

Institute for Tourism and Leisure (ITF)
Annual Report

2023 edition



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Foreword

Dear reader

The tourism industry underwent major changes in 2023. This was sparked by various factors, including a upswing in the sector in the wake of the pandemic, advances in AI technologies with various generative applications and current social and political trends. The ITF did not merely survive within this highly dynamic environment: instead, it rolled out numerous teaching and applied research & development projects to highlight its ability to support the industry with overcoming new challenges.

In terms of teaching, the 2023 autumn semester saw us launch the new curriculum with two majors in 'Tourism management' and 'Tourism development'. This enabled us to adapt our courses to the changing needs of students and the industry alike. While the pleasing post-pandemic uptick in student numbers is not yet directly due to these adjustments, we are optimistic in terms of how they position the Institute for the future. Our practice-oriented approach, high-quality teaching and research-based training are also reflected in the successful recertification of the BSc in Tourism and MSc BA in Tourism & Change by the International World Tourism Organisation (UNWTO).

In 2023, applied research and development at the ITF made key contributions towards topical issues in the research fields of 'lived tourist environments', 'tourism and leisure infrastructures' and 'digital transformation in tourism', which had been overhauled in 2022. For instance, our studies on the financing and running of hotels by charitable foundations, the shortage of specialist workers in the tourism industry in the Grisons and our applied research project to boost experience quality by forecasting visitor numbers in tourist destinations are worth mentioning. These projects did not just receive recognition in practice, but also laid academic foundations for positioning in tighter fields of research.

I would like to take this opportunity to thank everyone associated with the Institute – employees, lecturers, teaching staff, students, alumni and partners – for their untiring dedication and invaluable support. The success we enjoyed in 2023 would not have been possible without this dedication and expertise.

I can look to the future with optimism. True, there are great challenges ahead for the ITF. Given the groundwork we have laid in 2023 and previously, though, I am confident that the Institute for Tourism and Leisure will continue to play a leading role in shaping the future of the tourism and leisure industry both within Switzerland and internationally.



Dominik Knaus

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 'Lived Tourist Environments', 'Digital Transformation in Tourism' and 'Tourism and Leisure Infrastructures'.

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

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

Department Lived Environment

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

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

1.1 Organisation

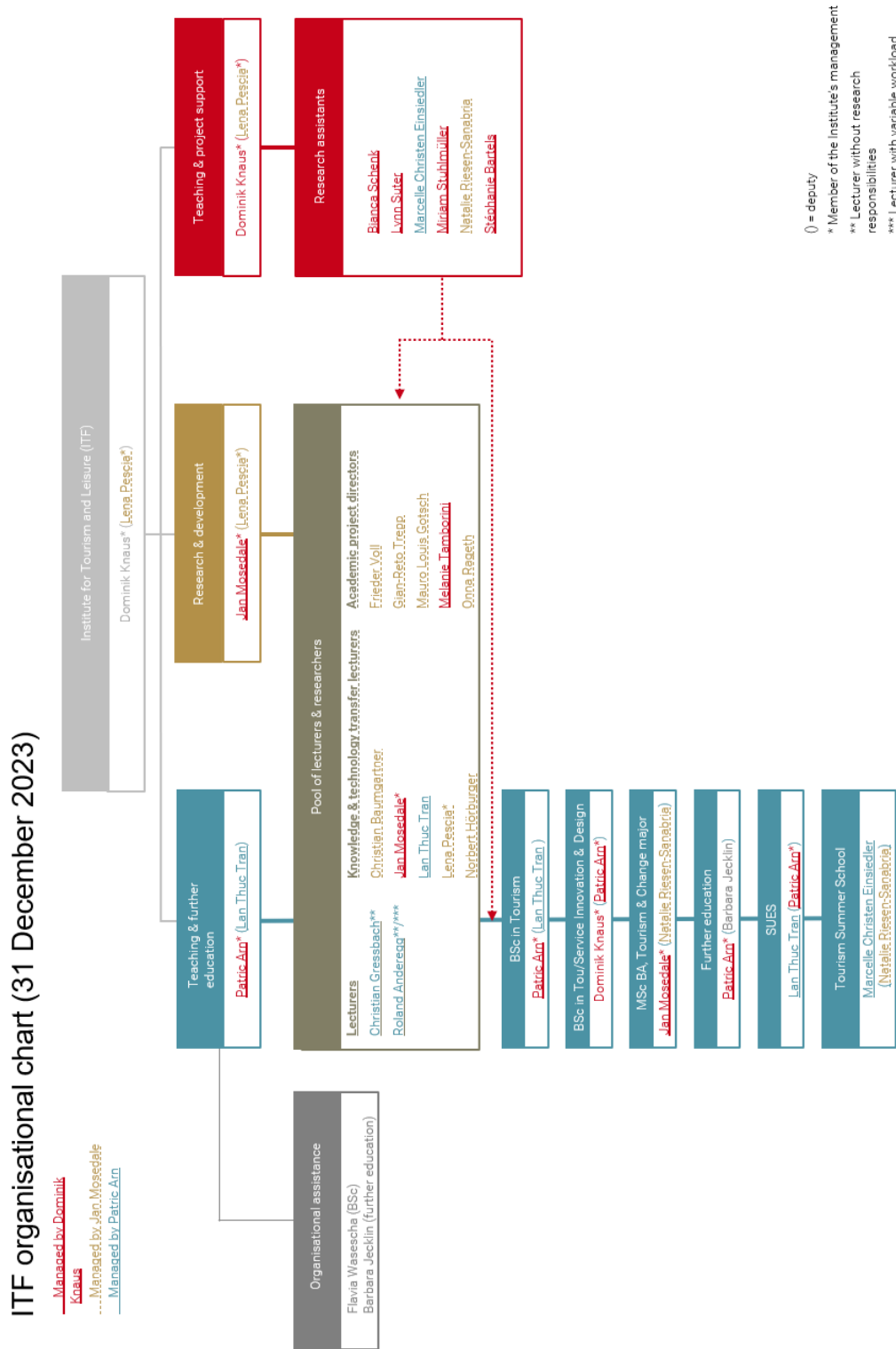


Figure 1: Organisation of the ITF (as at 31 Dec 2023)

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1.3 Advisory Board

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

Members	Position*
Pietro Beritelli, Prof. Dr.	Deputy Director IMP-HSG
Michael Caflisch, lic.rer.pol	Head of Tourism Development, Economic Development and Tourism Agency of the Grisons
Barbara Friedrich	Head of Member and ERFA Groups, HotellerieSuisse
Reto Gurtner, lic.oec., lic.iur.	President and delegate of the Board of Directors of Weisse Arena AG
Julia Kamber, Dr. med.	President and delegate of the Board of Directors of Weisse Arena AG
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 Schafroth	Chairman of Nezasa, Tourism Council of the Grisons
Jürg Schmid	Executive Director, Schmid Pelli & Partner, President, Graubünden Ferien
*Only the most important role in a tourism context is stated.	

