciplinary way, specialising in the four 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

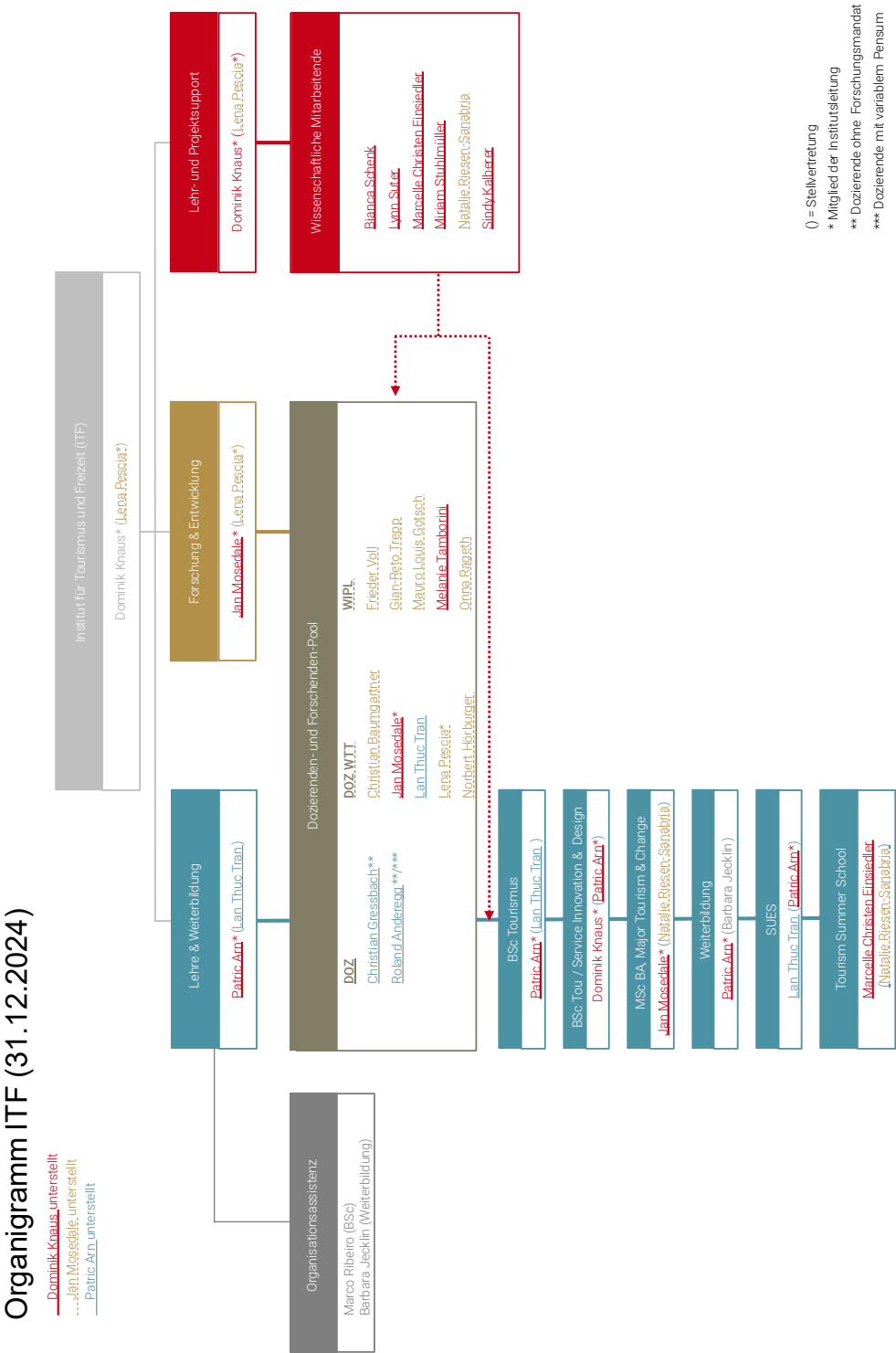


Figure 1: Organisational chart of the ITF (as at 31 December 2024)

## 1.2 Team

### Director of the ITF

#### Director of Studies I for Service Innovation and Design



**Dominik Knaus**  
MSc in Business Administration  
Tel. +41 (0)81 286 37 88  
dominik.knaus@fhgr.ch

### Deputy Director of the ITF

#### Deputy Head of Research & Development



**Lena Pescia**  
Dr. rer. soc.  
Tel. +41 (0)81 286 37 90  
lena.pescia@fhgr.ch

### Director of Studies II for the BSc in Tourism

#### Director of Studies I for Further Education



**Patric Arn**  
Prof. Dr. phil.  
Tel. +41 (0)81 286 39 81  
patric.arn@fhgr.ch

### Head of Research & Development

#### Director of Studies I for the MSc BA Tourism & Change major



**Jan Mosedale**  
Prof. Dr. phil.  
Tel. +41 (0)81 286 39 01  
jan.mosedale@fhgr.ch

## Teaching staff



**Roland Anderegg**  
Graduate in Business Economics  
(University of Applied Sciences)  
Tel. +41 (0)81 286 39 85  
roland.anderegg@fhgr.ch



**Christian Baumgartner**  
Prof. Dr.  
Tel. +41 (0)81 286 38 40  
christian.baumgartner@fhgr.ch



**Norbert Hörburger**  
Prof.  
Tel. +41 (0)81 286 37 48  
norbert.hoerburger@fhgr.ch



**Christian Gressbach**  
Prof.  
Tel. +41 (0)81 286 39 33  
christian.gressbach@fhgr.ch



**Deputy Director of Studies II for the BSc in Tourism**  
**Lan T. Tran**  
Dr. phil.  
Tel. +41 (0)81 286 38 33  
thuclan.tran@fhgr.ch

## Academic project directors



**Mauro Gotsch**

Dr. oec. HSG

Tel. +41 (0)81 286 37 74

mauroluis.gotsch@fhgr.ch



**Onna Rageth**

MA in Creative Events Management

Tel. +41 (0)81 286 37 66

onna.rageth@fhgr.ch



**Melanie Tamborini**

MSc in Sport and

Leisure Management

Tel. +41 (0)81 286 36 49

melanie.junod@fhgr.ch



**Gian-Reto Trepp**

MSc in Business Administration

Tel. +41 (0)81 286 37 17

gian-reto.trepp@fhgr.ch



**Frieder Voll**

Dr. rer. nat.

Tel. +41 (0)81 286 39 86

frieder.voll@fhgr.ch

## Academic project staff



**Stéphanie Bartels (to February 24)**

BSc in Tourism

Tel. +41 (0)81 286 38 67

Stephanie.bartels@fhgr.ch



**Marcelle Christen Einsiedler**

Engineer ENSIAA

Tel. +41 (0)81 286 37 10

marcelle.christeneinsiedler@fhgr.ch

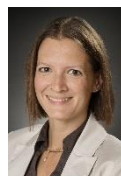


**Sindy Kalberer (from September 24)**

BSc in Tourism, major: Service  
Innovation & Design

Tel. +41 (0) 81 286 39 32

Sindy.kalberer@fhgr.ch



**Natalie Riesen-Sanabria**

Graduate in Business Economics  
(University of Applied Sciences)

Tel. +41 (0)81 286 39 91

natalie.riesen-sanabria@fhgr.ch



**Bianca Schenk**  
MSc in Business Administration  
Tel +41 (0)81 286 36 80  
bianca.schenk@fhgr.ch



**Miriam Stuhlmüller**  
BSc in Sustainable Regional  
Management  
Tel +41 (0)81 286 36 86  
miriam.stuhlmuller@fhgr.ch



**Lynn Suter**  
BSc in Tourism  
Tel. +41 (0)81 286 37 35  
lynn.suter@fhgr.ch

Organisational support



**Barbara Jecklin**  
Graduate in Tourism (Higher  
Education College)  
Tel. +41 (0)81 286 37 45  
barbara.jecklin@fhgr.ch



**Flavia Kartun (to October 24)**  
Commercial clerk  
Tel. +41 (0)81 286 39 06  
flavia.wasescha@fhgr.ch



**Marco Ribeiro (from April 2024)**  
Vocational baccalaureate: economics  
Tel. +41 (0) 81 286 38 93  
Marco.ribeiro@fhgr.ch

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<br>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<br>Weisse Arena AG                 |
| Julia Kamber, Dr. med.           | Member of clinic management, Klinik Gut                                                |

|                                                                |                                                                            |
|----------------------------------------------------------------|----------------------------------------------------------------------------|
| Richard Kämpf, lic.rer.pol                                     | Head of Tourism Policy at the State Secretariat for Economic Affairs, SECO |
| Philipp Niederberger                                           | Director of the Swiss Tourism Federation                                   |
| Daniel Renggli, EMBA                                           | CEO, REVIER Hospitality Group                                              |
| 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: ITF’s Advisory Board (as at 31 December 2024)

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

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

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

The ITF holds a key position in terms of academic education within Switzerland's tourist sector, and has an international impact. A degree from 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 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 in 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 able to use the pandemic constructively, accelerating the process of getting to grips with teaching and learning processes that we had previously only thought about conceptually and putting them into practice. A core aspect of this was the launch of the new curriculum: this not only gives students the knowledge and skills they will need for their future career, but also facilitates as smooth a transition as possible from university into the world of work. At the same time, we took into account growing market demand and supplemented the course with a part-time degree (in addition to the full-time degree) with complementary content.

## 2.1 Student numbers

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

|                                                                                                 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|-------------------------------------------------------------------------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| BSc in Tourism students FT and PT*                                                              | 316  | 279  | 266  | 259  | 324  | 338  | 337  | 271  | 230  | 121  | 146  |
| First-year students: Bachelor's level                                                           |      |      |      |      |      |      |      |      |      |      |      |
| – BSc in Tourism                                                                                | 105  | 81   | 93   | 97   | 94   | 87   | 71   | 30   | 27   | 49   | 55   |
| – BSc in Tourism, Service Design major (PT)                                                     |      |      |      | 20   | 33   | 25   | 12   | 17   |      |      |      |
| Number of classes BSc in Tourism First year of study, German                                    | 3    | 2    | 2    | 2    | 2    | 2    | 2    | 1    | 1    | 1    | 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    |      |      |      |

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

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

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

|                                                       | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|-------------------------------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Event Management major (ended in 2015)                | 24   |      |      |      |      |      |      |      |      |      |      |
| Event Communication major from AS* 2015               |      | 19   | 11   | 15   | 18   | 19   | 33   | 23   | 23   | 15   | 12   |
| Leadership major (ended in 2017)                      | 10   | 4    | 3    | 3    |      |      |      |      |      |      |      |
| Leadership and Change major from AS 2018 **           |      |      |      |      | 2    | 5    | 2    | 10   | 9    | 0    | 7    |
| Mountain and Leisure Management major (ended in 2015) | 0    |      |      |      |      |      |      |      |      |      |      |
| Marketing and Product Development in Tourism major    | 12   | 14   | 19   | 11   | 16   | 34   | 10   | 19   | 20   | 8    | 15   |

|                                                                      |    |    |    |    |    |    |    |    |    |   |   |
|----------------------------------------------------------------------|----|----|----|----|----|----|----|----|----|---|---|
| eCommerce and Sales in Tourism major from AS 2013                    | 27 | 25 | 30 | 13 | 19 | 13 | 18 | 20 | 20 | 7 | 0 |
| Sports Management major (ended in 2019)                              | 17 | 24 | 19 | 5  | 14 |    |    |    |    |   |   |
| Transportation major (ended in 2017)                                 | 16 | 11 | 20 |    |    |    |    |    |    |   |   |
| Sustainable Tourism and International Development major from AS 2017 |    |    |    | 17 | 22 | 22 | 25 | 23 | 15 | 0 | 0 |

Table 3: Student numbers for the majors

\*AS = autumn semester, \*\*in collaboration with the Bachelor's in Business Administration

|                                                                                 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|---------------------------------------------------------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Hospitality Management minor                                                    | 33   | 30   | 24   | 23   | 36   | 22   | 38   | 35   | 21   | 9    | 0    |
| Media and Public Relations minor                                                | 67   | 56   | 66   | 26   | 33   | 40   | 44   | 53   | 35   | 10   | 19   |
| Niche Tourism minor                                                             | 19   | 26   | 28   | 28   | 33   | 37   | 44   | 43   | 40   | 24   | 0    |
| Leisure Management minor                                                        | 10   | 23   | 26   | 16   | 19   | 19   | 27   | 27   | 24   | 18   | 14   |
| Leadership and Organisational Behaviour minor (ended in 2019)                   | 48   | 38   | 44   | 21   | 40   | 40   |      |      |      |      |      |
| Mountain Tourism Management minor from 2013                                     | 10   | 14   | 16   | 13   | 13   | 15   | 19   | 14   | 12   | 13   | 10   |
| Sports Event Management minor, Event Management minor from 2015 (ended in 2018) | 31   | 45   | 0    | 23   |      |      |      |      |      |      |      |
| Designing Memorable Experiences minor from 2015                                 |      | 37   | 29   | 25   | 26   | 21   | 20   | 43   | 41   | 21   | 23   |
| Health Tourism Management minor from 2018                                       |      |      |      |      | 22   | 25   | 28   | 24   | 22   | 19   | 0    |
| Aviation Management minor from AS 2017                                          |      |      |      | 19   | 33   | 38   | 26   | 22   | 32   | 13   | 27   |
| Academic Research in an International Context minor from 2019                   |      |      |      |      |      | 4    | 0    | 4    | 4    | 0    | 0    |
| Sports Tourism minor from 2020                                                  |      |      |      |      |      |      | 30   | 25   | 24   | 14   | 18   |
| Cruise Tourism minor from 2020*                                                 |      |      |      |      |      |      | 3    | 6    |      | 0    | 0    |

Table 4: Student numbers for the minors

\* 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 within a prescribed period of time and in line with academic standards, while also developing, documenting and presenting suggested solutions. To ensure practical relevance, students 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 assists with the transition from the degree into the world of work.

| Total number of Bachelor Theses in Tourism 2023, full-time: 30 |                     |    |
|----------------------------------------------------------------|---------------------|----|
| Divided by language                                            |                     |    |
|                                                                | English             | 21 |
|                                                                | German              | 9  |
| Divided by location                                            |                     |    |
|                                                                | Grisons             | 10 |
|                                                                | Rest of Switzerland | 19 |
|                                                                | International       | 1  |

Table 5: Overview of Bachelor theses, full-time

| Total number of Bachelor Theses 2023, part-time (Service Innovation & Design course): 9 |                     |   |
|-----------------------------------------------------------------------------------------|---------------------|---|
| Divided by language                                                                     |                     |   |
|                                                                                         | English             | 0 |
|                                                                                         | German              | 9 |
| Divided by location                                                                     |                     |   |
|                                                                                         | Grisons             | 5 |
|                                                                                         | Rest of Switzerland | 4 |
|                                                                                         | International       | 0 |

Table 6: Overview of Bachelor theses, part-time

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

As in every spring semester, the Study Week Abroad/Study Days Abroad, the practical component of the Project Management module, took place again this year in the first week of June.

In 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 relevant information sources be identified (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 2024:

| Objectives and topics                                                                                                                                                                                                   | Supporting lecturer   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| Destination Vienna<br>The group explored the following topics: <ul style="list-style-type: none"><li>• Atmosphere, product offerings and service quality of coffee houses in Vienna</li></ul>                           | Christian Baumgartner |
| Destination Naples<br>The group explored the following topics: <ul style="list-style-type: none"><li>• Tourism and its positive developments for the local population, as illustrated by Naples</li></ul>               | Frieder Voll          |
| Destination Florence<br>The group explored the following topics: <ul style="list-style-type: none"><li>• Uffizi Gallery marketing strategies</li></ul>                                                                  | Marcelle Christen     |
| Destination Merano (SID)<br>The group explored the following topics: <ul style="list-style-type: none"><li>• Influence of tourism on traditional South Tyrolean cuisine, as illustrated by the city of Merano</li></ul> | Nils Solanki          |
| Destination Schaffhausen (SID)<br>The group explored the following topics: <ul style="list-style-type: none"><li>• Development of wine tourism in Schaffhauserland</li></ul>                                            | Dominik Knaus         |

Table 7: Objectives and topics of the Study Week Abroad/Study Days Abroad 2024

### 2.4 DSS

The Distinguished Speaker Series (DSS) encompasses a series of guest lectures given by well-known figures from the world of tourism. The events are free and open to all. The DSS format was launched in 2015 and, over the past few years, it has continued to gain a foothold at the ITF. It is attended by large numbers of stakeholders, both from inside the Institute and outside, and this year, we were once again fortunate to welcome top-class speakers.

| Date       | Speaker(s)                     | Topic                                                                               |
|------------|--------------------------------|-------------------------------------------------------------------------------------|
| 29/02/2024 | Lisa Peers Dermont             | China – Chinese tourists and their travel motivation                                |
| 14/03/2024 | Swen Sponagel                  | Beyond the lunch tray – emerging trends and new perspectives on campus cuisine      |
| 25/04/2024 | Alexander Fries                | Bringing Silicon Valley to Graubünden with InnoQube Switzerland                     |
| 26/09/2024 | Dr. Florian Gasser             | Status quo of influencer marketing in tourism                                       |
| 03/10/2024 | Noémie Ruckstuhl & Jamie Rizzi | Shaping the future: how the young generation is redefining tourism                  |
| 24/10/2024 | Darco Cazin                    | Reframing mountain biking: collaborative development with open spaces in Graubünden |

Table 8: Overview of speakers at DSS 2024

## 2.5 Student exchange

The topic of ‘student exchange’ is very important to our students as it enables them to gain international experience and build 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.