Table 1: ITF's Advisory Board (as at 31 Dec 2023)

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:

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
BSc in Tourism students FT ¹ and PT ²	322	316	279	266	259	324	338	337	271	230	121
First-year students: Bachelor's level											
– BSc in Tourism	115	105	81	93	97	94	87	71	30	27	49
– BSc in Tourism, Service Design major (PT)					20	33	25	12	17		
Number of classes BSc in Tourism First year of study, German	3	3	2	2	2	2	2	2	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 2022, **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.

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Event Management major (ended in 2015)	18	24									
Event Communication major from AS* 2015			19	11	15	18	19	33	23	23	15
Leadership major (ended in 2017)	6	10	4	3	3						
Leadership and Change major from AS 2018 **						2	5	2	10	9	0
Mountain and Leisure Management major (ended in 2015)	0	0									

¹FT = full-time

²PT = part-time

Marketing and Product Development in Tourism major	21	12	14	19	11	16	34	10	19	20	8
eCommerce and Sales in Tourism major from AS 2013	21	27	25	30	13	19	13	18	20	20	7
Sports Management major (ended in 2019)	14	17	24	19	5	14					
Transportation major (ended in 2017)	23	16	11	20							
Sustainable Tourism and International Development major from AS 2017					17	22	22	25	23	15	0

Table 3: Student numbers for the minors

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

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Hospitality Management minor	30	33	30	24	23	36	22	38	35	21	9
Media and Public Relations minor	45	67	56	66	26	33	40	44	53	35	10
Niche Tourism minor	17	19	26	28	28	33	37	44	43	40	24
Leisure Management minor	25	10	23	26	16	19	19	27	27	24	18
Leadership and Organisational Behaviour minor (ended in 2019)	41	48	38	44	21	40	40				
Mountain Tourism Management minor from 2013	14	10	14	16	13	13	15	19	14	12	13
Sports Event Management minor, Event Management minor from 2015 (ended in 2018)	45	31	45	0	23						
Designing Memorable Experiences minor from 2015			37	29	25	26	21	20	43	41	21
Health Tourism Management minor from 2018						22	25	28	24	22	19
Aviation Management minor from AS 2017					19	33	38	26	22	32	13
Academic Research in an International Context minor from 2019							4	0	4	4	0
Sports Tourism minor from 2020								30	25	24	14
Cruise Tourism minor from 2020**								3	6		0

Table 4: Student numbers for the minors

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

2.2 Dissertations

The Bachelor Thesis is the most important dissertation, and, with 12 ECTS credits, the one that carries the most weight, too. With the Bachelor Thesis, students at the end of their degree show that they are able to independently plan out a demanding hypothesis of practical relevance within the specialist disciplines of tourism and leisure, or service innovation and design, within a prescribed period of time and in line with academic standards, while also developing, documenting and presenting 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 is an important help with the transition from the degree into the world of work.

Total number of Bachelor Theses in Tourism 2023, full-time: 86		
Divided by language		
–	English	44
–	German	42
Divided by location		
–	Grisons	22
–	Rest of Switzerland	58
–	International	6

Table 5: Overview of Bachelor theses, full-time

Total number of Bachelor Theses 2023, part-time (Service Innovation & Design course): 32		
Divided by language		
–	English	0
–	German	22
Divided by location		
–	Grisons	3
–	Rest of Switzerland	18
–	International	1

Table 6: Overview of Bachelor theses, full-time

2.3 Study Week Abroad (SWA)

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

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 decided (generally tourist service providers on site) which could help them answer their original questions.

The following topic areas and questions were at the heart of the spring semester 2023:

Objectives and topics	Supporting lecturer
Malta – Malta’s water sports tourism industry <ul style="list-style-type: none"> – What characterises the water sports tourism industry in Malta today? – What key developments have shaped this sector in the past? – What current and future challenges can be identified in this sector in the short-term and medium-term, and how can they be constructively handled? 	Prof. Dr. Christian Baumgartner
Tenerife – Tenerife’s current waste prevention strategies in tourist accommodation <ul style="list-style-type: none"> – What key legal requirements are there at present for tourist accommodation providers in Tenerife in terms of waste prevention? – What other waste prevention steps are accommodation providers aware of or already pursuing? – What obstacles do accommodation providers believe could impede the realisation of these opportunities for improvement? – In addition: where do the above accommodation providers see the biggest room for improvement? 	Dr. Frieder Voll

Table 7: Objectives and topics of the Study Week Abroad:

2.4 Distinguished Speaker Series (DSS)

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

Date	Speaker	Topic
2 Mar 2023	Gitta Paetzold, CEO of Hospitality Association Namibia (H.A.N.)	Namibia – The ‘Switzerland’ of Africa
16 Mar 2023	Jennifer Weers, HR Director, Kulm Group	Innovation and human resources in the hotel industry
13 Apr 2023	Martin Gerber, founder of antbirds.ch, co-founder of Story Thusis	How LEGO goes with product innovation
27 Apr 2023	Vanessa Monstein und Stefan Wanner, evux	How to improve customer experience in alpine tourism
11 May 2023	Peter Caprez, Cluster General Manager Marriott Bangkok	How do culture of the land & company culture go hand in hand?
12 Oct 2023	Lisa Nyffeler, co-founder and CEO of Bricks Travel	Community tourism in Uganda
2 Nov 2023	Philipp Döbeli, Business Development Manager at Brame	Levelling up tourism with gamification
30 Nov 2023	Cornelia Rutishauser, Team Leader Corporate Partnerships myclimate	Climate action in tourism

Table 8: Overview of speakers at DSS

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 2023			
Incoming		Outgoing	
BUAS Breda	1	Budapest Metropolitan University	2
University of Guelph	1	Vienna University of Applied Sciences	1
		Kanagawa University (Japan)	1
		Haaga Helia University (Finland)	2
		Jamk University of Applied Science (Finland)	1
		Universitat de les Illes Balears (UIB)	2
Total	2	Total	9

Table 9: Overview of exchange students for spring semester

Autumn semester 2023			
Incoming		Outgoing	
Universidad de Sevilla	1	Universitat de Girona	1
		Wardmadewa University (Bali)	1
		Universitat Autònoma de Barcelona	3
		Universidad de Sevilla	1
		Breda University of Applied Sciences (Netherlands)	1
		University of Guelph (Canada)	1
		San Diego State University	2
		Haaga Helia University (Finland)	1
Total	1	Total	11

Table 10: Overview of exchange students for the autumn semester

2.6 Tourism Summer School

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.