Students greatly appreciate the opportunity to gain international experience. Over the past year, several took advantage of this chance.

| Spring semester 2024                       |          |                                          |          |
|--------------------------------------------|----------|------------------------------------------|----------|
| Incoming                                   |          | Outgoing                                 |          |
| Haaga-Helia University of Applied Sciences | 1        | Universitat de les Illes Balears         | 2        |
| Thompson Rivers University                 | 1        | Universitat Autònoma de Barcelona        | 1        |
|                                            |          | Heilbronn University of Applied Sciences | 1        |
| <b>Total</b>                               | <b>2</b> | <b>Total</b>                             | <b>4</b> |

Table 9: Overview of exchange students for the spring semester

| Autumn semester 2024                      |          |                                      |          |
|-------------------------------------------|----------|--------------------------------------|----------|
| Incoming                                  |          | Outgoing                             |          |
| IMC University of Applied Sciences Krems  | 1        | Nanyang Polytechnic                  | 1        |
| Universitat Autònoma de Barcelona         | 1        | Universitat de les Illes Balears     | 1        |
| FH Wien der WKW                           | 2        | Breda University of Applied Sciences | 2        |
| University of Europe for Applied Sciences | 1        | Kanagawa University Yokohama         | 1        |
|                                           |          | University of the Sunshine Coast     | 2        |
|                                           |          | Thompson Rivers University           | 1        |
| <b>Total</b>                              | <b>5</b> | <b>Total</b>                         | <b>8</b> |

Table 10: Overview of exchange students for the autumn semester

2.6 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 at least one year, they obtain a Bachelor’s degree, the BSc in Tourism.

|                                            | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|--------------------------------------------|------|------|------|------|------|------|------|------|------|------|
| Number of students when the course started | 10   | 9    | 12   | 21   | 20   | 22   | 29   | 17   | 13   | 17   |
| Transfers to the Bachelor's programme      | 7    | 5    | 11   | 18   | 17   | 12   | 12   | 20   | 11   | 11   |
| Bachelor's graduates from the year         | 7    | 5    | 9    | 17   | 16   | 12   | 12   | 12   | 18   | 10   |

Table 11: Depiction of the numbers of TSS students

## 2.7 Shanghai University of Engineering Science

In 2024, the cooperation with Shanghai University of Engineering Science (SUES) continued to return to normal after a four-year hiatus due to the pandemic. Two full classes were enrolled once again in autumn 2024, meaning that 155 students are now studying under the Tourism joint programme. After a break in 2023, two SUES students found their way to Chur this year and began the last year of their Bachelor's degree in the 2024 autumn semester.

Throughout the year, classes were slowly rolled out again on site in Shanghai. Only the 2022 year group, which consists of just a small class, was largely taught online. The faculty exchange was also able to return to the premises of the Tourism Summer School (TSS): four SUES teachers came to Samedan in mid-July for a two-week exchange, shadowing programme and opportunity to get to know each other. Several new lecturers were hired in 2024, including for the 'Cultural Studies', 'Tourism Law', 'e-Tourism' and 'Destination Management' modules, due to various changes and illnesses.

In September 2024, a high-level SUES delegation visited us for consultations. During the meeting, the two degree programmes in 'Digital Business Management' and 'Information Science' were presented to the visitors.

In October 2024, the Joint Management Committee Meeting (JMCM) took place in Shanghai, attended by Patric Arn and T Lan Tran. From the SUES side, topics relating to the expansion or deepening of the cooperation were primarily discussed. At the same event, a fitting farewell was said to Rector Jürg Kessler, who joined online and who was participating in this meeting for the last time before his retirement.



Figure 2: Visit by the Chinese delegation to Chur on 19 September 2024



Figure 3: Ammie Lu and John Zhang in the 2024 autumn semester (last year of studies in Chur)

### 3 MSc Tourism & Change

The ITF is a partner of the Master of Science in Business Administration and is responsible for the major in Tourism. 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 designing 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 with becoming 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. The Tourism & Change Master's plays a key role in preparing students to master the challenges facing the industry. This is exemplified in the practice-focused projects undertaken by students for commissioning companies.

After two years of a below-average number of students due to the coronavirus pandemic and the associated crisis in the tourism industry, 16 new students started the course in the 2023 autumn semester and 19 in the 2024 autumn semester.

Development of the number of students on the Tourism/Tourism & Change master's:

|                     | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|---------------------|------|------|------|------|------|------|------|------|------|------|
| First-year students | 11   | 13   | 14   | 16   | 15   | 29   | 10   | 10   | 16   | 19   |
| Total students      | 26   | 24   | 27   | 30   | 31   | 43   | 39   | 20   | 26   | 35   |

Table 12: Development of the number of students on the Tourism/Tourism & Change master's

## 4 Further education

The ITF currently offers one further education course 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, ecology and event law are discussed, with a special focus on staging events, press work and sponsorship. Additional content encompasses budgeting, event knowledge, leadership and organisation. Experience-based learning at live events is at the forefront of this course.

Development of the number of CAS Event Management graduates:

| Further education courses       | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|---------------------------------|------|------|------|------|------|------|
| CAS Event Management            | 23   | 24   | 22   | 16   | 17   | 19   |
| CAS Event Management, condensed | 4    | 6    | 6    | 10   | 8    | 15   |

Table 13: Development of the number of CAS Event Management graduates

## 5 Applied research and development

The ITF has a broad research portfolio, comprising projects from its research fields. With an eye to implementing the recommendations of the peer reviewers from the 2021 ITF research review, to do justice to the discussion during the on-site visit of the specialist evaluation in 2022 and to pick up the relevant developmental focus areas of UAS Grisons, the Development in Alpine Space department and Swiss and Grisons tourism, the ITF has determined the following fields of research:

- Tourism living environments
- Digital transformation in tourism
- Tourism and leisure infrastructures

This is a list of major projects that were in progress in 2024, or that had been completed in this year:

| Project name        | Preliminary study: an AI trend radar in tourism |
|---------------------|-------------------------------------------------|
| Project head        | Mauro Gotsch                                    |
| Project members     | Dominik Knaus, Mauro Gotsch                     |
| Project start date  | 01/06/2024                                      |
| Project end date    | 20/11/2024                                      |
| ITF competence area | Digital transformation in tourism               |
| Partner/financing   | Rapperswil-Zürichsee Tourism                    |

Description:

The study examined current and future trends in Swiss tourism to create a data-based foundation for destination management (DMOs). The aim was to identify relevant data sources for predicting trends at an early stage and, in turn, to provide DMOs with data-driven recommendations for action and decision-making tools in the future. In collaboration with 17 industry experts, key trends in the areas of environmental sustainability, digital transformation and individualisation were identified, classified and evaluated in a workshop series, interviews and a survey.

The study used exploratory scenario analysis to categorise trends into megatrends, industry trends, and disruptors, and explored data sources appropriate to the needs of DMOs for monitoring these trends. Data-backed management systems have been highlighted as a key tool to increase destinations' resilience and competitiveness. The study recommended that DMOs tap into additional proxy data for early warning systems and product design processes to detect 'weak signals' of change and strategically respond to potential disruption. The list of these additional data sources – in conjunction with the collected needs of the DMOs – now serves as the basis for designing a flexible trend-monitoring tool. The results will also be published in an article in the 2024/25 Swiss Yearbook of Tourism

| Project name    | 'Bike Impact Graubünden' survey                |
|-----------------|------------------------------------------------|
| Project head    | Melanie Tamborini                              |
| Project members | Bianca Schenk, Melanie Tamborini, Mauro Gotsch |

|                     |                        |
|---------------------|------------------------|
| Project start date  | 01/04/2024             |
| Project end date    | Ongoing                |
| ITF competence area | Tourist infrastructure |
| Partner/financing   | Graubünden Bike        |

Description:

The Institute for Tourism and Leisure (ITF) at the University of Applied Sciences of the Grisons (UAS Grisons) conducted extensive surveys of current cycle tourists in 2011 and 2015 on behalf of the project graubündenBIKE of the Office for Slow Traffic and in order to gain a better understanding of cycle tourists, and published the results in handbooks. As part of the continuation of the 'graubünden Bike 2023-2026' project, a third quantitative online survey of cycle tourists is to be carried out in order to once again appraise current key figures and needs and thus document how needs have evolved over the last decade. The third survey of current visiting mountain bikers in 2024 is intended build on the surveys of 2011 and 2015 and measure the expectations, satisfaction and influence of cycle tourists in the canton of the Grisons. Current developments and findings are defined along with the needs of defined service providers and also taken into account in the questionnaire. The results are to provide information about the added value generated by cycle tourists in the canton and be broken down regionally depending on the response rate of the survey from the different destinations. In addition, the needs of cycle tourists are identified and possible development directions for the Grisons bike region are defined.

|                     |                                                                        |
|---------------------|------------------------------------------------------------------------|
| <b>Project name</b> | <b>Standardising the recording of digital roadmaps of Grisons DMOs</b> |
| Project head        | Mauro Gotsch                                                           |
| Project member      | Mauro Gotsch                                                           |
| Project start date  | 29/10/2024                                                             |
| Project end date    | Ongoing                                                                |
| ITF competence area | Digital transformation                                                 |
| Partners/financing  | Engadin Tourism, Viamala Tourism, flagship project Resilient Tourism   |

Description:

The 'Digital Circle' – a meeting of the IT managers of federal destination management organisations (DMOs) – has been meeting to share best practice approaches and experiences since 2022. UAS Grisons has led these meetings since 2024 in order to formalise this dialogue and formulate joint projects in a series of three workshops. This first project aims to lay the groundwork for a common database by standardising the design of the project roadmap across the DMOs using a standardised input mask. In the next step, the standardisation of the roadmaps will be used to develop further work packages, e.g. joint procurement via the Digital Circle.

|                     |                                                                                                   |
|---------------------|---------------------------------------------------------------------------------------------------|
| <b>Project name</b> | <b>Johanna Spyri's 'Heidi' – valuing the story and its author on a tourist and cultural level</b> |
| Project heads       | Onna Rageth and Gian-Reto Trepp                                                                   |
| Project members     | Prof. Lena Pescia, Miriam Stuhlmüller and Bianca Schenk                                           |

|                     |                                                                                                                                                                                          |
|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project start date  | April 2024                                                                                                                                                                               |
| Project end date    | June 2026                                                                                                                                                                                |
| ITF competence area | Tourism living environments                                                                                                                                                              |
| Partners/financing  | Heidi Foundation, Graubünden Ferien, Zurich Tourism (applicants)/ Rhätische Bahn AG, Heidiland Tourismus AG, Swiss Youth Hostels, Heididorf, Museum Foundation Hirzel<br>Innotour (SECO) |

Description:

With the inclusion of the Johanna Spyri Archive and the Heidi Archive in Zurich in the UNESCO 'Memory of the World' global register, the question arises as to how a tourist and cultural appreciation of 'Heidi'/'Johanna Spyri' – and thus a connection between documented (intangible) cultural heritage and tangible history – can be created. This project focuses on enabling various stakeholders (locals, tourism stakeholders, tourists, etc.) to identify with the 'Heidi'/'Johanna Spyri' heritage. In addition, the heritage should also generate economic added value. In other words, an 'authentic' experience for all parties involved, as well as the creation of value through the development of experiences geared towards the target group, are at the heart of the present project, as there is little (scientific) basis to be created in this area.

| Project name        | Climate-neutral destinations (KlimDest)                                                                                                                      |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project head        | Christian Baumgartner                                                                                                                                        |
| Project members     | Bianca Schenk, Lynn Suter, ZWF (Andreas Nicklisch, Ann-Katrin Kienle)                                                                                        |
| Project start date  | 1/11/2022                                                                                                                                                    |
| Project end date    | 31/5/2024                                                                                                                                                    |
| ITF competence area | Sustainability, tourism living environments                                                                                                                  |
| Partners/financing  | <ul style="list-style-type: none"> <li>• Myclimate</li> <li>• Arosa Tourismus</li> <li>• Turismo Valposchiavo</li> <li>• Davos Tourismus</li> </ul> Innotour |

Description:

Switzerland’s government has issued a decree stating that the country should not emit more greenhouse gases than natural and technical storage facilities can absorb by 2050. This means net-zero emissions by 2050 and also impacts tourism. Tangible concepts detailing how net-zero emissions can be attained in tourism have not been created to date; Switzerland’s long-term climate strategy does not explore tourism specifically. Three destinations in the Grisons – Arosa, Davos and Valposchiavo – are facing up to their responsibility and would like to find a model pathway to potential genuine climate neutrality in tourism. So far, ‘climate-neutral destinations’ have completely ignored the mobility options used by guests to travel there and back, and the products they consume. Often, it is only individual businesses (e.g. mountain cable cars) that are climate neutral, with advertising then vicariously talking of climate-neutral ski areas.

KlimDest’s approach goes further: the goal of the project is to comprehensively calculate the tourist carbon footprint of the destination in question,

- and then monitor it on an ongoing basis through modelling (and thereby also monitor the effectiveness of the measures);
- reduce it as far as possible via a comprehensive concept in partnership with destination and service providers;
- and offset the rest via CDM (clean development mechanism)-compatible measures.
- Create incentives to gain visitors as allies of climate-neutrality.

In parallel to this, investigations explored which suitable sustainability communication and non-monetary incentive mechanisms (nudging) can attract visitors – both real and potential – as allies for climate-neutrality. In turn, this enables the climate-neutrality to contribute to enhancing guests’ awareness and be used as a key marketing tool to position the destinations.

Politically, the project contributes to Switzerland’s tourism strategy regarding the climate goals, on the one hand, while, on the other, it makes a contribution on a cantonal level to implementing the Grisons’ Green Deal. Internationally, it supports the Climate Action Plan of the Alpine Convention and the attainment of the climate goals under the Paris Agreement.

The project is in the final stages: the destination guidelines are available in DE, FR, EN and IT. A project-specific website (<https://klimdest.fhgr.ch>) presents the findings in multiple languages and the joint business model with Myclimate was developed for further implementation.

|                     |                                                                                                |
|---------------------|------------------------------------------------------------------------------------------------|
| Project name        | Large predators and tourism                                                                    |
| Project head        | Christian Baumgartner                                                                          |
| Project members     | Lynn Suter                                                                                     |
| Project start date  | 1/11/2024                                                                                      |
| Project end date    | 31/3/2027                                                                                      |
| ITF competence area | Tourism living environments, sustainability                                                    |
| Partners/financing  | Arosa Tourism, TESSVM, Swiss National Park, Biosfera, Severin Parc Ela Nature Park<br>Innotour |

Description:

This project does not aim to either be for or against large predators, but rather to face up to the fact of their existence and thus contribute to a common, solution-oriented approach.

Other countries have long been using the presence of large predators as a way to develop and offer tourist products. In Switzerland, as in the entire Alpine region, this has so far only happened to a minimal extent. In the absence of tourist products and awareness-raising programmes, both economic opportunities and possible incomes are wasted, as is the opportunity for a greater understanding to be reached between the positions and opinions of guests and the local population by airing the topic.

The project does not ask ‘whether there is a need for large predators’, but ‘how tourism can and should deal with large predators’.