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Number of students when the course started	9	10	9	12	21	20	22	29	17	13
Transfers to the Bachelor's programme	3	7	5	11	18	17	12	12	20	11
Bachelor's graduates from the year	3	7	5	9	17	16	12	12	12	18

Table 11: Depiction of the numbers of TSS students

2.7 Shanghai University of Engineering Science (SUES)

(Dr. Thuc Lan Tran)

The cooperation programme with Shanghai University of Engineering Science (SUES) slowly returned to post-pandemic normality in 2023. In-person teaching was gradually rolled out in the second semester, even though online tuition was still taking place at the start of the year. The Faculty Exchange once again took place on the ground in Samedan, after a break of almost four years due to COVID-19. Four SUES teaches came for a two-week exchange, shadowing and getting-to-know-you programme at the Tourism Summer School (TSS) in mid-July.

2023 is a very special year, as it marks the 10-year anniversary of the Joint Programme in Tourism. In October, a delegation from UAS Grisons, comprising Rector Prof. Jürg Kessler, Director of International Strategy Prof. Dr. Andreas Deuber and Program Head Dr. Thuc Lan Tran, travelled to Shanghai to celebrate the anniversary and 10 years of collaboration.

The situation looks rosy for 2024: alongside the contract extension, our cooperation will be fully returning to normal, as exemplified by the Faculty Exchange, interviews with potential Bachelor's students and most teaching taking place in person. Even though the pandemic brought certain challenges, we learned a great deal from it for online and hybrid teaching and for expanding our teaching at SUES.



Figure 2: Exhibition to mark 10 years of the cooperation programme between FHGR and SUES.

(l-r: Andreas Deuber, Jürg Kessler, Yu Tao (President of SUES), Alan Zheng (Director of SUES Vocational School), Thuc Lan Tran)



Figure 3: Faculty exchange in Samedan, July 2023



Figure 4: UAS Grisons delegation with SUES colleagues, October 2023

3 Tourism & Change Master's

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.

One such project focused on refining the cross-country skiing offering in Andermatt, with the goal of positioning the town as a leading destination for groups of cross-country skiers. In the process, attractive offers for high-paying visitors were developed to boost utilisation of accommodation during otherwise quieter periods. An additional project looked at the sustainable development of San Bernardino. This comprised an extensive analysis of the stakeholder groups and the development of a long-term strategy for sustainable tourism.

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. It is also pleasing to see that, in the wake of the pandemic, the course make-up is particularly international this year, with students from 15 different nationalities.

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

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
First-year students	22	12	11	13	14	16	15	29	10	10	16
Total students	33	35	26	24	27	30	31	43	39	20	26

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 sponsoring. 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 participants

Further education courses	2019	2020	2021	2022	2023
CAS Event Management (upgrade)	25 (5)	24 (6)	17 (10)	17 (19)	22

Table 13: Development of the number of participants on further education courses

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:

- Lived tourist environments
- Digital transformation in tourism
- Tourism and leisure infrastructures

This is a list of major projects that were in progress in 2023, or that had been completed in this year:

5.1 Fundamental study: the needs of employees and employers within the main tourist industries in the Grisons

Project name	Fundamental study: the needs of employees and employers within the main tourist sectors in the Grisons
Project head	Dr. Frieder Voll
Project members	Lena Pescia, Bianca Schenk, Melanie Tamborini
Project start date	1 Jan 2023
Project end date	1 Oct 2023
ITF competence area	Tourism and leisure infrastructures, lived tourist environments
Partner	Tourism Alliance of the Grisons
Funding	Economic Development and Tourism Agency of the Grisons
Description	<p>The tourism industry is a key pillar of Switzerland’s economy. However, it has been experiencing a shortage of workers for quite some time. There are various reasons for this, ranging from demographic developments through to the impact of the Covid-19 pandemic and a drop in apprentice numbers. In the Grisons, too, the shortage of workers has become a challenge for lots of tourism businesses. As a result, it is crucial to find solutions to combat the shortage of workers in (Grisons) tourism and safeguard the industry’s competitive edge in the long run. When developing strategies and campaigns, it is crucial to be aware of the needs of the stakeholder groups at hand. As a result, the Institute for Tourism and Leisure (ITF) of the University of Applied Sciences of the Grisons performed a fundamental study, on behalf of the Economic Development and Tourism Agency of the Grisons, on this topic in the Grisons’ main tourist sectors (hotels, restaurants and cable cars). The study concentrated on needs in terms of working conditions, with a particular focus on working hours. For the study, interviews with employees were held in the Grisons, an online survey was conducted with approx. 2,400 employees and a focus group was organised with employers. The study aimed to lay the foundations upon which employee and employer representatives could jointly develop feasible solutions to improve the labour situation in the Grisons.</p>

The study provided crucial insights into the specific situation within tourism in the Grisons. For instance, it showed that employees are fundamentally satisfied with their work in the sector. However, employees' needs are very individual, as are the requirements of specific businesses, which means employers' requirements also differ widely. It was revealed that the topic of working hours, often viewed as 'challenging', was actually not seen as hugely problematic by most employees. However, employees are not willing to work more: in fact, they would rather like fewer working hours going forward. Throughout the study, it was clear that cable-car employees were the most positive, followed by those in food service. Conversely, hotel employees were often more critical.

Need for action was identified in terms of developing individual working time models (modular systems), internal improvement and development an optimisation of various overarching frameworks.

<https://www.fhgr.ch/arbeitsbeduerfnisse-im-buendner-tourismus/>

5.2 'Aria da cudeschs – Bücherluft': improving the quality of tourists' stays through literature-centred services

Project name	'Aria da cudeschs – Bücherluft': improving the quality of tourists' stays through literature-centred services
Project head	Onna Rageth
Project members	Dr. Lena Pescia, Bianca Schenk
Project start date	1 Oct 2023
Project end date	31 Dec 2023
ITF competence area	Lived tourist environments
Partners	St. Moritz lending and documentation library / Bregaglia Engadin Turismo / municipality of St. Moritz (tourism department)
Funding	SECO (Innotour)

Description:

The 'Aria da cudeschs – Bücherluft' project aimed 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.

5.3 Development of sustainable communities within destinations in mountain regions

Project name	Development of sustainable communities within destinations in mountain regions
Project head	Dr. Lena Pescia
Project members	Lynn Suter, Onna Rageth, Dr. Frieder Voll
Project start date	1 Jan 2023
Project end date	30 Sept 2025
ITF competence area	Lived tourist environments
Partners	Bregaglia Engadin Turismo / Andermatt Swiss Alps AG
Funding	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.