The goals are:

- Raising awareness and factual knowledge among guests of large predators and the necessary herd protection measures, and achieving appropriate adapted behaviour (e.g. when meeting herd protection dogs)
- Creating understanding of the pros and cons among both locals and visitors and strengthening an appreciation of the importance of tourism for regional development
- Reviewing the need to adapt existing tourist offers and infrastructure (analogous to bear-proof waste bins).
- Creating potential analyses for tourist products on the topic of large predators
- Developing and testing potential tourist products that create tangible added value for those affected (e.g. by wolves, such as volunteering for herd protection measures; meeting projects between guests and farmers, etc.)

|                     |                                                                                                                                               |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| Project name        | ‘Aria da cudeschs – Bücherluft’: improving the quality of tourists’ stays through literature-centred services                                 |
| Project head        | Onna Rageth                                                                                                                                   |
| Project members     | Lena Pescia und Bianca Schenk                                                                                                                 |
| Project start date  | 1/10/2023                                                                                                                                     |
| Project end date    | 31/12/2025                                                                                                                                    |
| ITF competence area | Tourism living environments                                                                                                                   |
| Partners/financing  | St. Moritz lending and documentation library / Bregaglia Engadin Turismo / municipality of St. Moritz (tourism department)<br>SECO (Innotour) |

Description:

The ‘Aria da cudeschs – Bücherluft’ project aims to tap into literature tourism resources in certain destinations and bridge pre-existing operational gaps. It promotes strategic planning between destination organisations and libraries to improve the quality of experiences on the ground for locals, long-term guests and tourists. This project is intended to identify and advertise library offerings that could improve the experience in the destinations and provides digital information about these offerings to facilitate access to open libraries, even outside their regular opening hours. The overarching goal is to link the pre-existing

interest in regional culture to tourist offerings and expand the range offered by destinations and libraries in a user-centric way. In turn, this is intended to enhance the quality of tourists' stays in the destinations. The partners involved in the project were the St. Moritz lending and documentation library, Engadin Tourismus AG, the Kanzlei Gemeinde St. Moritz, Bregaglia Engadin Turismo and the Institute for Tourism and Leisure at the University of Applied Sciences of the Grisons. The project is scheduled to be implemented from October 2023 to December 2025.

| Project name        | Development of sustainable communities within destinations in mountain regions |
|---------------------|--------------------------------------------------------------------------------|
| Project head        | Lena Pescia                                                                    |
| Project members     | Lynn Suter, Onna Rageth, Frieder Voll                                          |
| Project start date  | 1/1/2023                                                                       |
| Project end date    | 30/09/2025                                                                     |
| ITF competence area | Tourism living environments                                                    |
| Partners/financing  | Bregaglia Engadin Turismo/Andermatt Swiss Alps AG<br>SECO (Innotour)           |

#### Description:

Swiss destinations in mountain regions are faced with the challenge of invigorating their communities year-round, both in terms of tourism and the lived environment. Shorter stays, lower off-season utilisation of second homes, holiday homes and hotels and emigration by (local) specialist workers are examples of the challenges at play. 'Community building' is an approach to encourage vibrancy at destinations year-round and link tourism and the lived environment. Communities are seen as networks composed of locals, second-home-owners, visitors, employers and employees in destinations (within mountain regions). It is only through encounters and interactions between the various members of the community that a destination or community comes to life. This lays the groundwork for an individual, positive impact on the attractiveness of the space for residents and tourists. At present, there are no studies exploring the types of communities that form in mountain regions, how they develop, how they interact, what makes them special, how they are viewed and perceived, how they change, what is needed to maintain them or the positive impact they have on a destination (which can generate a competitive edge due to their USP). The project aims to analyse communities in mountain destinations (seen holistically) in a more precise way and derive a practical handbook from this. This latter point is, in particular, important for destinations in the process of building up communities or that do not yet have any community as such, to ensure targeted (further) development takes place and that added value can be generated for all stakeholder groups.

| Project name          | TranStat – Transitions to sustainable ski tourism in the Alps of tomorrow |
|-----------------------|---------------------------------------------------------------------------|
| Project head          | Jan Mosedale                                                              |
| Project member        | Miriam Stuhlmüller                                                        |
| Project start date    | 11/2022                                                                   |
| Project end date      | 10/2025                                                                   |
| Primary research area | Tourism living environments                                               |

|                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Secondary research area | Digital transformation in tourism<br>Tourism and leisure infrastructure                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Partners/financing      | National Research Institute for Agriculture, Food and Environment (Lead partner)<br>Grenoble Alps University<br>Regional Council Auvergne-Rhône-Alpes<br>University of Milan<br>Lombardy Region<br>Austrian Academy of Sciences<br>alpS GmbH<br>ecoplus Alpin<br>Research Centre of the Slovenian Academy of Sciences and Arts<br>Development agency for Upper Gorenjska<br><br>Interreg Alpine Space, Economic Development and Tourism Agency GR, Swiss Office for Spatial Development, Regiun Surselva, UAS Grisons |

Description:

Tourism is faced with considerable changes that are occurring at striking speed. A new, future-looking approach is required to manage these swift, often complex changes. More than ever before, strategies need to incorporate uncertainties and take disruptive forces into account. TranStat intends to encourage winter destinations to reflect on future (climate) change and its impact. This long-term perspective facilitates:

- an understanding of future changes and their impact on a destination,
- agile, future-proof strategies,
- resilient winter destinations, in terms of climate change,
- the achievement of a competitive edge in the long run.

In the TranStat project, winter destinations are supported on their journey towards a desirable future via participatory change. This involves processes being deployed in living labs (LLs) that see experiences being shared with other LLs via various feedback loops, while do-it-yourself methods and tools are developed and made available for other destinations.

|                     |                                            |
|---------------------|--------------------------------------------|
| Project name        | Rapid prototyping for tourism stakeholders |
| Project head        | Dominik Knaus                              |
| Project member      | Stéphanie Bartels                          |
| Project start date  | 2022                                       |
| Project end date    | March 2024                                 |
| ITF competence area | Tourism living environments                |

|                        |                                                                                                                                                                       |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Partners/<br>financing | Project partners: Graubünden Ferien, gutundgut GmbH; practical partners: Bergün Filisur Tourismus AG, Viamala Tourismus, Bregaglia Engadin Turismo<br>SECO (Innotour) |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Description:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Global competition, digitalisation and dynamic societal developments pose challenges for tourism. The project supports tourist stakeholders with sustainably implementing ideas by means of rapid prototyping. In collaboration with gutundgut GmbH and Graubünden Ferien, the case studies of Viamala Tourism, Bergün Filisur Tourism and Bregaglia Engadin Tourism were used to explore ideas and develop them into affordable minimum viable products (MVPs). Iterative market testing leads to sustainably bearable offers launched with our economic partners. |
| The three examples led to a guide that empowers tourism stakeholders to independently develop and test ideas – and implement them in a beneficial way. In addition, the approach and associated knowledge was provided to the entire Swiss tourism industry by means of the social franchising model. More information and all results available at <a href="https://ideefix-leitfaden.ch">ideefix-leitfaden.ch</a> .                                                                                                                                               |

| Project name                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Service mandate of the Canton of the Grisons on the key topic of second homes                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| Project head                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Norbert Hörburger                                                                                              |
| Project members                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Mauro Gotsch, Lena Pescia, Bianca Schenk, Miriam Stuhlmüller, Lynn Suter, Gian-Reto Trepp, Frieder Voll        |
| Project start date                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 01/09/2022                                                                                                     |
| Project end date                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 31/08/2025                                                                                                     |
| ITF competence area                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Tourism and leisure infrastructures                                                                            |
| Partners/<br>funding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Various, depending on the focus of the investigation<br>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 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 developments in terms of second homes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                |
| <ul style="list-style-type: none"><li>• Monitor 1: Converting 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)</li><li>• Monitor 2: Converting old apartments into second homes (collection and analysis of property transfers and residents’ registrations in selected municipalities)</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                |

- Monitor 3: Trends 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

- The focus topic of 'Creating attractive and affordable homes for tourism staff' (part 1) was explored in 2023/24.

C. The development of an annual stimulus topic (as required)

- The stimulus topic for the 2023/24 service year looks at the topic of 'The development of short-term apartment rentals via booking platforms in the canton of the Grisons over the last 5 years' using AirBnB.

The findings of the research from the monitoring and specialist topics are shared with the Agency for Tourism and Economic Affairs in the form of annual reports and made available to the public, with 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 (<https://www.fhgr.ch/fh-graubuenden/ueber-die-fh-graubuenden/was-sind-unsere-beitraege/fuer-graubuenden/zweitwohnungs-kompetenz/>).

It is hoped that the findings connected to the guiding topic will 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.

|                                                                                                                                                                                                                                                      |                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
| <b>Project name</b>                                                                                                                                                                                                                                  | <b>Workshop series: AI tools in everyday life</b> |
| <b>Project head</b>                                                                                                                                                                                                                                  | Mauro Gotsch                                      |
| <b>Project member</b>                                                                                                                                                                                                                                | Mauro Gotsch                                      |
| <b>Project start date</b>                                                                                                                                                                                                                            | 19/06/2024                                        |
| <b>Project end date</b>                                                                                                                                                                                                                              | 20/06/2024                                        |
| <b>ITF competence area</b>                                                                                                                                                                                                                           | Digital transformation                            |
| <b>Partner</b>                                                                                                                                                                                                                                       | Arosa Tourism                                     |
| Description:<br>In a series of short lectures and workshops, the employees/service partners of Arosa Tourism were introduced to the topics of LLM prompting, data processing with LLMs for RAG sales training and video & content creation using AI. |                                                   |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| <b>Project name</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Complaint analysis for hiking and biking in the canton of Graubünden</b> |
| <b>Project head</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Frieder Voll and Lynn Suter                                                 |
| <b>Project members</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Melanie Tamborini                                                           |
| <b>Project start date</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 1/2/2024                                                                    |
| <b>Project end date</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 1/12/2025                                                                   |
| <b>ITF competence area</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Tourism and leisure infrastructures, tourism living environments            |
| <b>Partner</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Specialist Office for Slow Traffic, Grisons civil engineering office        |
| Description:<br>Every year, the University of Applied Sciences of the Grisons (UAS Grisons) analyses guest complaints relating to summer tourism in the Grisons. Despite additional contact points, the total number of reports in the area of hiking in 2024 remained at the level of previous years – a pleasing sign.<br>For the first time, a separate analysis of bike complaints was also carried out this year, allowing a more comprehensive picture to be painted of the concerns of hikers and bikers in the canton of the Grisons. This shows that much feedback relates to common topics such as the road network and signalling.<br>It is also interesting to see that conflicts between hikers and bikers remain an issue, but are almost exclusively reported by hikers. This illustrates how different perceptions can be on shared-use paths. |                                                                             |

|                     |                       |
|---------------------|-----------------------|
| <b>Project name</b> | <b>graubündenVIVA</b> |
| <b>Project head</b> | Christian Baumgartner |

|                            |                         |
|----------------------------|-------------------------|
| <b>Project member</b>      | ZWF (Ann-Katrin Kienle) |
| <b>Project start date</b>  | 20/5/2024               |
| <b>Project end date</b>    | 28/2/2025               |
| <b>ITF competence area</b> | Sustainability          |
| <b>Partner</b>             | Graubünden VIVA         |

Description:

The UAS Grisons is supporting graubündenVIVA within an alpine culinary culture mandate to effectively position food from the region (Grisons) that is as sustainable as possible.

The Grisons has above-average potential for high-quality, authentic and healthy food in almost all areas of agricultural production and processing, culinary heritage and regional cuisine. The association graubündenVIVA promotes cooperation between producers, manufacturers and consumers and acts as an innovative location marketing tool that creates unconventional connections.

The following steps are taken to this end:

- Needs analysis of target groups
- Creation of an appealing information and marketing brochure for caterers and event organisers
- Implementation of content on the website
- Creation of a quick check to assess the regionality of events

|                            |                                                                  |
|----------------------------|------------------------------------------------------------------|
| <b>Project name</b>        | <b>Needs check-up on cycling in the Plessur region</b>           |
| <b>Project heads</b>       | Gian-Reto Trepp and Frieder Voll                                 |
| <b>Project members</b>     | Melanie Tamborini, Lynn Suter, Miriam Stuhlmüller                |
| <b>Project start date</b>  | January 2024                                                     |
| <b>Project end date</b>    | June 2024                                                        |
| <b>ITF competence area</b> | Tourism and leisure infrastructures, tourism living environments |
| <b>Partner</b>             | Plessur region                                                   |

Description:

On behalf of the Presidential Conference of the Municipalities, the Plessur region wanted to learn more about its population's current activities and preferences in their leisure time with regard to the topic of cycling. This is, in particular, was related to gaining a better understanding of the different needs of users depending on the offering and demographics in the region. In a survey of the population, user groups were identified, the current use of the offering was reviewed, the preferences for the offering were identified depending on the user groups and differences between the individual municipalities were revealed.

|                           |                                                     |
|---------------------------|-----------------------------------------------------|
| <b>Project name</b>       | <b>Hotel coaching on behalf of Hotelleriesuisse</b> |
| <b>Project head</b>       | Norbert Hörburger                                   |
| <b>Project members</b>    | -                                                   |
| <b>Project start date</b> | 01/01/2024                                          |

**Project end date** 31/05/2024

**ITF competence area** Tourism and leisure infrastructures

**Partners/financing** HotellerieSuisse

**Description:**

On behalf of Hotelleriesuisse, three operational coaching sessions were carried out as part of the coaching programme. At a renowned hotel in the Lake Lucerne region, the feasibility of the current conversion and expansion plans was checked by means of an operating invoice, separated by owner and operator. In the Bernese Oberland, we were able to assist two companies. In the case of a company in the Interlaken region, a strategy was developed to renew operations and an action plan was developed. In the case of a company in the Grindelwald-Männlichen region, strategy development was carried out as part of business succession and a corresponding spatial programme for the architect's briefing was developed for a new building for the company.

**Project name** Situation analysis of the Pro Flüela association

**Project head** Lena Pescia

**Project member** Sindy Kalberer

**Project start date** 29/11/2024

**Project end date** 31/07/2025

**ITF competence area** Tourism and leisure infrastructures, tourist habitats

**Partner** Association Pro Flüela

**Description:**

The association Pro Flüela has been working to keep the Flüela Pass open in winter for 25 years. The aim of this project is to carry out a situation analysis in order to create a knowledge base for the association board for the future development of the association's work.

**Project name** Study project: tourism promotion in the canton of Basel-Landschaft

**Project heads** Gian-Reto Trepp, Mauro Gotsch

**Project members** Bianca Schenk, Miriam Stuhlmüller

**Project start date** 01/11/2023

**Project end date** 05/02/2024

**ITF competence area** Tourism living environments

**Partners** Economic and Healthcare Directorate of the canton of Basel-Landschaft, location promotion for Baselland

Description:

On the basis of the Tourism Act, the canton of Basel-Landschaft contributes to bolstering the cantonal area as a destination for travel and tourism. The cantonal contributions' overarching aim is the sustainable promotion of eco-friendly tourism that adds value as part of a cross-sector collaboration with the local economy. The contributions are evaluated at regular intervals. The Economic and Healthcare Directorate of the canton of Basel-Landschaft wants to review the following aspects via a study:

1. A brief evaluation of the activities of the Baselland Tourismus association from 2021 to 2024, compared to its underlying legal mandate, its strategic fields of business and specific objectives.
2. An analysis of Baselland as a tourism destination, looking at the strengths and weaknesses of the current tourism structure and developments over the past decade.
3. A brief evaluation of the current strategic direction of Baselland Tourismus, reviewing the prioritisation of business fields (under the assumption that the strategy is legally compliant).
4. Development of recommendations for the next funding period (2025-2028), taking into account the current strategic direction in comparison with visible trends in tourism.

The brief evaluation of the activities was conducted by means of a mixed-method survey of relevant project owners and partners of Baselland Tourismus and expanded via interviews with selected partners. Then, relevant datapoints (e.g. accommodation statistics from various cantons) were collected from the ITF's network (such as data from the Federal Statistical Office, from Swiss Tourism or HotellerieSuisse etc.). The tourism destination of Basel-Landschaft was analysed in a series of indicator comparisons, with the key influences simulated in a multivariate model. All the results are triangulated with tourism trends with reference to current scientific findings. These findings ultimately laid the groundwork for evaluating the current strategic direction and developing recommendations for the next funding period.

|                     |                                                                                                                                                                            |
|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project name        | Assistance with developing and reviewing the reorganisation of the Bündner Herrschaft Fünf Dörfer tourism association, taking the potential for new offerings into account |
| Project head        | Norbert Hörburger                                                                                                                                                          |
| Project members     | Lynn Suter, Gian-Reto Trepp                                                                                                                                                |
| Project start date  | 01/11/2023                                                                                                                                                                 |
| Project end date    | 30/05/2024                                                                                                                                                                 |
| ITF competence area | Tourism living environments                                                                                                                                                |
| Partner             | Landquart region                                                                                                                                                           |

**Description:**

The Bündner Herrschaft Fünf Dörfer tourism association (TBHFD) is responsible for basic tourism financing. This financing model includes a service agreement with the Landquart region (municipalities of Fläsch, Maienfeld, Jenins, Malans, Landquart, Zizers, Igis, Trimmis and Untervaz). In collaboration with external specialist support, the TBHFD association was commissioned to explore existing structures and identify any potential offerings for locals and visitors alike. In addition, an open-ended study discussed how tourism in the Landquart region can be organised going forward.

|                            |                                                                                                                 |
|----------------------------|-----------------------------------------------------------------------------------------------------------------|
| <b>Project name</b>        | <b>Evaluation of the current cooperation between the municipality of Schwyz and Brunnen Schwyz Marketing AG</b> |
| <b>Project head</b>        | Gian-Reto Trepp                                                                                                 |
| <b>Project members</b>     | Lynn Suter, Patric Arn                                                                                          |
| <b>Project start date</b>  | 01/01/2024                                                                                                      |
| <b>Project end date</b>    | 30/04/2024                                                                                                      |
| <b>ITF competence area</b> | Tourism living environments                                                                                     |
| <b>Partner</b>             | Municipality of Schwyz                                                                                          |

**Description:**

Brunnen Schwyz Marketing AG (BSM AG) is the tourism centre of excellence of the Mythen experience region. As a destination management organisation (DMO), BSM AG is responsible for promoting the attractiveness of the Mythen experience region and for creating sustainable added value in the areas of location, economy and tourism. The municipality of Schwyz is involved in BSM AG and would like to receive guidance on the following questions:

- What added value does cooperation with BSM AG bring to the municipality of Schwyz?
- What are the costs and benefits of going it alone?
- Is there potential for optimising the existing structure to (further) increase shareholder satisfaction?