5.4 Climate-neutral destinations (KlimDest)

Project name	Climate-neutral destinations (KlimDest)
Project head	Prof. Dr. Christian Baumgartner
Project members	Lynn Suter, Bianca Schenk, ZWF (Andreas Nicklisch, Ann-Katrin Kienle)
Project start date	November 2022

Project end date	May 2024
ITF competence area	Sustainable development/lived environment
Partners	Myclimate / Arosa Tourismus / Turismo Valposchiavo / Davos Tourismus
Funding	SECO (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 are underway as to 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 and EN, IT is to follow. A project-specific website (<https://klimdest.fhgr.ch>) presents the findings in multiple languages and the joint business model with Myclimate is being finalised.

5.5 Rapid prototyping for tourism stakeholders

Project name	Rapid prototyping for tourism stakeholders
Project head	Dominik Knaus
Project member	Stéphanie Bartels
Project start date	September 2022
Project end date	March 2024
ITF competence area	Service innovation
Partners	Project partners: Graubünden Ferien / gutundgut GmbH Practical partners: Bergün Filisur Tourismus AG / Viamala Tourismus / Bregaglia Engadin Turismo
Funding	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.

5.6 Social media usage by individual Chinese tourists (FITs) – new action recommendations for Swiss service providers in the tourism industry

Project name	Social media usage by individual Chinese tourists (FITs) – new action recommendations for Swiss service providers in the tourism industry
Project head	Dr. Thuc Lan Tran
Project member	Michael Beier (SIFE)
Project start date	September 2021
Project end date	June 2023
ITF competence area	Sustainable development
Partners	Graubünden Ferien, University of Applied Sciences Northwestern Switzerland
Funding	SECO (Innotour)

Description:

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

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

5.7 Service mandate of the Canton of the Grisons on the key topic of second homes

Project name	Service mandate of the Canton of the Grisons on the key topic of second homes
Project head	Prof. Norbert Hörburger
Project members	Onna Rageth, Lynn Suter, Gian-Reto Trepp, Mauro Gotsch
Project start date	October 2022
Project end date	September 2025
ITF competence area	Tourism and leisure infrastructures
Partners	Various, depending on the focus of the investigation
Funding	Economic Development and Tourism Agency of the Grisons

Description:

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

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)

Monitor 2: Converting old apartments into second homes (collection and analysis of property transfers and residents' registrations in the pilot municipality of Arosa and other municipalities)

Monitor 3: 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 'Hotel foundations: opportunities and limits of this form of organisation' was explored in 2022/2023.

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 (fhgr.ch/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.

5.8 TranStat – Transitions to sustainable ski tourism in the Alps of tomorrow

Project name	TranStat – Transitions to sustainable ski tourism in the Alps of tomorrow
Project head	Prof. Dr. Jan Mosedale
Project member	Miriam Stuhlmüller
Project start date	November 2022
Project end date	October 2025
ITF competence area	Lived tourist environments (digital transformation in tourism/tourism and leisure infrastructure)
Partners	National Research Institute for Agriculture, Food and Environment (Lead partner) / Grenoble Alps University / Regional Council Auvergne-Rhône-Alpes / University of Milan / Lombardy Region / Austrian Academy of Sciences / alpS GmbH / ecoplus Alpin / Research Centre of the Slovenian Academy of Sciences and Arts / Development Agency for Upper Gorenjska
Funding	Interreg Alpine Space, Economic Development and Tourism Agency of the Grisons, Bundesamt ARE, 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 for other destinations.

5.9 Resilient tourism

Project name	Resilient tourism
Project head	Prof. Dr. Jan Mosedale
Project members	-
Project start date	October 2022
Project end date	October 2025
ITF competence area	Digital transformation in tourism
Partners	HES-SO Valais-Wallis / Hochschule Luzern (HSLU) / ICARE / Universität St. Gallen (UNISG) / EHL Hospitality Business School (EHL)
Funding	Innosuisse Flagship

Description:

National Data Infrastructure for Tourism

The National Data Infrastructure for Tourism (NaDIT) aims to integrate data producers to generate new knowledge for the two other main sub-projects.

Thanks to NaDIT, the Swiss tourism ecosystem receives sovereignty over its own usable data, laying key groundwork for future data-based, visitor-oriented decisions. This strengthens the position of Swiss tourism companies compared to large OTAs (who currently call the shots) and provides stimuli for developing new, innovative, data-driven projects. The website tourismdata.ch offers a meta-directory and information on data of relevance to the Swiss tourism industry.

Service design, business processes and business models

Drawing on the findings of the National Data Infrastructure for Tourism sub-project, this sub-project aims to provide international, data-driven best practices in tourism for service design, business processes and business models by identifying the key space-related behaviours or visitor flows. This will ultimately boost business productivity across Switzerland's entire travel ecosystem.

Resilient tourism systems

As illustrated by the COVID-19 pandemic, disruptions to our globalised, networked world are becoming increasingly acute. These interplays and changes beg the question of the risk of a global collapse of the tourism industry or tourism network. The sub-project aims to define system models for the simulation and stress tests of tourism network systems and to incorporate the SDGs as fundamental strategic goals for stakeholders in the tourism system to boost the travel industry's resilience.

Coordination, orchestration and communication

The sub-project aims to reinforce the findings of the first three sub-projects by stimulating dialogue within and outside the primary interest groups, disseminating the results within Switzerland's travel and tourism industry and promoting the digital transformation.

Our projects revolve around the mission of encouraging mutual cross-fertilisation and innovation among Swiss SMEs. Visit our website to learn more about our sub-projects: podcast series, video series, innovation checks and digital transformation hub.

6 Service projects and consulting

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.

6.1 Hiking complaints analysis

Project name	Hiking complaints analysis
Project head	Dr. Frieder Voll
Project member	Lynn Suter
Project start date	January 2022
Project end date	December 2023
ITF competence area	Tourism and leisure infrastructures, lived tourist environments
Client	Specialist Office for Slow Travel, Grisons Civil Engineering Office

Description:

The Institute for Tourism and Leisure (ITF) is analysing complaints on the topic of 'hiking' for both summer and autumn 2022 and 2023, after a qualitative content analysis. This project follows on from the complaints analyses in 2017 to 2021. Complaints come from various destinations, umbrella organisations and service providers in the Canton of the Grisons and trusteeships of long-distance hiking trails.

After evaluating the complaints collected by the points of contact in question, the ITF analyses them in terms of their content, which can be divided into the following categories: Signage, transport facilities, conflict with other users, cows and herd protection, offers and services, trail network and infrastructure.

6.2 Support for the Plessur region with tourist product analysis and product development

Project name	Support for the Plessur region with tourist product analysis and product development
Project head	Dr. Frieder Voll
Project members	Christoph Fausch, Chantal Siegrist
Project start date	January 2023
Project end date	June 2023
ITF competence area	Lived tourist environments
Client	Plessur region

Description:

The aim is for the Plessur region to be made more visible to tourists, as requested by the conference of municipal mayors. It hopes to obtain a better market position via joint tourist projects and products. In addition, targeted collaboration on developing its offering is intended to reinforce cooperation between the municipalities' tourist associations and project owners within the region. Joint offerings are hoped to subsequently make the population more aware of tourism and heighten their identification with the region.