The client's aim is to gain a general sense of whether BSM AG as DMO is the right partner for the municipality of Schwyz. The project demonstrated which optimisation measures can be implemented in the current model. In addition, it was determined whether a different form of organisation or the mandate of another partner or the general outsourcing of marketing activities to other partners would be an option. Subsequently, it was shown whether establishing an in-house, operational DMO would make sense and what development opportunities a DMO of this nature would have. Finally, the advantages and disadvantages as well as opportunities and risks of the respective scenarios were developed within the framework of a situation analysis and recommendations for action were derived.

|                     |                                                                           |
|---------------------|---------------------------------------------------------------------------|
| <b>Project name</b> | <b>Calculation and assessment of the feasible rent of a seminar hotel</b> |
| <b>Project head</b> | Norbert Hörburger                                                         |

|                                                                                                                                                                                                                                                                                                                                    |                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| Project member                                                                                                                                                                                                                                                                                                                     | Gian-Reto Trepp                     |
| Project start date                                                                                                                                                                                                                                                                                                                 | 01/05/2024                          |
| Project end date                                                                                                                                                                                                                                                                                                                   | 30/09/2024                          |
| ITF competence area                                                                                                                                                                                                                                                                                                                | Tourism and leisure infrastructures |
| Partner                                                                                                                                                                                                                                                                                                                            | anonymous                           |
| Description:<br>In order to lend plausibility to the current rental approach and to determine a rent level that is viable for the tenant, a feasibility capacity calculation was carried out. In addition, research was carried out on comparable leaseholds or reference values in order to be able to benchmark the rent amount. |                                     |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| Project name                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Operationalisation of the destination strategy |
| Project head                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Dominik Knaus                                  |
| Project members                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Melanie Tamborini, Sindy Kalberer              |
| Project start date                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | October                                        |
| Project end date                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | November                                       |
| ITF competence area                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Tourism lived environments                     |
| Partner                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Davos Klosters                                 |
| Description<br>The destination Davos Klosters is one of the leading tourism regions in the Alps. To ensure its long-term competitiveness, the Davos Destination Organisation (DDO) has developed a new strategy. Under the leadership of the ITF, the vision was tightened up, business areas were structured and potential for operational optimisation identified. The goal was clear resource allocation, optimised processes and monitoring with cross-divisional KPIs to ensure sustainable destination development. |                                                |

## 7 Publications, conferences and representations

### 7.1 Publications

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

Baumgartner, C., Mayr, H. (2024): Framing Tomorrow with Play and Purpose: Global Goals Design Jam. Gemeinsam mit Helga Mayr. In: Regina Obexer, Desiree Wieser, Christian Baumgartner, Elisabeth Fröhlich, Alfred Rosenbloom, Anita Zehrer (Eds.): Innovation in Responsible Management Education: Preparing the Changemakers of Tomorrow. Emerald Publishing ISBN: 9781835494653

Gotsch, M. L., Pescia, L. & Knaus, D. L. (2024). Aufbau touristischer Datenökosysteme - Erfolgreiche Koordination von heterogenen Anspruchsgruppen. *Marketingreview St. Gallen*, 5(2024), 68-79.

Gotsch, M. L. & Gasser, F. (2024). Staged Whispers: The effect of autonomous sensory meridian response (ASMR) messages on consumer brand perceptions and intentions. *Journal of Consumer Behavior*. 1-15. <https://doi.org/10.1002/cb.2370>

Gotsch, M. & Gasser, F. (2024). Nachhaltigkeitskommunikation im Skitourismus: Auswirkung von verschiedenen Kommunikationsstilen auf die Kundenwahrnehmung und ihr Nachhaltigkeitsverhalten. In Bieger, T., Beritelli, P. & Laesser, C. (Eds.). *Neue Arbeitswelten und nachhaltiges Destinationsmanagement im alpinen Tourismus*. Schweizer Jahrbuch für Tourismus 2023-2024, 19-38, Berlin: Erich Schmidt Verlag.

Knaus, D. L., Gotsch, M. L. & Bartels, S. (2024). Evidence Based Service Design. *Reference Module in Social Sciences*, 2024, 1-6. <https://doi.org/10.1016/B978-0-443-13701-3.00241-3>

Merkle, T., Knaus, D., Siegrist, C. (2024). Closing the Service Innovation Gap in Hospitality Management: The Case of a Fast-Food Chain in Switzerland. In: Sigala, M., Fang, M., Yeark, A., Albrecht, J.N., Vorobjovas-Pinta, O. (eds) *Case Based Research in Tourism, Travel, and Hospitality*. Springer, Singapore. [https://doi.org/10.1007/978-981-97-1891-7\\_10](https://doi.org/10.1007/978-981-97-1891-7_10)

Mosedale, J. (2024). Political Economy Approaches in Tourism: From Radical Political Economy via Cultural Political Economy to Political Ecology. (Ed.) C.M. Hall. *The Wiley Blackwell Companion to Tourism*, 92-103. <https://doi.org/10.1002/9781119753797.ch7>

Pescia, L., Voll, F., Schenk, B. & Tamborini, M. (2024). Bedürfnisse der Arbeitnehmenden und Arbeitgebenden der touristischen Leitbranchen in Graubünden. In Bieger, T., Beritelli, P., Laesser, C. (Hrsg.). *Resilienz im alpinen Tourismus*. Schweizer Jahrbuch für Tourismus 2024/2025. Berlin: Erich Schmidt Verlag.

Rageth, O. (2024). Events as infrastructure and learning experiences: Exemplified on an Alpine peripheral living lab in rural Switzerland. In B. Grabher & I. R. Lamond (Ed.) *Events and Infrastructure: Critical Interrogations*. Routledge (161-175), <https://doi.org/10.4324/9781003369165>

Rageth, O., Suter, L. und Trepp, G.-R. (2024). Hotelstiftung: Chancen und Grenzen dieser Organisationsform. In Bieger, T., Beritelli, P., Laesser, C. (Eds.). *Resilienz im alpinen Tourismus*. Schweizer Jahrbuch für Tourismus 2024/2025. Berlin: Erich Schmidt Verlag.

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

Gotsch, M. L. & Gasser, F. (2024). Open Science: Die Demokratisierung der Wissenschaft darf nicht Science Fiction werden. *Reatch*. <https://reatch.ch/publikationen/open-science>

Gressbach, C. (2024). *Resonanztourismus als Vermittlerin zwischen Einheimischen und Gästen*. Chur: Wissensplatz - Magazin der FHGR (September 2024 issue).

Rageth, O. & Suter, L. (2024). *Von der Qualität, in Gemeinschaften zu denken und zu handeln*. Chur: Wissensplatz - Magazin der FHGR (Februar 2024 issue: Qualitätsentwicklung).

Voll, F. (2024). Arbeitsbedürfnisse im Bündner Tourismus. In *Fachhochschule Graubünden (Ed.), Einblicke in die Forschung*. May 2024 issue. Chur: Fachhochschule Graubünden.

#### *Edited book*

Regina Obexer, Desiree Wieser, Christian Baumgartner, Elisabeth Fröhlich, Alfred Rosenbloom, Anita Zehrer (Eds.): *Innovation in Responsible Management Education: Preparing the Changemakers of Tomorrow*. Emerald Publishing ISBN: 9781835494653

#### *Other studies*

Baumgartner, C., Guldenberg, S. (2024): Gen Z Mobilitätsverhalten 2024. Study for CEOs for Future

## 7.2 Radio/television

RSI RETE UNO (31/01/2024): radio interview with Lena Pescia, title 'Attrarre persone sul proprio territorio per tutto l'anno'

FM1 (09/01/2024): statements by Christian Gressbach on the topic of 'How ski areas use influences in their advertising'

Radio SRF 1 Regionaljournal Graubünden (06/06/2024): radio interview with Lena Pescia, title 'Auch Einheimische leiden unter Overtourism'

Rondo News (02/10/2024): statement by Gian-Reto Trepp on 'criticism of the study on locals and second home-owners'

RTR (09/10/2024): statement on ski pass prices

Rondo News (10/10/2024): statement on the topic of 'the cost of ski day passes soon CHF 200 to 300'

SRF Schweiz aktuell and SRF1 Regionaljournal Graubünden (28/10/24): statement on funding Sportbahnen Braunwald via crowdfunding

## 7.3 Conference papers/presentations

AMPS (Architecture, Media, Politics, Society) Heritage Conference 2024, Barcelona (ES) / Onna Rageth (remote participation), topic: The Centre for Cognitive Art in Bregaglia Valley (Switzerland): Cultural Heritage redefined

35<sup>th</sup> International Geographical Congress 2024, Dublin (Ireland) / Onna Rageth, Thema: Development of sustainable Communities in Swiss Alpine Destinations (session: Tourism, Leisure, and Global Change – beyond development: community empowerment, social justice, and the local in tourism)

Int. Conference for Tourism and Cultural World Heritage, Samarkand (Uzbekistan), 13 Sept 2024 / Christian Baumgartner, topic: Tourism as a driver for sustainable regional development. Challenges for Management, Travellers and Politics.

Zukunft der Berggebiete: Residentielle Ökonomie im Fokus, Klosters, 17 and 18 October 2024 / Lynn Suter, topic: development of sustainable communities in destinations in mountain regions

Netzwerk Schweizer Pärke, Synergie Day, 21 March 2024 / Dominik Knaus, topic: specialist input and workshop on service design

3. Andermatt Law Forum: Zukunft des alpinen Tourismus, 7 March / Jan Mosedale

D-Lab: Rapid Prototyping für touritische Akteure, 22 March 2024 / Dominik Knaus

EUSALP Action group 2 meeting in Turin (October 2024): Participatory and inclusive scenario development and visioning / Miriam Stuhlmüller & Jan Mosedale

Immobilien-Fachtagung 'Best of Research 2024', 7 November 2024, Zurich / Gian-Reto Trepp, topic: price trends of second homes in the Grisons: looking forward, looking back

### 7.3 Expert work/reports

Advisory board member for the Verein für Kulturforschung Graubünden, directly associated with the Institut für Kulturforschung Graubünden (Onna Rageth) – since October 2023

Advisory board member for graubünden Cultura (Onna Rageth) – since September 2023

Report for the appointment of Ms Nicole Häusler as professor at IU Hamburg (Christian Baumgartner), 2024

Advisory board member for sustainability project in the accommodation industry, HotellerieSuisse (Lena Pescia), since 2024

D-Lab steering group member (Dominik Knaus)

Member of the Tourism sub-group of working group 2 (economic development) of EUSALP (Jan Mosedale)

### 7.4 In-house events for knowledge-sharing with a non-academic specialist audience

500 years of a free state of the three federations: international conference in Maloja (in collaboration with the Bregaglia Lab), 8 and 9 June 2024 (topic: 'The federal letter of the three federations of 1524 in the history and memory culture of the Grisons and its neighbours. Regional, national and European perspectives')

Project presentation 'Aria da cudeschs: Bücherluft - Verbesserte touristische Aufenthaltsqualität durch literaturzentrierte Dienstleistungen' at the annual meeting of southern Grisons librarians in St. Moritz, 19 June 2024 (Onna Rageth)

## 7.5 Representations and networks

| Name                  | Organisation                                      | Type                                                                                                               | Role                                                                                 |
|-----------------------|---------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| Christian Baumgartner | Ibex Fairstay                                     | Swiss environmental seal for accommodation and campsites                                                           | Member of the Advisory Board                                                         |
| Christian Baumgartner | Roundtable on Human Rights in Tourism             | International multi-stakeholder working group                                                                      | Representative of the ITF as a member of the roundtable                              |
| Christian Baumgartner | FOLAP - Forum Landschaft, Alpen, Pärke            | Specialist forum of the Swiss Academy of Natural Sciences                                                          | Representative of the ITF as a member                                                |
| Christian Baumgartner | FOLAP - Begleitgruppe Parkforschung               | Swiss park research at the Forum Landschaft, Alpen, Pärke                                                          | Member of the accompanying group                                                     |
| Christian Baumgartner | ATLAS                                             | International network of tourism universities                                                                      | Representative of the ITF as a member                                                |
| Christian Baumgartner | PRME                                              | UN Principles for Responsible Management Education (parallel network to the UN Global Compact for universities)    | Steering group member for PRME DACH Group (for UAS Grisons as PRME Champions member) |
| Cristian Baumgartner  | KONA - Kompetenzzentrum Nachhaltigkeit (beim STV) | Multi-stakeholder working group that assists Swiss tourism with its sustainability efforts                         | Member of the Advisory Board                                                         |
| Dominik Knaus         | STV Destination-Lab (D-Lab)                       | The D-Lab networks Swiss tourism destinations in terms of innovation, experience-sharing and knowledge management. | Steering committee member                                                            |
| Dominik Knaus         | Service Design Netzwerk Switzerland               | Swiss unit of the international 'Service Design Network'                                                           | Representation in the 'Academia' area                                                |

Table 14: Representations and networks 2024

## 8 Living labs

### 8.1 Living labs at the University of Applied Sciences of the Grisons

Living labs connect research and practice more closely by taking transdisciplinary and transformative approaches. This is achieved by combining scientific research with contributions to social change. The 'living lab' structure thus functions as an interface between society, business and academia.

The living labs at the University of Applied Sciences of the Grisons gather new ideas by using the infrastructural elements on site and bringing together innovative stakeholders. The living lab concept is viewed as a process. As a result, the outcomes are of a material and immaterial nature, scientifically backed and at the same time implemented through a bottom-up approach in cooperation with locals. Together with regional stakeholders, fundamental questions are to be identified and overarching thematic priorities and development goals (including new additions) are to be defined. In turn, new ideas can be worked on within the framework of concrete projects and new solutions developed and tested.

Two of the four living labs at the University of Applied Sciences of the Grisons are connected to the Institute for Tourism and Leisure (ITF), as their directors are employed by the ITF (Bregaglia Lab and Prättigau/Davos Lab). The Surselva Lab is directly subordinate to the Department of Development in the Alpine Region (DEAR) at the University of Applied Sciences of the Grisons and the San Bernardino Lab is a collaboration between the University of Teacher Education of the Grisons (PHGR), the University of Applied Sciences of the Grisons and the Scuola universitaria professionale della Svizzera italiana (SUPSI).

### 8.2 Bregaglia Lab

With the launch of the Bregaglia Lab, the University of Applied Sciences of the Grisons has been putting down roots in the Italian language region of the Grisons since May 2022. Since then, the 'Laboratorio vivente Bregaglia' has become the interface between academia and practice, as several research projects have been implemented.

In doing so, the UAS Grisons is joining forces with the merged Comune di Bregaglia and has a physical office in Stampa to facilitate an even more direct interaction between research and practice. In cooperation with Bregaglia Engadin Turismo, the local tourism destination marketing organization, projects in the main area of tourism and all its sub-categories such as culture, art, nature, health, etc. are explored. It is precisely the exchange of knowledge and experience with local stakeholders, the population, companies and politics that is at the centre of these endeavours.

In 2024, the two multi-year Innotour projects, which were acquired in 2023, were successfully continued: the projects 'Development of sustainable communities in destinations in mountain regions' and "*Aria da cudeschs – Bücherluft*": improving the quality of tourists' stays through literature-centred services'.

Furthermore, eight events were held in the area of the merged municipality of Bregaglia (from Maloja to the border village of Castasegna), which were very well attended by the various target groups of locals, second-homeowners and visitors. Above all, the 'stagione morta' was used to offer Bergeller locals opportunities to meet and engage in discussions outside the season.

### 8.3 Prättigau/Davos Lab

The Prättigau/Davos living lab has been set up and managed as a centre of excellence for mountain areas since July 2023. The Prättigau/Davos Lab works closely with the Prättigau/Davos Regional

Development Department. As the first living lab in this exclusively German-speaking cantonal area, the Prättigau/Davos Lab further strengthens the university's physical presence in the canton and is an important partner of the existing innovation network. In doing so, it supports regional stakeholders with developing the area and implementing strategic fields. Its focus is on strengthening year-round tourism, the residential economy, innovation, research and development and the SME landscape.

The centre of excellence actively supports the region as part of the 2035 site development strategy and launches and promotes targeted initiatives with these objectives. The living lab benefits from the networked nature of many research initiatives at the Davos site. In addition, the University of Applied Sciences of the Grisons, as a member of the knowledge city of Davos and the Academia Raetica, is able to establish a physical presence there.

In 2024, the follow-up project to applied tourism intelligence (Innotour project) was launched. This aims to improve the quality of experience in a tourist destination by means of capacity management through data collection, analysis and visualisation of customer behaviour. In addition, various smaller service projects were acquired, such as a final report for the World Cup Masters in Klosters focused on the value added (implementation in 2025), a situation analysis for the ProFlüela association or a strategy workshop of the Davos Destinations Organisation (DDO).

In addition, seven events were held across the Prättigau and Davos region. Current topics such as innovation in SMEs, artificial intelligence in trade and commerce as well as in the hotel and catering industry were the focus. The highlight of the events was the two-day third 'Zukunft Berggebiet' conference, which brought more than 50 experts from regional development, tourism and municipalities from the canton, but also outside it, together in Klosters.

## 9 Tourism Trend Forum (TTF)

### 9.1 Summary

#### *Embodied values at the 17th Tourism Trend Forum*

The 17th edition of the Tourism Trend Forum in Chur was shaped by workshops, presentations and discussions on social sustainability.

Numerous participants from the Grisons and Eastern Switzerland, but also from the Lake Thun region and Ticino, attended on 11 November 2024 at the invitation of the Institute for Leisure and Tourism (ITF) of the University of Applied Sciences of the Grisons. In other words, 'you could call this a national event,' remarked Dominik Knaus, Director of the ITF, tongue-in-cheek, during his welcome speech.

#### *The programme: a vibrant mix of theory and practice*

The challenges of tourism in a globalised world are complex – it is about striking a balance between environmental, social and economic sustainability while remaining competitive in a dynamic market. If we want 'social sustainability' in tourism to be more than just a buzzword, tangible practices and solutions are required. This is precisely where the Tourism Trend Forum started and, in addition to theoretical stimuli, also offered practical approaches to how these values can be implemented or 'brought to life' in specific terms in everyday tourism.

This year, the Trend Forum kicked off with two workshops, during which participants worked on their chosen subject matter for almost an hour and a half with great commitment and motivation.

In the workshop on Community Building, experts from the University of Applied Sciences of the Grisons were able to reflect on the findings of an ongoing project with the participants.

The second workshop dealt with the topic of leadership styles for the next generation. Led by members of the NextGen Tourism Board, an association of young professionals from the hotel, catering and mountain railway industries, four different management styles and their effect on young workers were developed and skilfully explained.

#### *From bridge-building and tuning forks....*

The afternoon programme started with the presentation by Leila Hauri, head of REGIO Appenzell AR-St.Gallen-Bodensee; this was its first highlight. In her talk, she spoke about the importance of cross-stakeholder cooperation in the Lake Constance region. For example, tourism projects often affect the areas in which the local population live, which can pose certain challenges from a social point of view. It is therefore essential that tourism projects create real added value not just for guests, but also for locals, and that the latter are included in the development process, too. 'We have to build a bridge between the two worlds,' as Hauri aptly put it.

As was shown in conversation with Onna Rageth, Director of the Bregaglia Lab in Stampa, these 'bridges' can be built, for example, via the University of Applied Sciences of the Grisons' living labs. With the help of the living labs, academic problems are solved exactly where they occur. With various locations throughout the canton, far from the capital, the living labs offer an exciting opportunity to develop practical solutions and sustainably promote tourism. The dialogue with the local population is absolutely crucial for the development of projects that serve to promote tourism.

In the talk on ‘resonance tourism’ by Toggenburg Tourism, the link between a tuning fork and tourism was clearly and impressively explained. As a counter-trend to mass tourism, resonance tourism is specifically about creating real relationships with people by designing destinations and offerings so they promote authentic experiences. Authenticity – a value that is lived and passed on in Toggenburg, as demonstrated by Christian Gressbach and Sonja Teuscher's presentation via honest insights and open assessments.

*... to the shortage of skilled workers and social solidarity*

In an insightful panel discussion with Lena Pescia, an expert in the field of the sustainable development of tourist habitats, some causes of the acute shortage of skilled workers in the tourism industry were discussed. The topic was based on a recent ITF study on the needs of employees in the tourism sector. For instance, it is not only the expected factors such as salary or working hours that play a role: above all, it is about the lack of affordable housing in tourist regions as well as the climate in the team or the appreciation of the workforce. ‘The industry’s image is dented,’ says Pescia, ‘and innovative solutions are needed to make it more attractive for employees.’

At the culmination of the 17th Tourism Trend Forum, there was a presentation of national importance. Romy Bacher, from the umbrella organisation of Swiss Tourism STV, was in attendance. She skilfully summarised the conference and provided the forum's participants with a great deal of interesting information about the association's initiatives and tools. The practical examples of enhanced acceptance in the population as well as equality and inclusion in tourism were impressive.

*Sustainable tourism: embodied values are central*

In addition to the official programme with its workshops and specialist presentations, this year's Trend Forum also offered plenty of space for discussions, during which the new insights gained were explored in detail and attendees could acquire new industry contacts.

This year's Tourism Trend Forum at UAS Grisons showed that, where people want to make a difference together, shared values are a central element. Promoting and bringing social sustainability to life will continue to be crucial for the further development of tourism projects and regions in the future.

9.2 Programme and speakers

| Programme section                                                   | Talk/workshop leadership                  |
|---------------------------------------------------------------------|-------------------------------------------|
| Get-together, coffee, pastries & networking                         |                                           |
| Welcome for morning session                                         | Forum moderation UAS Grisons              |
| Workshop 1: Community management                                    | Lena Pescia, Onna Rageth ITF, UAS Grisons |
| Workshop 2: Management styles                                       | NextGen Tourism Board                     |
| Lunch break                                                         |                                           |
| Welcome for afternoon session                                       | Forum moderation UAS Grisons              |
| Sustainable tourism projects – the importance of regional anchoring | Leila Hauri, head of Regio AR/SG/Bodensee |

|                                                                        |                                                                           |
|------------------------------------------------------------------------|---------------------------------------------------------------------------|
| The resonance of tourism, as illustrated by Toggenburg                 | Christian Gressbach, Head of Toggenburg Tourismus, teacher at UAS Grisons |
| Findings from the two workshops                                        | Forum moderation/workshop leaders                                         |
| Networking, bilateral discussions                                      |                                                                           |
| Findings from the UAS Grisons living lab                               | Onna Rageth, UAS Grisons                                                  |
| Needs of employers and employees                                       | Lena Pescia, UAS Grisons                                                  |
| Together for Switzerland as a socially sustainable tourism destination | Romy Bacher, Schweizer Tourismus-Verband                                  |
| Wrap-up                                                                | Forum moderation UAS Grisons                                              |

Table 15: Programme and speakers TTF 2024



Figure 4: Tourism Trend Forum 2024 workshop

## 10 Press articles

| Publikationsdatum | Medium                                                   | Headline                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 19.12.2024        | gossauer-nachrichten.ch / Gossauer Nachrichten Online    | «Wir sind Feuer und Flamme für diese Aufgabe»                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 19.12.2024        | herisauer-nachrichten.ch / Herisauer Nachrichten Online  | «Wir sind Feuer und Flamme für diese Aufgabe»                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 19.12.2024        | st-galler-nachrichten.ch / St. Galler Nachrichten Online | «Wir sind Feuer und Flamme für diese Aufgabe»                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 18.12.2024        | Hotellerie et Gastronomie Zeitung                        | Blick zurück auf 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 18.12.2024        | St. Galler Nachrichten                                   | «Wir sind Feuer und Flamme für diese Aufgabe»                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 18.12.2024        | St. Galler Nachrichten                                   | «Wir sind Feuer und Flamme für diese Aufgabe»                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 24.11.2024        | cash.ch / Cash                                           | Skisport: Andermatt setzt nun aufs Halbtax-Abo                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 21.11.2024        | blick.ch / Blick Online                                  | Adieu dynamische Preise – Schweizer Skiort setzt aufs Halbtax-Abo                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 19.11.2024        | FHGR Fachhochschule Graubünden                           | Wie können Destinationsmanager die vielfältigen Bedürfnisse von Reisenden und Einheimischen in Einklang bringen? Die Antwort darauf ist der Resonanztourismus, der bedeutungsvolle Beziehungen fördert und Wert auf Authentizität und Nachhaltigkeit legt. Erfahre im neuen Wissensplatz, wie eine neue, menschliche Herangehensweise an den Tourismus nicht nur die Reisenden begeistert, sondern auch die lokale Kultur und Natur stärkt. 🌍📖 #fhgr #wissensplatz #tourismus #resonanztourismus |
| 18.11.2024        | Radio SRF 3 / Nachrichten 13.00                          | Neuseeland ist für viele Schweizer:innen ein Sehnsuchtsort                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 16.11.2024        | L'Hebdo                                                  | Andermatt explore la voie du demi-tarif. Le domaine skiable veut rendre les sports d'hiver abordables pour les familles. Ce modèle attractif s'adapte-t-il à d'autres remontées mécaniques? Gian-Reto Trepp, de la Haute école spécialisée des Grisons, nous répond.                                                                                                                                                                                                                             |
| 16.11.2024        | @Blick_fr / Blick   fr                                   | Andermatt explore la voie du demi-tarif. Le domaine skiable veut rendre les sports d'hiver                                                                                                                                                                                                                                                                                                                                                                                                       |

abordables pour les familles. Ce modèle attractif s'adapte-t-il à d'autres remontées mécaniques? Gian-Reto Trepp, de la Haute école spécialisée des Grisons, nou...  
<https://t.co/KZRIJnwvgo>

|            |                                                                         |                                                                                |
|------------|-------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| 16.11.2024 | blick.ch/fr / Blick Romandie                                            | Andermatt mise à fond sur l'abonnement de ski demi-tarif                       |
| 15.11.2024 | blick.ch / Blick Online                                                 | Adieu dynamische Preise – Schweizer Skiort setzt aufs Halbtax-Abo              |
| 15.11.2024 | hotelinside.ch / Hotel Inside                                           | Hotel Inside präsentiert: Erstes Schweizer Hotel-Immobilien-Forum              |
| 14.11.2024 | Engadiner Post / Posta Ladina                                           | Lässt sich der «Goldene Herbst» vergolden?                                     |
| 14.11.2024 | engadinerpost.ch / Engadiner Post/Posta Ladina                          | Kann der goldene Herbst vergoldet werden?                                      |
| 11.11.2024 | abouttravel.ch/de / about Travel - DE                                   | House of Winterthur: Neue Co-Leitung für Marketing & Kommunikation             |
| 08.11.2024 | Der Standard                                                            | Autos sind für Jugendliche unwichtig                                           |
| 07.11.2024 | travelnews.ch / TRAVELNEWS                                              | «Das Planen von Uganda-Reisen ist unsere grosse Leidenschaft»                  |
| 06.11.2024 | Hôtellerie et Gastronomie Hebdo                                         | LA PROTECTION DU CLIMAT SUR LES RAILS                                          |
| 06.11.2024 | Hotellerie et Gastronomie Zeitung                                       | BAHN FREI FÜR DEN KLIMASCHUTZ                                                  |
| 05.11.2024 | abouttravel.ch/de / about Travel - DE                                   | Die Sustainable Tourism Days rücken Nachhaltigkeit in den Fokus                |
| 01.11.2024 | Aroser Zeitung                                                          | DEM KLIMA- FUSSABDRUCK AUF DER SPUR                                            |
| 31.10.2024 | Engadiner Post / Posta Ladina                                           | Der Tourismus verursacht CO.                                                   |
| 31.10.2024 | Engadiner Post / Posta Ladina                                           | Destinationen übernehmen Klimaverantwortung                                    |
| 31.10.2024 | La Pagina da Surmeir                                                    | Per stagiunaris - e betg mo per milliunaris                                    |
| 30.10.2024 | hotellerie-gastronomie.ch/de / Hotellerie Gastronomie Zeitung Online DE | Bahn frei für effektiven Klimaschutz in Destinationen                          |
| 30.10.2024 | myscience.ch/fr / myScience Suisse                                      | La voie est libre pour une protection efficace du climat dans les destinations |
| 30.10.2024 | myscience.ch/it / myScience Svizzera                                    | Spianare la strada per un'efficace protezione del clima nelle destinazioni     |

|            |                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------|---------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 29.10.2024 | htr.ch/de / Hotel u. Tourismus Revue              | Klimaziele im Tourismus: Graubünden zeigt neue Ansätze                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 29.10.2024 | ilgrigione.ch / Il Grigione Italiano Online       | La Valposchiavo modello ecologico                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 29.10.2024 | myscience.ch/de / myScience Schweiz               | Bahn frei für effektiven Klimaschutz in Destinationen                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 29.10.2024 | nau.ch / Nau                                      | Braunwald GL: Pro Bett ein Abo für Ferienhausbesitzer?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 29.10.2024 | Radio Grischa / RSO Info Mittag / News 12.00      | Klimaziele im Tourismus                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 29.10.2024 | Radio Grischa / RSO Info Mittag / News 12.00      | FHGR: «Klimaneutrale Destinationen»                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 29.10.2024 | Radio Grischa / RSO Mittag 13.00 - 14.00          | FHGR: «Klimaneutrale Destinationen»                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 29.10.2024 | srf.ch / SRF Schweizer Radio und Fernsehen Online | Hotels und Ferienhausbesitzer sollen pro Bett ein Abo kaufen                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 28.10.2024 | SRF 1 / Schweiz aktuell                           | Braunwald: Jahresabo-Zwang für Hotels und Wohnungsbesitzer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 25.10.2024 | La Quotidiana                                     | Sche hoteliers tschertgan abitaziuns                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 25.10.2024 | La Quotidiana                                     | Per stagiunaris - e betg mo per milliunaris                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 21.10.2024 | htr.ch/de / Hotel u. Tourismus Revue              | Tourismus Trendforum 2024: Gelebte Werte – gesellschaftliche Nachhaltigkeit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 18.10.2024 | Valposchiavo                                      | Anche in Valposchiavo le <b>case di vacanza</b> sono sempre più comuni. Partecipate al <b>sondaggio della FHGR</b> per aiutarci a capire meglio la situazione attuale e le vostre esperienze, grazie per la collaborazione! Link al sondaggio : <a href="https://survey.fhgr.ch/419987?lang=it">https://survey.fhgr.ch/419987?lang=it</a> <br>Auch in Valposchiavo gibt es immer mehr <b>Ferienwohnungen</b> . Nehmen Sie an der <b>FHGR-Umfrage</b> teil und helfen Sie uns, die aktuelle Situation und Ihre Erfahrungen besser ... |
| 18.10.2024 | Appenzeller Zeitung                               | Innovationen auf dünnem Eis                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 18.10.2024 | Der Rheintaler                                    | Innovationen auf dünnem Eis                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 18.10.2024 | St. Galler Tagblatt / St. Gallen-Gossau-Rorschach | Innovationen auf dünnem Eis                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 18.10.2024 | Toggenburger Tagblatt                             | Innovationen auf dünnem Eis                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

|            |                                                                        |                                                                       |
|------------|------------------------------------------------------------------------|-----------------------------------------------------------------------|
| 18.10.2024 | Werdenberger & Obertoggenburger                                        | Innovationen auf dünnem Eis                                           |
| 18.10.2024 | Wiler Zeitung                                                          | Innovationen auf dünnem Eis                                           |
| 17.10.2024 | Südostschweiz / BZ+BT+GL                                               | HÖHERE BERUFSBILDUNG                                                  |
| 17.10.2024 | Südostschweiz / BZ+BT+GL                                               | WIE TECHNOLOGIE UND VERANTWORTUNG DEN TOURISMUS PRÄGEN                |
| 17.10.2024 | Südostschweiz / BZ+BT+GL                                               | WISSENSCHAFTEN, FORSCHUNG UND BILDUNG IN GRAUBÜNDEN                   |
| 12.10.2024 | Radio SRF 1 / Regionaljournal Ostschweiz / Regjournal Ostschweiz 17.30 | Ski-Tageskarte für 200 bis 300 Franken? Kein unrealistisches Szenario |
| 12.10.2024 | Salz & Pfeffer                                                         | Entwicklungshilfe für Ehrgeizige                                      |
| 12.10.2024 | TV Südostschweiz TSO / News Reprise                                    | Wird Skifahren in Zukunft erheblich teurer?                           |
| 11.10.2024 | htr.ch/de / Hotel u. Tourismus Revue                                   | «Zufrieden ja, aber ...»                                              |
| 11.10.2024 | RSI Rete Uno / Grigioni sera                                           | Airbnb non rappresenta un problema per i Grigioni                     |
| 11.10.2024 | rsi.ch / RSI Radiotelevisione svizzera italiana                        | Carenza di case nei Grigioni, Airbnb non c'entra                      |
| 10.10.2024 | Bündner Tagblatt                                                       | Wenn ein Volkssport zum Luxus wird                                    |
| 10.10.2024 | Radio Grischa / RSO Morgen 06.00 - 07.00                               | Wird Skifahren zum Luxusport?                                         |
| 10.10.2024 | Radio Grischa / RSO Morgen 07.00 - 08.00                               | Wird Skifahren zum Luxusport?                                         |
| 10.10.2024 | Radio Grischa / RSO Morgen 08.00 - 09.00 / News 08.00*                 | Wird Skifahren zum Luxusport?                                         |
| 10.10.2024 | Südostschweiz / Bündner Zeitung                                        | Wenn ein Volkssport zum Luxus wird                                    |
| 10.10.2024 | Volksstimme                                                            | Tourismus findet kein Gehör                                           |
| 10.10.2024 | Volksstimme                                                            | «Das Baselbiet hat noch viel Potenzial»                               |
| 10.10.2024 | volksstimme.ch / Volksstimme Online                                    | Tourismus findet kein Gehör                                           |
| 09.10.2024 | bz Zeitung für die Region Basel                                        | 2,5 Millionen für den Tourismus                                       |
| 09.10.2024 | Radio Grischa / RSO Info Abend 17.00 - 18.30 / News                    | Wird Skifahren zum Luxusport?                                         |

|            |                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 09.10.2024 | RSI Rete Uno / Radiogiornale<br>12.30 / Rete Uno Sport | I prezzi delle giornaliere destinati a schizzare alle stelle?                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 09.10.2024 | TV Südostschweiz TSO /<br>Rondo News                   | Skifahren wird in Zukunft erheblich teurer                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 08.10.2024 | SRF 1 / Telesguard                                     | Preisexplosion in Schweizer Skigebieten?                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 03.10.2024 | Bündner Tagblatt                                       | Zweitheimische wollen geben, aber auch nehmen                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 03.10.2024 | Südostschweiz / Bündner<br>Zeitung                     | Zweitheimische wollen geben, aber auch nehmen                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 02.10.2024 | Radio Grischa / RSO Info<br>Abend 17.00 - 18.30 / News | HSG Studie zum Verhältnis zwischen ein- und Zweitheimischen                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 02.10.2024 | Radio Grischa / RSO Info<br>Abend 17.00 - 18.30 / News | HSG Studie zum Verhältnis zwischen ein- und Zweitheimischen                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 02.10.2024 | TV Südostschweiz TSO /<br>Rondo News                   | Kritik an der Studie über Einheimische und Zweitheimische                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 01.10.2024 | Immobilien Business                                    | AUFSTEIGER MIT POTENZIAL                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 30.09.2024 | zuerioberland24.ch /<br>zuerioberland24                | Studierende untersuchen Tourismus-Angebot von Grüningen                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 23.09.2024 | Jürg Kessler                                           | Nach unserem Besuch vor etwa einem Jahr hat uns letzte Woche eine hochrangige chinesische Delegation unserer Partneruniversität Shanghai University of Engineering Science im Bereich der Tourismusbildung besucht. Bei dieser Gelegenheit haben wir unseren Gästen die beiden FHGR-Studiengänge Digital Business Management und Information Science vorgestellt, und es fand ein Treffen mit chinesischen Studierenden an der FHGR Fachhochschule Graubünden statt. Herzlichen Dank für den spannenden Austausch... |
| 19.09.2024 | htr Hotel Revue                                        | Happy, aber                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 19.09.2024 | htr Hotel Revue                                        | «Zufrieden ja, aber...»                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 17.09.2024 | abouttravel.ch/de / about<br>Travel - DE               | Der Graubünden Tourismustag findet 2024 in Arosa statt                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 17.09.2024 | presseportal.ch/de /<br>Presseportal DE                | Medieneinladung zum graubünden Tourismustag 2024 in Arosa                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 11.09.2024 | Büwo / Bündner Woche                                   | «DIE SORGEN DER BEVÖLKERUNG ERNST NEHMEN»                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