The mandate relates to analysing current product worlds and service focuses for the municipalities within the Plessur region and to evaluating their positioning in terms of tourism.

With the Arosa Lenzerheide destination association, the municipality of Vaz/Obervaz is also to be incorporated into the analyses. Building on the analysis, potential new tourist products and services are to be brainstormed. These should be attractions that the region of Plessur could offer or could develop by stepping up collaboration with individual tourist stakeholders. In this context, there is a desire for support with developing ideas in this respect.

Work packages:

- Tourist analysis of the municipalities
- Identification of scope for collaboration and generation of ideas
- Creation of an idea overview
- Creation of final documentation

6.3 Support for the Plessur region with the development of biking-related products

Project name	Support for the Plessur region with the development of biking-related products
Project head	Gian-Reto Trepp
Project members	Stéphanie Bartels, Melanie Tamborini
Project start date	September 2023
Project end date	November 2023
ITF competence area	Lived tourist environments
Client	Plessur region

Description:

The aim is for the Plessur region to be made more visible to tourists, as requested by the conference of municipal mayors. It hopes to obtain a better market position via joint tourist projects and products. In addition, targeted collaboration on developing its offering is intended to reinforce cooperation between the municipalities' tourist associations and project owners within the region. Joint offerings (specifically, joint bike-related offerings during the initial phase) are hoped to subsequently make the population more aware of tourism and heighten their identification with the region.

This mandate is based on the preliminary work already completed in the project 'Support for the Plessur region with tourist product analysis and product development'. On the basis of this, specific proposals

for bike-related offerings in the Plessur region were create. This mandate revolved around launching an ideation workshop to develop ideas for a new bike offering.

To ensure the targeted implementation of the workshop, a list was drawn up of existing bike offers and infrastructure in the Plessur region. Then, the relevant market was examined in terms of key competitors and their products, plus pre-existing visitor segments within the municipalities in the Plessur region. As part of an ideation workshop, existing offers were refined and new proposals developed.

Work packages:

- Workshop preparation: data preparation
- Workshop implementation: ideation
- Workshop follow-up: consolidation of findings
- Conclusion: reporting and presentation

6.4 Study project: tourism promotion in the canton of Basel-Landschaft

Project name	Study project: tourism promotion in the canton of Basel-Landschaft
Project head	Gian-Reto Trepp, Dr. Mauro Luis Gotsch
Project members	Bianca Schenk, Miriam Stuhlmüller
Project start date	November 2023
Project end date	February 2024
ITF competence area	Lived tourist environments
Client	Economic and Healthcare Directorate of the canton of Basel-Landschaft, location promotion for Baselland

Description:

Based on the Tourism Act, the canton of Basel-Landschaft contributes to reinforcing 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 within 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) Formulation of recommendations for the next funding period (2025-2028), taking into account the current strategic direction in comparison with visible tourism trends.

The brief evaluation of the activities was conducted by means of a mixed-method survey of relevant project owners and partners of Baselland Tourism and expanded in 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.

6.5 Innovation workshop: shortage of skilled workers in the catering and hospitality industry

Project name	Innovation workshop: shortage of skilled workers in the catering and hospitality industry
Project head	Christopher Jacobson
Project members	Stéphanie Bartels, Dr. Lena Pescia
Project start date	May 2023
Project end date	June 2023
ITF competence area	Tourism and leisure infrastructures, lived tourist environments
Clients	Genossenschaft ZFV-Unternehmungen / Sunstar Hotels Management AG / Bindella terra vite vita SA / HotellerieSuisse

Description:

The GFA on 'Shortage of specialist workers in the catering and hotel industry' led to a joint project with HotellerieSuisse, Genossenschaft ZFV-Unternehmungen (Sorrell), Sunstar Hotels Management AG and Bindella terra vite vita SA.

A one-day innovation workshop with these partners was set up, exploring the acquisition of new specialists and the retention of existing ones. Potential solutions and steps were developed during the workshop; they will now be implemented individually by the partners.

6.6 Assistance with developing and reviewing a reorganisation of the Bündner Herrschaft Fünf Dörfer tourism association, taking new offer potential into account

Project name	Assistance with developing and reviewing a reorganisation of the Bündner Herrschaft Fünf Dörfer tourism association, taking new offer potential into account
Project head	Prof. Norbert Hörburger
Project members	Lynn Suter, Gian-Reto Trepp
Project start date	November 2023
Project end date	May 2024
ITF competence area	Lived tourist environments
Client	Landquart region

Description:

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

7 Publications, conferences and representations

7.1 Publications

Publications in academic-focused media

- Pescia, L., Voll, F. & Rageth, O. (2022). New Work: Touristisches Potenzial für Graubünden. In Bieger, T., Beritelli, P., Laesser, C. (eds.), Schweizer Jahrbuch für Tourismus 2022/2023. Berlin: Erich Schmidt Verlag
- Baumgartner, C., Rutishauser, C., Kahlert, B. & Schenk, B. (2023). Ehrliche Klimaneutralität von Destinationen – Vom Fußabdrucks-Monitoring zu umfassenden Klimaschutzprojekten. Ein Werkstattbericht. In Bandi Tanner, M., Wirth, S., Roller, M. (eds.), Klimaschutz und Nachhaltigkeit im Tourismus. Berlin: Erich Schmidt Verlag
- Merkle, T., Knaus, D. L., & Siegrist, C. (2023). An exploration of the service innovation gap in Swiss tourism. In V. Ratten (ed.), Entrepreneurship Business Debates (pp. 87–96). Springer.
https://doi.org/10.1007/978-981-99-1071-7_6 Titel anhand dieser DOI in Citavi-Projekt übernehmen
- Hörburger, N., Merkle, T. (2023) The impact of the COVID-19 pandemic on tourism in alpine areas of Switzerland In: Ratten, Vanessa, (ed.), Heritage Entrepreneurship: Cultural and Creative Pursuits in Business Management. Singapore: Springer. P. 119-135. Palgrave Studies in Global Entrepreneurship. Available at: https://doi.org/10.1007/978-981-19-5149-7_6 Titel anhand dieser DOI in Citavi-Projekt übernehmen

Publications in practice-focused media

- Lena Pescia und Frieder Voll: Arbeiten im Tourismus: Gemeinsam mehr Flexibilität erreichen. suedostschweizjobs.ch (18 Nov 2023)
- Lena Pescia und Frieder Voll: Arbeiten im Tourismus: Gemeinsam mehr Flexibilität erreichen Schweiz am Wochenende (18 Nov 2023)
- Mauro Gotsch: 5 Fragen und 5 Antworten - Datenstrategien im Tourismus. Insidelabs.tech (18 Oct 2023)
- Mauro Gotsch: "Das kann wie Zauberei ausschaun" - Interview mit Dr. Mauro Gotsch. Gastro (10 Nov 2023)
- Florian Gasser & Mauro Gotsch: Wer steuert in Zukunft unsere Entscheidungen? Wir, Artificial Intelligence – oder deren EigentümerInnen? REATCH Ideenwettbewerb 2023.
- Mauro Gotsch: Privacy Positioning - Kundenzentrierung im Umgang mit Kundendaten. Marketing Delta (5 Jun 2023)
- Christian Baumgartner: KlimDest. Klimaneutralität für Destinationen; Tirol Tourism Research (May 2023)
- Lena Pescia, Frieder Voll, Onna Rageth: «New Work» – neues Potenzial für den Tourismus in Graubünden? fhgr.ch/magazin/februar2023 (February 2023)

7.2 Podcasts

- Community Building. Andermatt Swiss Alps Unternehmenspodcast (16 Oct 2023)
<https://www.andermatt-swissalps.ch/de/unternehmen/organisation/unternehmenspodcast>
- Community Building. Andermatt Swiss Alps Company Podcast (16 Oct 2023)
<https://www.andermatt-swissalps.ch/en/company/organisation/company-podcast>

7.3 Conference papers/presentations:

- Leisure Studies Association Conference 2023 (Bournemouth University, UK): Events as infrastructure: exemplified on an Alpine peripheral living lab in rural Switzerland (Onna Rageth)
- Leisure Studies Association Conference 2023 (Bournemouth University, UK): "New Work" - Touristic potential for the Canton of Grisons, Switzerland (Onna Rageth, Lena Pescia, Frieder Voll)
- AMPS Conference 2023 (Prague - History & Heritage): The bridging of intangible and tangible cultural heritage through a living lab in rural Switzerland: The case of the Giacometti art dynasty (Onna Rageth)
- Tourismus Forum Schweiz 2023: Applied Tourism Intelligence zur Steigerung der Erlebnisqualität in touristischen Destinationen
- Annual conference of the Deutsche Gesellschaft für Tourismuswissenschaft: Nachhaltigkeitskommunikation im Skitourismus Auswirkung von verschiedenen Kommunikationsstilen auf die Kundenwahrnehmung und ihr Nachhaltigkeitsverhalten (Mauro Gotsch & Florian Gasser)
- Annual conference of ATLAS – Association for Tourism Leisure Education and Research: Honest climate neutrality - from footprint monitoring to climate neutrality (Christian Baumgartner)
- DWIF – Deutsches Wirtschaftswissenschaftliches Institut für Fremdenverkehr e.V. at the University of Munich: Nachhaltigkeitsbooster Tourismus (Christian Baumgartner)
- German government centre of excellence in tourism: Den touristischen Klimafussabdruck messen und kommunizieren: Klimaneutrale Destinationen – das Projekt der FHGR
- Sustainable Tourism Days 2023 – KONA/STV: Climate protection: Calculation of the footprint in destinations (Christian Baumgartner)
- Sustainable Tourism Days 2023 – KONA/STV: Klimaschutz: Berechnung des Fussabdrucks in Destinationen (Christian Baumgartner)

7.4 Editorial work

- World Leisure Journal / Editorial Board Member (Onna Rageth) – since September 2022

7.5 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
- Reviewer for Marketing Review St. Gallen, AMA Summer Conference, AMA Winter Conference, EMAC (Mauro Gotsch) – since January 2020
- Review for Zeitschrift für Tourismuswissenschaft (Lena Pescia) – August 2023

7.6 Awards and recognition

- Dissertation with highest grade (summa cum laude) at the University of St. Gallen (Mauro Gotsch) - 18 September 2023

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

- Wissenschaftscafé in Soglio (via Bregaglia Lab), 19 September 2023 (Topic: culture: the snow of the future)
- Press conference in Chur: Menükarte gegen den Arbeitskräftemangel. 15 November 2023

7.8 Representations and networks

Name	Organisation	Description	Role
Dr. Christian Baumgartner	KONA - Kompetenzzentrum Nachhaltigkeit (at SRV)	Multi-stakeholder working group that assists Swiss tourism with its sustainability efforts	Member of the Advisory Board
Dr. Christian Baumgartner	Ibex Fairstay	Swiss environmental seal for accommodation and campsites	Member of the Advisory Board
Dr. Christian Baumgartner	Roundtable on Human Rights in Tourism	International multi-stakeholder working group	Representative of the ITF as a member of the roundtable
Dr. Christian Baumgartner	FOLAP – Forum Landschaft, Alpen, Pärke	Specialist forum of the Swiss Academy of Natural Sciences	Representative of the ITF as a member
Dr. Christian Baumgartner	FOLAP park research support group	FOLAP – Forum Landschaft, Alpen, Pärke	Member of the accompanying group
Dr. Christian Baumgartner	ATLAS	International network of tourism universities	Representative of the ITF as a member
Dr. 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)
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 Network Switzerland	Swiss unit of the international 'Service Design Network'	Representation in the 'Academia' area
Dr. Mauro Luis Gotsch	Digital Circle Graubünden	Working group of Grisons tourism destinations to drive forward digitalisation	Administration
Prof. Norbert Hörburger	Royal Institution of Chartered Surveyors	International association of real estate experts	Member
Onna Rageth	Verein Kulturforschung Graubünden (associated with the Institut für Kulturforschung Graubünden)	Founded in 1986, this association aims to promote and share academic work on the cultures of the Grisons	Regional board member
Onna Rageth	graubündenCultura association	Strengthening and visibility of cultural tourism in the Grisons	Advisory board member

Table 14: Representations and networks

8 Tourism Trend Forum (TTF)

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

On 16 November, representatives from Switzerland’s tourism industry met at UAS Grisons to discuss the targeted use of data strategies to create unforgettable experiences for visitors. Strategies, forecasts, applications and the legal frameworks for data-driven innovation in tourism were discussed over the course of four input talks, six elevator pitches and six workshops. Three central points emerged from this:

1. Data strategies are a must-have: visitors’ customer journeys have long been digitalised. As a result, it is crucial that companies have a clear data strategy. Companies need to actively decide what data to collect and why if they want to remain competitive.
2. Transparent added value: data processing is not merely a technical exercise. It must be designed so the valued added for visitors is clear and understandable. The goal: all employees are able to explain the benefits of the data strategy to guests.
3. Use of pre-existing data: lots of companies already have a treasure-trove of (usually unused) data. This can be used in data ecosystem projects to develop efficient, expedient solutions that benefit the entire destination.