|            |                                      |                                                                                                                                                                                                                                                                                                                                                    |
|------------|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10.09.2024 | FHGR Fachhochschule Graubünden       | Die Digitalisierung stellt touristische Destinationen vor grosse Herausforderungen. Das ATI-Framework des Instituts für Tourismus und Freizeit (ITF) bietet einen strukturierten Ansatz, um Projekte effizient zu planen, Ressourcen zu optimieren und die Zusammenarbeit zu stärken. Mehr dazu im neuen Blogbeitrag. 🚀 #fhgr #fhgrblog #tourismus |
| 10.09.2024 | Hotelière                            | Hotelinvest GmbH gegründet                                                                                                                                                                                                                                                                                                                         |
| 09.09.2024 | persönlich                           | «Veranstaltungen in dieser Dimension sollten eigentlich immer allen gehören», so Tourismuskonzepter Roland Anderegg von der FHGR Fachhochschule Graubünden über den ESC in Basel. #ESC2025                                                                                                                                                         |
| 09.09.2024 | persoenlich.com / Persönlich Online  | «Basel ist das perfekte Tor nach Europa»                                                                                                                                                                                                                                                                                                           |
| 07.09.2024 | swiss-press.com / Swiss-Press        | graubünden Tourismustag 2024 in Arosa: Fokusthemen KI und Nachhaltigkeit                                                                                                                                                                                                                                                                           |
| 06.09.2024 | aktuellenews.ch / Aktuelle News      | graubünden Tourismustag 2024 in Arosa: Fokusthemen KI und Nachhaltigkeit                                                                                                                                                                                                                                                                           |
| 05.09.2024 | Marketing Review St. Gallen          | Aufbau touristischer Datenökosysteme                                                                                                                                                                                                                                                                                                               |
| 05.09.2024 | presseportal.ch/de / Presseportal DE | graubünden Tourismustag 2024 in Arosa: Fokusthemen KI und Nachhaltigkeit                                                                                                                                                                                                                                                                           |
| 01.09.2024 | Immobilien Business                  | KLARE STRATEGIEN                                                                                                                                                                                                                                                                                                                                   |
| 27.08.2024 | htr.ch/de / Hotel u. Tourismus Revue | Nadia Fontana Lupi: «Jede Destination ist anders»                                                                                                                                                                                                                                                                                                  |
| 16.08.2024 | gastrofacts.ch / Gastrofacts         | Pfiffige Variante des Smash Burgers                                                                                                                                                                                                                                                                                                                |
| 15.08.2024 | htr Hotel Revue                      | «Jede Destination ist anders»                                                                                                                                                                                                                                                                                                                      |
| 14.08.2024 | Hotellerie et Gastronomie Zeitung    | GRENZEN IM HOTELGEWERBE VERSCHWIMMEN ZUNEHMEND                                                                                                                                                                                                                                                                                                     |
| 05.08.2024 | Terra Grischuna                      | MEHR LITERATUR UND KULTUR DURCH HEIDI                                                                                                                                                                                                                                                                                                              |
| 31.07.2024 | regiosuisse.ch/de / Regiosuisse DE   | Ideefix: Mehr Innovationskraft im Tourismus                                                                                                                                                                                                                                                                                                        |
| 31.07.2024 | regiosuisse.ch/fr / Regiosuisse FR   | Ideefix: plus de force d'innovation dans le tourisme                                                                                                                                                                                                                                                                                               |
| 29.07.2024 | Penso / deutsche Ausgabe             | Beat Imhof neuer Präsident von GastroSuisse                                                                                                                                                                                                                                                                                                        |
| 24.07.2024 | barnews.ch / Bar News                | Gesamterneuerungswahlen des Vorstandes                                                                                                                                                                                                                                                                                                             |

|            |                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 18.07.2024 | 20 Minuten Bern                     | Hotelplan berät neu mit KI - doch wollen das die Kunden überhaupt?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 18.07.2024 | 20 Minuten überregional             | Hotelplan berät neu mit KI - doch wollen das die Kunden überhaupt?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 18.07.2024 | 20 Minuten Zürich                   | Hotelplan berät neu mit KI - doch wollen das die Kunden überhaupt?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 18.07.2024 | 20min.ch / 20 minuten Online        | Hotelplan berät neu mit KI – wollen das die Kunden überhaupt?                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 16.07.2024 | Coopération Gesamt                  | «Les personnes qui voyagent savent mieux accueillir»                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 12.07.2024 | Nira Alpina                         | We were thrilled to welcome students from the FHGR Fachhochschule Graubünden for a sustainability audit at Nira Alpina. Their insights and evaluations are invaluable as we continue to strive for excellence in environmental stewardship. Together, let's commit ourselves to a better tomorrow through sustainability. 🌱💡 Discover our green initiatives:<br><a href="https://www.niraalpina.com/about-us/sustainability/">https://www.niraalpina.com/about-us/sustainability/</a> #Sustainability #EcoFriendly #GreenInitiative #NiraAlpina #SustainableTravel |
| 11.07.2024 | Gourmet                             | Beat Imhof löst Casimir Platzter als Präsident ab                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 09.07.2024 | Andelfinger Zeitung                 | Zürcher Regierung will keinen E-Tuk-Tuk-Verleih                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 09.07.2024 | zuerich24.ch / Zürich24             | Zürcher Regierung will keinen E-Tuk-Tuk-Verleih                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 08.07.2024 | nau.ch / Nau                        | Zürcher Regierung will keinen E-Tuk-Tuk-Verleih wie in Disentis GR                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 08.07.2024 | radiocentral.ch / Radio Central     | Zürcher Regierung will keinen E-Tuk-Tuk-Verleih wie in Disentis GR                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 08.07.2024 | radiocentral.ch / Radio Central     | Zürcher Regierung will keinen E-Tuk-Tuk-Verleih wie in Disentis GR                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 08.07.2024 | sunshine.ch / Radio Sunshine Online | Zürcher Regierung will keinen E-Tuk-Tuk-Verleih wie in Disentis GR                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 08.07.2024 | toponline.ch / Radio Top Online     | Zürcher Regierung will keinen E-Tuk-Tuk-Verleih                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 08.07.2024 | vilan24.ch / Vilan 24               | Zürcher Regierung will keinen E-Tuk-Tuk-Verleih wie in Disentis GR                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

|            |                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 05.07.2024 | Davoser Zeitung                          | Künstliche Intelligenz in der Gastronomie                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 02.07.2024 | Marketing Review St. Gallen              | Acceptance of Social Service Robots in the Hotel Industry                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 01.07.2024 | Facebook / Gutundgut                     | Die Innovationsenthusiasten im Tourismus haben sich letzte Woche in Zürich getroffen<br>Die Steuerungsgruppe des Destination Labs, die aus den vielen Vertreter:innen Schweizer Tourismusdestinationen, Schweiz Tourismus, STV und der Professor:innen der FHGR, HSLU und HES-SO besteht, hat sich fürs hybride Meeting in den Räumlichkeiten von Schweiz Tourismus versammelt, um aktuelle Pilotprojekte, das nächste ERFA-Meeting in Arbon zum Thema Mobilität und viele weitere laufende Fragen zu besprechen u... |
| 29.06.2024 | vilan24.ch / Vilan 24                    | Davos: Künstliche Intelligenz in der Hotellerie und Gastronomie                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 28.06.2024 | Davoser Zeitung                          | Künstliche Intelligenz in der Hotellerie und Gastronomie                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 28.06.2024 | Klostertser Zeitung                      | Kunst in der Hotel iche Intelligenz erie und Gastronomie                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 26.06.2024 | Gipfel Zytig                             | Davos: Künstliche Intelligenz in der Hotellerie und Gastronomie                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 26.06.2024 | Gipfel Zytig                             | Beat Imhof löst Casimir Platzer als Präsident von GastroSuisse ab                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 22.06.2024 | Prättigauer und Herrschäftler            | Künstliche Intelligenz in Hotellerie und Gastronomie                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 22.06.2024 | Schweiz am Wochenende / Bündner Tagblatt | «Maienfeld soll nicht zum Heidi-Disneyland werden»                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 22.06.2024 | Schweiz am Wochenende / Bündner Zeitung  | «Maienfeld soll nicht zum Heidi-Disneyland werden»                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 21.06.2024 | Neue Zürcher Zeitung                     | Beat Imhof neuer Präsident von Gastrosuisse                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 20.06.2024 | abouttravel.ch/de / about Travel - DE    | Beat Imhof wird Präsident von Gastro Suisse                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 20.06.2024 | vilan24.ch / Vilan 24                    | Ziehen ab sofort an einem Strang: Die FH Graubünden und die deutsche Hochschule Heilbronn gehen Kooperation ein                                                                                                                                                                                                                                                                                                                                                                                                       |
| 19.06.2024 | aktuellenews.ch / Aktuelle News          | Beat Imhof löst Casimir Platzer als Präsident ab                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

|            |                                                                               |                                                                                                                                                                                       |
|------------|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 19.06.2024 | baizer.ch / Wirtverband<br>Basel-Stadt                                        | Beat Imhof löst Casimir Platzer als Präsident<br>ab                                                                                                                                   |
| 19.06.2024 | daspaulimagazin.ch / Das<br>Pauli Magazin                                     | Beat Imhof löst Casimir Platzer als<br>GastroSuisse-Präsidenten ab. Neu im<br>Vorstand sind David Maye aus Neuchâtel,<br>Samuel Vörös aus Luzern und Daniela<br>Segmüller aus Zürich. |
| 19.06.2024 | foodaktuell.ch / foodaktuell                                                  | Beat Imhof ist neuer Gastro Suisse-Präsident                                                                                                                                          |
| 19.06.2024 | handelszeitung.ch /<br>Handelszeitung Online                                  | Gastrosuisse-Delegierte wählen Beat Imhof<br>zum neuen Präsidenten                                                                                                                    |
| 19.06.2024 | hotelinside.ch / Hotel Inside                                                 | Überraschende Wahl von Beat Imhof: Wer ist<br>der neue GastroSuisse-Präsident?                                                                                                        |
| 19.06.2024 | Hôtellerie et Gastronomie<br>Hebdo                                            | Heidi, une aubaine pour le tourisme suisse                                                                                                                                            |
| 19.06.2024 | hotellerie-gastronomie.ch/de<br>/ Hotellerie Gastronomie<br>Zeitung Online DE | Beat Imhof wird neuer Präsident von<br>Gastrosuisse                                                                                                                                   |
| 19.06.2024 | htr.ch/fr / Hotel Revue FR                                                    | Beat Imhof succède à Casimir Platzer                                                                                                                                                  |
| 19.06.2024 | lemanbleu.ch / Léman Bleu<br>Online                                           | Beat Imhof succède à Casimir Platzer à la tête<br>de GastroSuisse                                                                                                                     |
| 19.06.2024 | organisator.ch /<br>ORGANISATOR Online                                        | GastroSuisse: Beat Imhof löst Casimir Platzer<br>als Präsident ab                                                                                                                     |
| 19.06.2024 | swiss-press.com / Swiss-<br>Press                                             | Beat Imhof löst Casimir Platzer als Präsident<br>ab                                                                                                                                   |
| 18.06.2024 | agefi.com / L'AGEFI Online                                                    | Beat Imhof nommé président de<br>GastroSuisse                                                                                                                                         |
| 18.06.2024 | arcinfo.ch / Arcinfo Online                                                   | Beat Imhof succède à Casimir Platzer à la tête<br>de GastroSuisse                                                                                                                     |
| 18.06.2024 | awp Finanznachrichten                                                         | Gastrosuisse-Delegierte wählen Beat Imhof<br>zum neuen Präsidenten                                                                                                                    |
| 18.06.2024 | awp Informations financières                                                  | Beat Imhof succède à Casimir Platzer à la tête<br>de GastroSuisse                                                                                                                     |
| 18.06.2024 | blick.ch / Blick Online                                                       | Delegierte wählen Beat Imhof zum<br>Gastrosuisse-Präsidenten                                                                                                                          |
| 18.06.2024 | blick.ch/fr / Blick Romandie                                                  | Beat Imhof nouveau président de<br>Gastrosuisse                                                                                                                                       |
| 18.06.2024 | bluewin.ch/fr / Bluewin FR -<br>blue News                                     | Beat Imhof succède à Casimir Platzer à la tête<br>de GastroSuisse                                                                                                                     |

|            |                                                                         |                                                                                                                        |
|------------|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| 18.06.2024 | bluewin.ch/it / Bluewin IT - blue News                                  | GastroSuisse: a sorpresa, ma con un ampio margine, battuto il ticinese Massimo Suter, il nuovo presidente è Beat Imhof |
| 18.06.2024 | business24.ch / Business 24                                             | Beat Imhof löst Casimir Platzer als Präsident ab                                                                       |
| 18.06.2024 | cash.ch / Cash                                                          | Gastrosuisse-Delegierte wählen Beat Imhof zum neuen Präsidenten                                                        |
| 18.06.2024 | derbrienzer.ch / Der Brienzer Online                                    | Beat Imhof zum neuen Gastrosuisse-Präsidenten gewählt                                                                  |
| 18.06.2024 | deroberhasler.ch / Der Oberhasler Online                                | Beat Imhof zum neuen Gastrosuisse-Präsidenten gewählt                                                                  |
| 18.06.2024 | echovongrindelwald.ch / Echo von Grindelwald Online                     | Beat Imhof zum neuen Gastrosuisse-Präsidenten gewählt                                                                  |
| 18.06.2024 | hotellerie-gastronomie.ch/de / Hotellerie Gastronomie Zeitung Online DE | Heidi, une aubaine pour le tourisme suisse                                                                             |
| 18.06.2024 | htr Hotel Revue                                                         | Die Jugend tüftelt an Lösungen für das Gastgewerbe                                                                     |
| 18.06.2024 | htr.ch/de / Hotel u. Tourismus Revue                                    | Gastrosuisse hat gewählt: Beat Imhof löst Casimir Platzer ab                                                           |
| 18.06.2024 | Keystone ATS / Agence Télégraphique Suisse                              | Beat Imhof succède à Casimir Platzer à la tête de GastroSuisse                                                         |
| 18.06.2024 | Keystone SDA / Schweizerische Depeschenagentur                          | Gastrosuisse-Delegierte wählen Beat Imhof zum neuen Präsidenten                                                        |
| 18.06.2024 | lacote.ch / La Côte Online                                              | Beat Imhof succède à Casimir Platzer à la tête de GastroSuisse                                                         |
| 18.06.2024 | laliberte.ch / La Liberté Online                                        | Beat Imhof succède à Casimir Platzer à la tête de GastroSuisse                                                         |
| 18.06.2024 | lenouvelliste.ch / Le Nouvelliste Online                                | Beat Imhof succède à Casimir Platzer à la tête de GastroSuisse                                                         |
| 18.06.2024 | lfr.ch / Radio Lausanne FM Online                                       | Beat Imhof succède à Casimir Platzer à la tête de GastroSuisse                                                         |
| 18.06.2024 | linthzeitung.ch / Linth-Zeitung Online                                  | Gastrosuisse-Delegierte wählen Beat Imhof zum neuen Präsidenten                                                        |
| 18.06.2024 | lqj.ch / Le Quotidien Jurassien Online                                  | Beat Imhof succède à Casimir Platzer à la tête de GastroSuisse                                                         |
| 18.06.2024 | moneycab.com / moneycab                                                 | GastroSuisse: Beat Imhof löst Casimir Platzer als Präsident ab                                                         |

|            |                                                   |                                                                                          |
|------------|---------------------------------------------------|------------------------------------------------------------------------------------------|
| 18.06.2024 | nau.ch / Nau                                      | Beat Imhof wird neuer Gastrosuisse-Präsident                                             |
| 18.06.2024 | plattformj.ch / Jungfrau Zeitung Online           | Beat Imhof zum neuen Gastrosuisse-Präsidenten gewählt                                    |
| 18.06.2024 | pme.ch / PME Magazine Online                      | Beat Imhof succède à Casimir Platzer à la tête de GastroSuisse                           |
| 18.06.2024 | presseportal.ch/de / Presseportal DE              | Beat Imhof löst Casimir Platzer als Präsident ab                                         |
| 18.06.2024 | presseportal.ch/fr / Presseportal FR              | Beat Imhof succède à Casimir Platzer en tant que président de GastroSuisse               |
| 18.06.2024 | radiocentral.ch / Radio Central                   | Gastrosuisse-Delegierte wählen Beat Imhof zum neuen Präsidenten                          |
| 18.06.2024 | radiolac.ch / Radio Lac Online                    | Beat Imhof succède à Casimir Platzer à la tête de GastroSuisse                           |
| 18.06.2024 | rfj.ch / Radio Fréquence Jura Online              | Beat Imhof succède à Casimir Platzer à la tête de GastroSuisse                           |
| 18.06.2024 | rjb.ch / Radio Jura Bernois Online                | Beat Imhof succède à Casimir Platzer à la tête de GastroSuisse                           |
| 18.06.2024 | rsi.ch / RSI Radiotelevisione svizzera italiana   | Gastrosuisse, Suter non ce l'ha fatta                                                    |
| 18.06.2024 | rtn.ch / Radio Neuchâteloise Online               | Beat Imhof succède à Casimir Platzer à la tête de GastroSuisse                           |
| 18.06.2024 | sarganserlaender.ch / Der Sarganserländer Online  | Gastrosuisse-Delegierte wählen Beat Imhof zum neuen Präsidenten                          |
| 18.06.2024 | srf.ch / SRF Schweizer Radio und Fernsehen Online | Gastrosuisse-Delegierte wählen Beat Imhof zum neuen Präsidenten                          |
| 18.06.2024 | suedostschweiz.ch / Südostschweiz Online          | Grosse Pläne zum Heidi-Jubiläum: «Maienfeld soll aber nicht zum Heidi-Disneyland werden» |
| 18.06.2024 | sunshine.ch / Radio Sunshine Online               | Gastrosuisse-Delegierte wählen Beat Imhof zum neuen Präsidenten                          |
| 18.06.2024 | swissinfo.ch/fre / swissinfo FR                   | Beat Imhof succède à Casimir Platzer à la tête de GastroSuisse                           |
| 18.06.2024 | swissinfo.ch/ger / swissinfo DE                   | Gastrosuisse-Delegierte wählen Beat Imhof zum neuen Präsidenten                          |
| 18.06.2024 | swissquote.ch/de / Swissquote Bank DE             | Gastrosuisse-Delegierte wählen Beat Imhof zum neuen Präsidenten                          |
| 18.06.2024 | swissquote.ch/fr / Banque Swissquote FR           | Beat Imhof succède à Casimir Platzer à la tête de GastroSuisse                           |
| 18.06.2024 | toponline.ch / Radio Top Online                   | Gastrosuisse-Delegierte wählen Beat Imhof zum neuen Präsidenten                          |

|            |                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 18.06.2024 | yourmoney.ch/de /<br>Yourmoney DE                                             | Gastrosuisse-Delegierte wählen Beat Imhof<br>zum neuen Präsidenten                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 18.06.2024 | yourmoney.ch/fr /<br>Yourmoney FR                                             | Beat Imhof succède à Casimir Platzer à la tête<br>de GastroSuisse                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 17.06.2024 | myscience.ch/de /<br>myScience Schweiz                                        | Ziehen ab sofort an einem Strang                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 12.06.2024 | htr.ch/de / Hotel u.<br>Tourismus Revue                                       | Die Jugend tüftelt an Lösungen für das<br>Gastgewerbe                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 06.06.2024 | Radio SRF 1 / Regionaljournal<br>Graubünden / Regjournal GR<br>08.32          | Auch Einheimische leiden unter Overtourism                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 05.06.2024 | Hotellerie et Gastronomie<br>Zeitung                                          | Heidi, ein Glücksfall für den Schweizer<br>Tourismus                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 04.06.2024 | Engadiner Post / Posta<br>Ladina                                              | Internationale Tagung zur Geschichte<br>Graubündens                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 04.06.2024 | hotellerie-gastronomie.ch/de<br>/ Hotellerie Gastronomie<br>Zeitung Online DE | Heidi, ein Glücksfall für den Schweizer<br>Tourismus                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 02.06.2024 | SonntagsBlick Magazin                                                         | "KEIN TOURISMUS ist auch keine Option"                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 29.05.2024 | Naturfreunde Schweiz / Amis<br>de la Nature                                   | Wir freuen uns sehr, dass Joël Riedo diese<br>Woche seine Arbeit als Praktikant auf der<br>Geschäftsstelle der Naturfreunde Schweiz ❤️<br>aufgenommen hat. Sein touristisches<br>Fachwissen eignete sich Joël während seines<br>Studiums an der Fachhochschule<br>Graubünden an, wo er sich im Bereich<br>„Sustainable Tourism and International<br>Development“ spezialisierte. Dieses Wissen<br>durfte er während und nach seinem Studium<br>in Form von Praktika oder Volunteerarbeit in<br>diversen Projekten in der Schweiz, in Laos<br>sowie di... |
| 29.05.2024 | abouttravel.ch/de / about<br>Travel - DE                                      | Hotelinvest steigt in die Beratung ein                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 27.05.2024 | 20 Minuten Bern                                                               | Wirtschaftsbereich Tourismus mit Zukunft                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 27.05.2024 | 20 Minuten überregional                                                       | Wirtschaftsbereich Tourismus mit Zukunft                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 27.05.2024 | 20 Minuten Zürich                                                             | Wirtschaftsbereich Tourismus mit Zukunft                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 25.05.2024 | Prättigauer und Herrschäftler                                                 | Heidi-Stiftung stärkt Literatur- und<br>Kulturangebote                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

|            |                                                   |                                                                                                                                                                                                                                                                                           |
|------------|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 24.05.2024 | Appenzeller Zeitung                               | Hotelberatung: Profis machen gemeinsame Sache                                                                                                                                                                                                                                             |
| 24.05.2024 | blick.ch/fr / Blick Romandie                      | Le franc est faible: vos vacances d'été sont-elles en danger?                                                                                                                                                                                                                             |
| 24.05.2024 | Der Rheintaler                                    | Hotelberatung: Profis machen gemeinsame Sache                                                                                                                                                                                                                                             |
| 24.05.2024 | htr.ch/de / Hotel u. Tourismus Revue              | Unterstützung für Investoren der Beherbergungsbranche                                                                                                                                                                                                                                     |
| 24.05.2024 | immo-invest.ch/de / Immo!invest Online DE         | Expertise und strategische Partnerschaften in Hotelentwicklung                                                                                                                                                                                                                            |
| 24.05.2024 | immo-invest.ch/fr / Immo!invest Online FR         | Expertise et partenariats stratégiques dans le développement hôtelier                                                                                                                                                                                                                     |
| 24.05.2024 | immo-invest.ch/it / Immo!invest Online IT         | Esperienza e partnership strategiche nello sviluppo alberghiero                                                                                                                                                                                                                           |
| 24.05.2024 | St. Galler Tagblatt / St. Gallen-Gossau-Rorschach | Hotelberatung: Profis machen gemeinsame Sache                                                                                                                                                                                                                                             |
| 24.05.2024 | Thurgauer Zeitung                                 | Hotelberatung: Profis machen gemeinsame Sache                                                                                                                                                                                                                                             |
| 24.05.2024 | Toggenburger Tagblatt                             | Hotelberatung: Profis machen gemeinsame Sache                                                                                                                                                                                                                                             |
| 24.05.2024 | vilan24.ch / Vilan 24                             | Starke Partner entwickeln Hotelimmobilien nachhaltig                                                                                                                                                                                                                                      |
| 24.05.2024 | Werdenberger & Obertoggenburger                   | Hotelberatung: Profis machen gemeinsame Sache                                                                                                                                                                                                                                             |
| 24.05.2024 | Werdenberger & Obertoggenburger                   | Hotelberatung: Profis machen gemeinsame Sache                                                                                                                                                                                                                                             |
| 24.05.2024 | Wiler Zeitung                                     | Hotelberatung: Profis machen gemeinsame Sache                                                                                                                                                                                                                                             |
| 23.05.2024 | blick.ch / Blick Online                           | Wie stark merken wir den schwachen Franken in den Sommerferien?                                                                                                                                                                                                                           |
| 23.05.2024 | leaderdigital.ch / LEADER digital                 | Vogler und Hörburger wollen Hotelimmobilien nachhaltig entwickeln                                                                                                                                                                                                                         |
| 17.05.2024 | FHGR Fachhochschule Graubünden                    | Das Institut für Tourismus und Freizeit realisiert gemeinsam mit Bregaglia Engadin Turismo und der Andermatt Swiss Alps AG ein Forschungsprojekt, das sich mit der Frage beschäftigt: Wie können Gemeinschaften, sogenannte «Communities», in alpinen Destinationen dazu beitragen, diese |

ganzjährig zu beleben? #fhgr #Tourismus  
 #Qualität

|            |                                                   |                                                                                             |
|------------|---------------------------------------------------|---------------------------------------------------------------------------------------------|
| 17.05.2024 | zollikernews.ch / Zolliker News                   | Adrian Michael trifft Valentin Spinner                                                      |
| 15.05.2024 | engadinerpost.ch / Engadiner Post/Posta Ladina    | La muos-cha tira                                                                            |
| 14.05.2024 | Engadiner Post / Posta Ladina                     | La muos-cha tira                                                                            |
| 13.05.2024 | Bündner Gewerbe                                   | «Für gute Qualität sind die Gäste bereit mehr zu bezahlen»                                  |
| 10.05.2024 | Liechtensteiner Vaterland / Wirtschaft regional   | Personalien der Woche                                                                       |
| 03.05.2024 | La Quotidiana                                     | La muos-cha tira                                                                            |
| 25.04.2024 | hotelinside.ch / Hotel Inside                     | Patrick Vogler, wie lautet Ihr Erfolgsprinzip für Hotels?                                   |
| 23.04.2024 | abouttravel.ch/de / about Travel - DE             | Event Manager feiern Abschluss im Schnee                                                    |
| 23.04.2024 | Engadiner Post / Posta Ladina                     | «Ajer da cudeschs»                                                                          |
| 22.04.2024 | Swiss Travel & Tourism Data-Driven Transformation | Datenanalyse, Visualisierung und Simulation   The Flagship Resilient Tourism Video Series   |
| 22.04.2024 | Swiss Travel & Tourism Data-Driven Transformation | Dateninfrastruktur   The Flagship Resilient Tourism Video Series                            |
| 22.04.2024 | Swiss Travel & Tourism Data-Driven Transformation | Effizienzsteigerung   The Flagship Resilient Tourism Video Series                           |
| 22.04.2024 | Swiss Travel & Tourism Data-Driven Transformation | Preisgestaltung   The Flagship Resilient Tourism Video Series                               |
| 22.04.2024 | gr.ch/de / Kanton Graubünden                      | 500 Jahre Freistaat Drei Bünde – Internationale Tagung zur Geschichte Graubündens           |
| 22.04.2024 | gr.ch/it / Cantone dei Grigioni                   | 500 anni di Libero Stato delle Tre Leghe: convegno internazionale sulla storia dei Grigioni |
| 22.04.2024 | ilbernina.ch / IL BERNINA                         | 500 anni di Libero Stato delle Tre Leghe: convegno internazionale sulla storia dei Grigioni |
| 22.04.2024 | radio.li / Radio Liechtenstein Online             | Tagung zur Geschichte Graubündens                                                           |

|            |                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------|---------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 22.04.2024 | vilan24.ch / Vilan 24                                                     | 500 Jahre Freistaat Drei Bünde –<br>Internationale Tagung zur Geschichte<br>Graubündens                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 18.04.2024 | innovators-guide.ch /<br>Innovator's Guide Switzerland                    | Innovationskraft im Tourismus: «Ideefix»<br>macht Ideen greifbar                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 18.04.2024 | markt-kom.com/de / m&k /<br>Magazin für Marketing und<br>Kommunikation DE | 33 Event Manager:innen diplomiert                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 18.04.2024 | markt-kom.com/en / m&k /<br>magazin für marketing und<br>kommunikation EN | 33 event managers graduated                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 18.04.2024 | markt-kom.com/it / m&k /<br>magazin für marketing und<br>kommunikation IT | 33 event manager diplomati                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 17.04.2024 | travelnews.ch /<br>TRAVELNEWS                                             | Sie sind gerüstet für eine Karriere in der Event-<br>Branche                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 16.04.2024 | Engadiner Post / Posta<br>Ladina                                          | Abschlussfest auf 3303 M.ü.M.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 15.04.2024 | Jürg Kessler                                                              | Wie so oft: Der entscheidende Faktor ist der<br>Mensch. Das zeigt auch die spannende<br>Lektüre in der heutigen Ausgabe des Bündner<br>Tagblatts zum Thema «Wirksames<br>Community Building in Bergdestinationen».<br>Mehr zum - von Innotour geförderten - Projekt<br>von Bregaglia Engadin Turismo, Andermatt<br>Swiss Alps und der FHGR Fachhochschule<br>Graubünden: <a href="https://www.fhgr.ch/fh-graubuenden/entwicklung-im-alpinen-raum/institut-fuer-tourismus-und-freizeit-itf/entwicklung-nachhaltiger-communities-in-destinationen-...">https://www.fhgr.ch/fh-graubuenden/entwicklung-im-alpinen-raum/institut-fuer-tourismus-und-freizeit-itf/entwicklung-nachhaltiger-communities-in-destinationen-...</a> |
| 15.04.2024 | Bündner Tagblatt                                                          | Wirksames Community Building in<br>Bergdestinationen erfordert Eigendynamik                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 14.04.2024 | hoefe24.ch / Höfe24                                                       | Regierung soll E-Tuk-Tuks für Zürcher<br>Berggebiete prüfen                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 11.04.2024 | toggenburg24.ch /<br>Toggenburg 24                                        | Regierung soll E-Tuk-Tuks für Zürcher<br>Berggebiete prüfen                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 11.04.2024 | zuerioberland24.ch /<br>zuerioberland24                                   | Regierung soll E-Tuk-Tuks für Zürcher<br>Berggebiete prüfen                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 10.04.2024 | Höhere Fachschule für<br>Tourismus HFT Graubünden                         | 🎓 33 diplomierte Event Manager:innen CAS<br>FHGR 🎉 Wir gratulieren den Absolvierenden<br>💙-lich zum wohlverdienten Zertifikat 🌟 Die                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

feierliche Diplomübergabe fand am  
 Wochenende auf dem Piz Corvatsch auf 3'303  
 m. ü. M. statt 🎉🌞 FHGR Tourism | @FHGR  
 Fachhochschule Graubünden  
 #academiaengiadina #caseeventmanagement  
 #fhgr #bildungimengadin #eventmanagement

|            |                                                     |                                                                                     |
|------------|-----------------------------------------------------|-------------------------------------------------------------------------------------|
| 10.04.2024 | Hotellerie et Gastronomie<br>Zeitung                | Möglichst schnell von der Idee zur Umsetzung                                        |
| 10.04.2024 | landbote.ch / Der Landbote<br>Online                | Regierung soll E-Tuk-Tuks für Zürcher<br>Berggebiete prüfen                         |
| 10.04.2024 | radiocentral.ch / Radio<br>Central                  | Regierung soll E-Tuk-Tuks für Zürcher<br>Berggebiete prüfen                         |
| 10.04.2024 | radiocentral.ch / Radio<br>Central                  | Regierung soll E-Tuk-Tuks für Zürcher<br>Berggebiete prüfen                         |
| 10.04.2024 | sunshine.ch / Radio Sunshine<br>Online              | Regierung soll E-Tuk-Tuks für Zürcher<br>Berggebiete prüfen                         |
| 10.04.2024 | tagesanzeiger.ch / Tages-<br>Anzeiger Online        | Regierung soll E-Tuk-Tuks für Zürcher<br>Berggebiete prüfen                         |
| 10.04.2024 | toponline.ch / Radio Top<br>Online                  | E-Tuk-Tuks in Zürcher Berggebieten?                                                 |
| 10.04.2024 | zsz.ch / Zürichsee-Zeitung<br>Online                | Regierung soll E-Tuk-Tuks für Zürcher<br>Berggebiete prüfen                         |
| 10.04.2024 | zueriost.ch / züriost                               | Regierung soll E-Tuk-Tuks für das Oberland<br>prüfen                                |
| 10.04.2024 | zuonline.ch / Zürcher<br>Unterländer Online         | Regierung soll E-Tuk-Tuks für Zürcher<br>Berggebiete prüfen                         |
| 06.04.2024 | Salz & Pfeffer                                      | Hat ein weiteres Mandat übernommen:<br>Patrick Vogler                               |
| 04.04.2024 | Engadiner Post / Posta<br>Ladina                    | Alles in Schwingung in Felix Stoffels<br>Ausstellung                                |
| 04.04.2024 | htr.ch/de / Hotel u.<br>Tourismus Revue             | Ideefix: Ein Projekt für mehr Innovationskraft<br>im Tourismus                      |
| 03.04.2024 | Gipfel Zytig                                        | Weiterbildung Service Design Academy der<br>FHGR in Schiers                         |
| 28.03.2024 | Il Grigione Italiano                                | BregagliaLab: risultati e prospettive del<br>laboratorio universitario bregagliotto |
| 14.03.2024 | Bündner Tagblatt                                    | Was Henry Ford und die Bündner Hotellerie<br>verbindet                              |
| 14.03.2024 | Südostschweiz / Bündner<br>Zeitung+Bündner Tagblatt | HÖHERE BERUFSBILDUNG                                                                |