Figure 5: Topics and speakers TTF

9 Press articles

Publication date	Medium	Headline
27 Dec 2023	Appenzeller Zeitung	«In Afrika kann ich mehr verändern»
25 Dec 2023	nzz.ch / Neue Zürcher Zeitung Online	«Ich hätte nie gedacht, dass es so schwierig wird»: Wenn die Jobsuche trotz Fachkräftemangel zur Odyssee wird
22 Dec 2023	Bündner Tagblatt	Japanische Weihnachten in Chur
22 Dec 2023	Südostschweiz / Bündner Zeitung	Japanische Weihnachten in Chur
21 Dec 2023	St. Galler Tagblatt / St. Gallen-Gossau-Rorschach	«In Afrika kann ich mehr verändern»
20 Dec 2023	appenzellerzeitung.ch / Appenzeller Zeitung Online	«In Afrika kann ich mehr verändern als in der Schweiz»: Mitarbeiter der St.Galler «Südbar» plant ein Hostel in Gambia
20 Dec 2023	tagblatt.ch / St. Galler Tagblatt Online	«In Afrika kann ich mehr verändern als in der Schweiz»: Mitarbeiter der St.Galler «Südbar» plant ein Hostel in Gambia
20 Dec 2023	thurgauerzeitung.ch / Thurgauer Zeitung	«In Afrika kann ich mehr verändern als in der Schweiz»: Mitarbeiter der St.Galler «Südbar» plant ein Hostel in Gambia
13 Dec 2023	htr.ch/de / Hotel u. Tourismus Revue	Nr. 13: Mit Handicap hoch hinaus
8 Dec 2023	Schaffhauser Nachrichten	Goldprämierte Leidenschaft und Winzer-Familientradition in Hemishofen
6 Dec 2023	Immobilien Business	Wohnraum gefragt
5 Dec 2023	kleinreport.ch / Klein Report Online	Neue Head of Media bei Schweiz Tourismus: Natalie Schönbächler folgt auf Dominic Stöcklin
29 Nov 2023	Hotellerie et Gastronomie Zeitung	Mitarbeitende sind zufriedener als gedacht
28 Nov 2023	Höhere Fachschule für Tourismus HFT Graubünden	🎉 STUDIENSTART CAS EVENT MANAGEMENT 2024 BESTÄTIGT 🎉
28 Nov 2023	bluewin.ch/it / Bluewin IT - blue News	Hotelplan Suisse soddisfatta: «Prenotazioni a livello pre-Covid»

28 Nov 2023	Keystone ATS / AgenziaTelegrafica Svizzera	Hotelplan Suisse: voglia di mare, prenotazioni a livello pre-Covid
28 Nov 2023	swissquote.ch/it / Swissquote Bank IT	Hotelplan Suisse: voglia di mare, prenotazioni a livello pre-Covid
28 Nov 2023	tio.ch / Ticino Online- 20 minuti	«Agli svizzeri è tornata la voglia di mare»
28 Nov 2023	yourmoney.ch/it / Yourmoney IT	Hotelplan Suisse: voglia di mare, prenotazioni a livello pre-Covid
27 Nov 2023	Facebook / Arosa	Wir veranstalten in Kooperation mit der FHGR Fachhochschule Graubünden ein weiteres Gewinnspiel 🎉
27 Nov 2023	Bündner Tagblatt	Erstwohnungsanteil wird zur Pflicht
27 Nov 2023	Bündner Tagblatt	Mit Mut und Wertschätzung
27 Nov 2023	Südostschweiz / Bündner Zeitung	Erstwohnungsanteil wird zur Pflicht
27 Nov 2023	Südostschweiz / Bündner Zeitung	Mit Mut und Wertschätzung
26 Nov 2023	suedostschweiz.ch / Südostschweiz Online	Erstwohnungsanteil wird im Kurort Flims zur Pflicht
26 Nov 2023	suedostschweiz.ch / Südostschweiz Online	Wie Junge den Bündner Tourismus attraktiver machen
24 Nov 2023	Engadiner Gipfel	Eine Menükarte gegen den Fachkräftemangel
22 Nov 2023	GastroGraubünden	💰 😊 Im Bündner Tourismus ist das Arbeitsklima wichtiger als Lohn 💰 😊
22 Nov 2023	Gipfel Zytig	Tourismusallianz präsentiert eine Menükarte gegen den Fachkräftemangel
21 Nov 2023	UAS Grisons	Nicolà Brouwer wurde während seines Bachelorstudiums bereits klar, dass er in der Tourismusbranche Fuss fassen möchte. Aus diesem Grund hat er an die Fachhochschule Graubünden gewechselt, um den Master of Science in Business Administration mit Vertiefung Tourism & Change zu absolvieren...
21 Nov 2023	abouttravel.ch/de / about Travel - DE	Graubündens Menükarte gegen Fachkräftemangel

19 Nov 2023	NZZ am Sonntag	Gigant am Gemsstock - oder das grosse Zittern vor den US-Investoren
19 Nov 2023	nzz.ch / Neue Zürcher Zeitung Online	Andermatt wird zum Versuchslabor für US-Investoren in den Alpen: «Es ist gar nicht so schlecht, was uns da passiert ist»
18 Nov 2023	Appenzeller Volksfreund	Arbeitsklima im Bündner Tourismus wichtiger als Lohn
18 Nov 2023	Schweiz am Wochenende / Bündner Tagblatt	Arbeiten im Tourismus: Gemeinsam mehr Flexibilität erreichen
18 Nov 2023	Schweiz am Wochenende / Bündner Zeitung	Arbeiten im Tourismus: Gemeinsam mehr Flexibilität erreichen
18 Nov 2023	Schweiz am Wochenende / Glarner Nachrichten	Arbeiten im Tourismus: Gemeinsam mehr Flexibilität erreichen
17 Nov 2023	Davoser Zeitung	Weiterbildung «Service Design Academy» der FHGR in Davos
17 Nov 2023	Höfner Volksblatt	Studium und Berufsalltag präsentiert
17 Nov 2023	hotelleriesuisse.ch/de / Hotellerie suisse DE	Menükarte gegen den Fachkräftemangel
17 Nov 2023	March-Anzeiger	Studium und Berufsalltag präsentiert
16 Nov 2023	baizer.ch / Wirtverband Basel-Stadt	Menükarte gegen den Fachkräftemangel
16 Nov 2023	Bündner Tagblatt	Geld rückt in den Hintergrund
16 Nov 2023	Bündner Tagblatt	Zufriedenheit der Angestellten ist hoch, Wertschätzung jedoch tief
16 Nov 2023	La Quotidiana	Il clima da lavur pli impurtant ch' il salari
16 Nov 2023	Radio SRF 1 / Regionaljournal Graubünden / Regjournal GR 17.30	Digitalisierung: Datenstrategie des Tourismus
16 Nov 2023	rsi.ch / RSI Radiotelevisione svizzera italiana	Turismo, "il clima di lavoro conta più dei soldi"
16 Nov 2023	Sarganserländer	Arbeitsklima ist wichtiger als der Lohn