|            |                                                    |                                                                                                                                                                                                                                                                                                              |
|------------|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 14.03.2024 | Südostschweiz / Bündner Zeitung+Bündner Tagblatt   | WISSENSCHAFTEN, FORSCHUNG UND BILDUNG IN GRAUBÜNDEN                                                                                                                                                                                                                                                          |
| 13.03.2024 | FHGR Fachhochschule Graubünden                     | Interessierst du dich für ein Bachelor- oder Masterstudium, bist dir aber noch nicht sicher, in welche Richtung es gehen soll? Dann besuche eine unserer Infotage am 21. März oder 23. März und lerne unser Angebot kennen. Gerne beantworten wir da alle Fragen rund ums Studium. 😊 #fhgr #infotag #studium |
| 13.03.2024 | Gourmet                                            | Ausgezeichneter Schweizerhof ernannt Patrick Vogler in den Verwaltungsrat                                                                                                                                                                                                                                    |
| 13.03.2024 | Wohnen                                             | «Ein Ausverkauf der Heimat»                                                                                                                                                                                                                                                                                  |
| 07.03.2024 | zeitschrift-wohnen.ch / Zeitschrift WOHNEN Online  | «Ein Ausverkauf der Heimat»                                                                                                                                                                                                                                                                                  |
| 05.03.2024 | baublatt.ch / Baublatt Online                      | Zweitwohnungen: Parlament lockert die Baubeschränkungen                                                                                                                                                                                                                                                      |
| 02.03.2024 | obwaldnerzeitung.ch / Obwaldner Zeitung Online     | Hochschule Luzern soll mehr Geld erhalten                                                                                                                                                                                                                                                                    |
| 01.03.2024 | Immobilier Romand                                  | DE NOUVEAUX CONCEPTS SONT REQUIS                                                                                                                                                                                                                                                                             |
| 29.02.2024 | Luzerner Zeitung                                   | Hochschule soll gestärkt werden                                                                                                                                                                                                                                                                              |
| 29.02.2024 | Urner Zeitung                                      | Hochschule soll gestärkt werden                                                                                                                                                                                                                                                                              |
| 29.02.2024 | Urner Zeitung                                      | Hochschule soll gestärkt werden                                                                                                                                                                                                                                                                              |
| 29.02.2024 | zugerzeitung.ch / Zuger Zeitung Online             | Hochschule Luzern soll mehr Geld erhalten                                                                                                                                                                                                                                                                    |
| 28.02.2024 | aargauerzeitung.ch / Aargauer Zeitung Online       | Hochschule Luzern soll mehr Geld erhalten                                                                                                                                                                                                                                                                    |
| 28.02.2024 | bote.ch / Bote der Urschweiz Online                | Hochschule Luzern soll mehr Geld erhalten                                                                                                                                                                                                                                                                    |
| 28.02.2024 | Bündner Tagblatt                                   | Skifahren mit gutem Gewissen?                                                                                                                                                                                                                                                                                |
| 28.02.2024 | Bündner Tagblatt                                   | Bündner Skigebiete zeigen sich nachhaltig                                                                                                                                                                                                                                                                    |
| 28.02.2024 | bzbasel.ch / BZ Basel                              | Hochschule Luzern soll mehr Geld erhalten                                                                                                                                                                                                                                                                    |
| 28.02.2024 | limmattalerzeitung.ch / Limmattaler Zeitung Online | Hochschule Luzern soll mehr Geld erhalten                                                                                                                                                                                                                                                                    |
| 28.02.2024 | luzernerzeitung.ch / Luzerner Zeitung Online       | Hochschule Luzern soll mehr Geld erhalten                                                                                                                                                                                                                                                                    |
| 28.02.2024 | oltnertagblatt.ch / Oltnertagblatt Online          | Hochschule Luzern soll mehr Geld erhalten                                                                                                                                                                                                                                                                    |

|            |                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 28.02.2024 | solothurnerzeitung.ch /<br>Solothurner Zeitung Online | Hochschule Luzern soll mehr Geld erhalten                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 28.02.2024 | Südostschweiz / Bündner<br>Zeitung                    | Bündner Skigebiete zeigen sich nachhaltig                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 28.02.2024 | urnerzeitung.ch / Urner<br>Zeitung Online             | Hochschule Luzern soll mehr Geld erhalten                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 27.02.2024 | FHGR Fachhochschule<br>Graubünden                     | Der Arbeitskräftemangel in der<br>Tourismusbranche ist in aller Munde und<br>treibt die touristischen Betriebe um. Seien es<br>fehlende Mitarbeitende in der Hochsaison,<br>Spezialist:innen in ausgewählten Positionen<br>oder der Nachwuchs. Doch wie kann man<br>reagieren? Antwort: Mit kooperativen<br>Lösungen. Mehr dazu im Blogbeitrag.<br>#fhgrblog #Forschung #Tourismus                                                                                                                                                                                                                                                               |
| 27.02.2024 | Jürg Kessler                                          | "Nur gemeinsam können wir das Arbeiten im<br>Tourismus attraktiver machen." Wie diese<br>Zusammenarbeit funktionieren kann, zeigen<br>meine Kolleg:innen Dr. Lena Pescia und Dr.<br>Frieder Voll aus dem Institut für Tourismus<br>und Freizeit in ihrem gestrigen Gastbeitrag im<br>Bündner Tagblatt auf. Wer diese Ausgabe<br>verpasst hat, kann den Text seit heute in<br>unserem Blog nachlesen:<br><a href="https://blog.fhgr.ch/blog/in-graubuenden-weht-der-geist-der-kooperation/">https://blog.fhgr.ch/blog/in-graubuenden-<br/>weht-der-geist-der-kooperation/</a> FHGR<br>Fachhochschule Graubünden FHGR Tourism<br>Campus Graubün... |
| 26.02.2024 | Bündner Tagblatt                                      | In Graubünden weht der Geist der<br>Kooperation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 24.02.2024 | Facebook / Südostschweiz                              | Kann das Skifahren mit gutem Gewissen<br>genossen werden? Christian Baumgartner,<br>Dozent am Institut für Tourismus und Freizeit<br>an der FHGR, erzählt, wie gut die Bündner<br>Skigebiete aufgestellt sind.                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 22.02.2024 | Gastro Journal                                        | Patrick Vogler                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 16.02.2024 | Novitats                                              | WECHSEL IM VERWALTUNGSRAT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 14.02.2024 | Basler Zeitung                                        | Ein Bergdorf und sein Schandfleck                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 14.02.2024 | bernerzeitung.ch / Berner<br>Zeitung Online           | Ein Inferno, viele Gerüchte – und alle denken:<br>Endlich ist das Hotel weg!                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 14.02.2024 | Der Landbote                                          | Ein Bergdorf und sein Schandfleck                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

|            |                                                  |                                                                                 |
|------------|--------------------------------------------------|---------------------------------------------------------------------------------|
| 14.02.2024 | derbund.ch / Der Bund Online                     | Ein Inferno, viele Gerüchte – und alle denken: Endlich ist das Hotel weg!       |
| 14.02.2024 | gastrojournal.ch/de / Gastro Journal Online DE   | Neues Gesicht im Verwaltungsrat des Hotels Schweizerhofs Lenzerheide            |
| 14.02.2024 | Tages-Anzeiger                                   | Ein Bergdorf und sein Schandfleck                                               |
| 14.02.2024 | tagesanzeiger.ch / Tages-Anzeiger Online         | Ein Inferno, viele Gerüchte – und alle denken: Endlich ist das Hotel weg!       |
| 14.02.2024 | Zürcher Unterländer / Neues Bülacher Tagblatt    | Ein Bergdorf und sein Schandfleck                                               |
| 14.02.2024 | Zürichsee-Zeitung                                | Ein Bergdorf und sein Schandfleck                                               |
| 13.02.2024 | sarganserlaender.ch / Der Sarganserländer Online | Patrick Vogler im VR des «Schweizerhof» Lenzerheide                             |
| 12.02.2024 | leaderdigital.ch / LEADER digital                | Schweizerhof beruft Vogler in Verwaltungsrat und wird doppelt ausgezeichnet     |
| 07.02.2024 | Hotellerie et Gastronomie Zeitung                | Seit 20 Jahren im Dienst, um Tourismus zu stärken                               |
| 05.02.2024 | Blick                                            | «New York Times» wettet über Schneematsch in St. Moritz                         |
| 05.02.2024 | blick.ch / Blick Online                          | «Wir teilen Wyrchs Kritik überhaupt nicht»                                      |
| 05.02.2024 | cdt.ch / Corriere del Ticino Online              | Il casoMa quale neve, sul lago di St. Moritz c'è solo fanghiglia                |
| 04.02.2024 | blick.ch / Blick Online                          | New York Times wettet über Schneematsch in St. Moritz                           |
| 04.02.2024 | suedostschweiz.ch / Südostschweiz Online         | Kriselt der Tourismus, kriselt Graubünden: Macht Ihnen das Sorgen, Herr Caduff? |
| 03.02.2024 | Schweiz am Wochenende / Bündner Tagblatt         | «Graubünden ist ein Outdoor-Mekka»                                              |
| 03.02.2024 | Schweiz am Wochenende / Bündner Zeitung          | «Graubünden ist ein Outdoor-Mekka»                                              |
| 31.01.2024 | RSI Rete Uno / Seidisera /Rete Uno Sport         | Attrarre persone sul proprio territorio per tutto l'anno                        |
| 30.01.2024 | Terra Grischuna                                  | «OHNE MENSCHLICHEN KONTAKT GEHT ES NICHT»                                       |
| 30.01.2024 | Terra Grischuna                                  | BÜNDNER HOTELLERIE KOOPERIERT                                                   |
| 29.01.2024 | Bündner Tagblatt                                 | Junge Hotelier-Generation kontert Kritik                                        |
| 29.01.2024 | Südostschweiz / Bündner Zeitung                  | Junge Hotelier-Generation kontert Kritik von Wyrch                              |

|            |                                                       |                                                                                                  |
|------------|-------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| 29.01.2024 | suedostschweiz.ch /<br>Südostschweiz Online           | So viel Feuer ist im Bündner Tourismus:<br>Junger Hotelier kontert Kritik von Wyrsch             |
| 27.01.2024 | aargauerzeitung.ch /<br>Aargauer Zeitung Online       | Andermatt soll noch mehr Gemeinschaften<br>erhalten                                              |
| 27.01.2024 | badenertagblatt.ch / Badener<br>Tagblatt Online       | Andermatt soll noch mehr Gemeinschaften<br>erhalten                                              |
| 27.01.2024 | bote.ch / Bote der Urschweiz<br>Online                | Andermatt soll noch mehr Gemeinschaften<br>erhalten                                              |
| 27.01.2024 | bzbasel.ch / BZ Basel                                 | Andermatt soll noch mehr <b>Gemeinschaften<br/>erhalten</b>                                      |
| 27.01.2024 | grenchnertagblatt.ch /<br>Grenchner Tagblatt Online   | Andermatt soll noch mehr Gemeinschaften<br>erhalten                                              |
| 27.01.2024 | limmattalerzeitung.ch /<br>Limmattaler Zeitung Online | Andermatt soll noch mehr Gemeinschaften<br>erhalten                                              |
| 27.01.2024 | luzernerzeitung.ch / Luzerner<br>Zeitung Online       | Andermatt soll noch mehr Gemeinschaften<br>erhalten                                              |
| 27.01.2024 | nidwaldnerzeitung.ch /<br>Nidwaldner Zeitung Online   | Andermatt soll noch mehr Gemeinschaften<br>erhalten                                              |
| 27.01.2024 | obwaldnerzeitung.ch /<br>Obwaldner Zeitung Online     | Andermatt soll noch mehr Gemeinschaften<br>erhalten                                              |
| 27.01.2024 | oltnertagblatt.ch / Oltner<br>Tagblatt Online         | Andermatt soll noch mehr Gemeinschaften<br>erhalten                                              |
| 27.01.2024 | Schweiz am Wochenende /<br>Urner Zeitung              | Mehr Gemeinschaften für Andermatt                                                                |
| 27.01.2024 | Schweiz am Wochenende /<br>Urner Zeitung              | Mit Communities  gegen «Kalte Betten»                                                            |
| 27.01.2024 | Schweiz am Wochenende /<br>Walliser Bote              | Tourismusforscher sagt: «Entscheidend ist,<br>ob die Investoren zur Region passen oder<br>nicht» |
| 27.01.2024 | solothurnerzeitung.ch /<br>Solothurner Zeitung Online | Andermatt soll noch mehr Gemeinschaften<br>erhalten                                              |
| 27.01.2024 | tagblatt.ch / St. Galler<br>Tagblatt Online           | Andermatt soll noch mehr Gemeinschaften<br>erhalten                                              |
| 27.01.2024 | urnerzeitung.ch / Urner<br>Zeitung Online             | Andermatt soll noch mehr Gemeinschaften<br>erhalten                                              |
| 27.01.2024 | zugerzeitung.ch / Zuger<br>Zeitung Online             | Andermatt soll noch mehr Gemeinschaften<br>erhalten                                              |
| 25.01.2024 | immo-invest.ch/de /<br>Immo!Invest Online DE          | Gemeinschaften können alpine Destinationen<br>stärken                                            |

|            |                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 25.01.2024 | immo-invest.ch/fr /<br>Immo!Invest Online FR | Les communautés peuvent renforcer les destinations alpines                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 25.01.2024 | immo-invest.ch/it /<br>Immo!Invest Online IT | Le comunità possono rafforzare le destinazioni alpine                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 24.01.2024 | Gipfel Zytig                                 | UN-Welttourismusorganisation ehrt FH Graubünden für Tourismus-Studiengänge                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 24.01.2024 | Hotellerie et Gastronomie Zeitung            | Forschungsprojekt Community Building: die ersten Erkenntnisse                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 23.01.2024 | Bündner Tagblatt                             | Fachhochschule Graubünden mit Auszeichnungen                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 23.01.2024 | Bündner Tagblatt                             | Bestnoten für FH Graubünden                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 23.01.2024 | myscience.ch/de /<br>myScience Schweiz       | Bestnoten für Tourismusstudiengänge                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 23.01.2024 | Südostschweiz / Bündner Zeitung              | Bestnoten für FH Graubünden                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 22.01.2024 | htr.ch/de / Hotel u.<br>Tourismus Revue      | FHGR-Tourismusstudiengänge holen Bestnoten                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 22.01.2024 | ilmoesano.ch / il Moesano                    | Scuola universitaria professionale dei Grigioni: ottenuto il massimo dei voti per i corsi di laurea in turismo                                                                                                                                                                                                                                                                                                                                                                                                       |
| 20.01.2024 | Il Bernina                                   | <a href="https://ilbernina.ch/2024/01/20/un-progetto-di-ricerca-per-rivitalizzare-tutto-lanno-le-destinazioni-montane-svizzere/">https://ilbernina.ch/2024/01/20/un-progetto-di-ricerca-per-rivitalizzare-tutto-lanno-le-destinazioni-montane-svizzere/</a>                                                                                                                                                                                                                                                          |
| 20.01.2024 | Schweiz am Wochenende / Bündner Tagblatt     | Wie die «Gen Z» den Arbeitsmarkt fordert                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 20.01.2024 | Schweiz am Wochenende / Bündner Zeitung      | Wie die «Gen Z» den Arbeitsmarkt fordert                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 20.01.2024 | Urner Wochenblatt                            | Tourismus und Lebensraum verbinden                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 19.01.2024 | Jürg Kessler                                 | Ein wunderbares Winterwochenende steht vor der Tür. Viele werden sich wieder in den Wintersportorten Graubündens tummeln - das ist schön. Warum der Tourismus ein tolle Branche zum Arbeiten ist, erzählt uns Martina Hollenstein Stadler im Alumni-Portrait. Nachdem sie ihr Tourismusstudium an der FHGR Fachhochschule Graubünden abgeschlossen hatte, war sie mehrere Jahre als Tourismusdirektorin tätig und seit letztem Sommer treibt sie die nachhaltige Entwicklung bei Graubünden Ferien voran. Ich wün... |

|            |                                      |                                                                                                   |
|------------|--------------------------------------|---------------------------------------------------------------------------------------------------|
| 18.01.2024 | punkt4.info / punkt4.info            | Gemeinschaften können alpine Destinationen stärken                                                |
| 17.01.2024 | presseportal.ch/de / Presseportal DE | Forschungsprojekt Community Building – erste Erkenntnisse im Rahmen eines White Papers publiziert |
| 10.01.2024 | Gipfel Zytig                         | Kooperationslabor der Bündner Hotellerie geht in die nächste Runde                                |
| 09.01.2024 | fm1today.ch / FM 1 Today             | So machen Skigebiete Werbung mit Influencern                                                      |
| 05.01.2024 | Bündner Tagblatt                     | Hotels wollen weiterhin an einem Strang ziehen                                                    |
| 05.01.2024 | Südostschweiz / Bündner Zeitung      | Ferien im Museum                                                                                  |
| 05.01.2024 | Südostschweiz / Bündner Zeitung      | Hotels wollen weiterhin an einem Strang ziehen                                                    |
| 04.01.2024 | Churer Magazin                       | Für die Zukunft gerüstet mit der FH Graubünden                                                    |
| 04.01.2024 | htr.ch/de / Hotel u. Tourismus Revue | Kooperationslabor schliesst Entwicklungsphase ab                                                  |
| 29.12.2023 | Klosterser Zeitung                   | A warm welcome to Tobias Georg and Alyt Aeschlimann                                               |
| 28.12.2023 | Gastro Graubünden                    | Menükarte gegen den Fachkräftemangel                                                              |
| 28.12.2023 | Gastro Graubünden                    | Individuelle Arbeitsmodelle                                                                       |
| 28.12.2023 | Gastro Graubünden                    | «Das kann wie Zauberei ausschauen»                                                                |

**University of Applied Sciences of the Grisons**

Pulvermühlestrasse 57

7000 Chur

Switzerland

Phone +41 81 286 24 24

Email [info@fhgr.ch](mailto:info@fhgr.ch)

**[fhgr.ch](http://fhgr.ch)**