16 Nov 2023	Südoschweiz / Bündner Zeitung	Die Zufriedenheit ist hoch, die Wertschätzung aber tief
16 Nov 2023	suedostschweiz.ch / Südoschweiz Online	Tourismusbranche: Die Zufriedenheit der Angestellten ist hoch, die Wertschätzung hingegen tief
16 Nov 2023	vilan24.ch / Vilan 24	Arbeitsklima im Bündner Tourismus laut Studie wichtiger als Lohn
15 Nov 2023	awp Finanznachrichten	Arbeitsklima im Bündner Tourismus laut Studie wichtiger als Lohn
15 Nov 2023	awp Finanznachrichten	Arbeitsklima im Bündner Tourismus laut Studie wichtiger als Lohn
15 Nov 2023	bluewin.ch/de / Bluewin DE - blue News	Arbeitsklima im Bündner Tourismus laut Studie wichtiger als Lohn
15 Nov 2023	fm1today.ch / FM 1 Today	Im Bündner Tourismus ist Arbeitsklima wichtiger als Lohn
15 Nov 2023	gastrojournal.ch/de / Gastro Journal Online DE	Eine Menükarte gegen den Personalmangel
15 Nov 2023	Gipfel Zytig	Weiterbildung Service Design Academy der FHGR in Davos
15 Nov 2023	htr.ch/de / Hotel u. Tourismus Revue	Studie: Arbeitsklima im Bündner Tourismus wichtiger als Lohn
15 Nov 2023	Keystone ATS / AgenziaTelegrafica Svizzera	GR: nel turismo il clima di lavoro conta più dello stipendio
15 Nov 2023	nau.ch / Nau	Arbeitsklima im Bündner Tourismus laut Studie wichtiger als Lohn
15 Nov 2023	radiocentral.ch / Radio Central	Arbeitsklima im Bündner Tourismus laut Studie wichtiger als Lohn
15 Nov 2023	RSI Rete Uno / Grigioni sera	Turismo e carenza di personale

15 Nov 2023	rtr.ch / RTR Radiotelevisiun Svizra Rumantscha	26 mesiras cunter la mancanza da personal
15 Nov 2023	sarganserlaender.ch / Der Sarganserländer Online	Arbeitsklima im Bündner Tourismus laut Studie wichtiger als Lohn
15 Nov 2023	TV Südostschweiz TSO / Rondo News	Fachkräftemangel in Tourismus und Gastronomie: Studie soll Klarheit schaffen
15 Nov 2023	Zofinger Tagblatt	Zofinger fordert günstigere ÖV-Tickets
10 Nov 2023	Bündner Tagblatt	Studium als Sprungbrett
10 Nov 2023	Bündner Tagblatt	FHGR feiert Jubiläum
10 Nov 2023	Südostschweiz / Bündner Zeitung	Unternehmerin mit eigener Boutique
10 Nov 2023	Südostschweiz / Bündner Zeitung	FHGR feiert Jubiläum
10 Nov 2023	suedostschweiz.ch / Südostschweiz Online	60 Jahre Fachhochschule Graubünden: Ehemalige Studierende erzählen
9 Nov 2023	htr.ch/de / Hotel u. Tourismus Revue	«Die Nutzung des Seilparks mit Rollstuhl haben wir ausprobiert»
8 Nov 2023	Facebook / Pizolbahnen	Im Rahmen einer Masterarbeit an der Fachhochschule Graubünden (FHGR) führen die Pizolbahnen eine Umfrage zum Thema Nachhaltigkeit im Bergtourismus durch...
7 Nov 2023	Jürg Kessler	Seraina Vischer, Reto Fuchs und Martina Hollenstein Stadler haben eines gemeinsam: sie haben alle mal an "ünschara Fachhochschul" studiert...
3 Nov 2023	UAS Grisons	Katrin Häfliger und Lea Mühlebach haben nach ihrem Studium an der Fachhochschule Graubünden unterschiedliche Wege eingeschlagen. Während Katrin ihr Glück in London gefunden hat, hat sich Lea in die Stadt Chur verliebt und eine Stelle bei CSEM in Landquart gefunden...
3 Nov 2023	htr.ch/de / Hotel u. Tourismus Revue	Neuer Think Tank will Zukunft der Hospitality mitgestalten

2 Nov 2023	hotelinside.ch / Hotel Inside	Warum eine „Denkfabrik“ für die Schweizer Hotellerie?
2 Nov 2023	hotelinside.ch / Hotel Inside	Hotel Inside Club: Erfolgreicher Start mit viel Hotel-Prominenz:
2 Nov 2023	htr Hotel Revue	"Die Nutzung des Seilparks mit Rollstuhl haben wir ausprobiert"
1 Nov 2023	Churer Magazin	Neue Leitung für ITF
31 Oct 2023	htr.ch/de / Hotel u. Tourismus Revue	Tourismusbranche tauscht sich über Fachkräftemangel aus
31 Oct 2023	schweizeraktien.net / Schweizeraktien	Tourismus: «Es hat zu wenig Personal – und wenn man jemanden anstellt, gibt es keine Wohnung»
31 Oct 2023	TV Südostschweiz TSO / Rondo Fokus *	60 Jahre Fachhochschule Graubünden
28 Oct 2023	appenzellerzeitung.ch / Appenzeller Zeitung Online	«Den Gast als Menschen sehen»: Wie Resonanztourismus das Toggenburg für Gäste attraktiv macht
28 Oct 2023	Schweiz am Wochenende / Werdenberger&OT	«Den Gast als Menschen sehen»
28 Oct 2023	tagblatt.ch / St. Galler Tagblatt Online	«Den Gast als Menschen sehen»: Wie Resonanztourismus das Toggenburg für Gäste attraktiv macht
28 Oct 2023	thurgauerzeitung.ch / Thurgauer Zeitung	«Den Gast als Menschen sehen»: Wie Resonanztourismus das Toggenburg für Gäste attraktiv macht
28 Oct 2023	vaterland.li / Liechtensteiner Vaterland	«Den Gast als Menschen sehen»: Wie Resonanztourismus das Toggenburg für Gäste attraktiv macht
28 Oct 2023	wundo.ch / Werdenberger & Obertoggenburger Online	Tourismus im Toggenburg: «Den Gast als Menschen sehen»
19 Oct 2023	ilgrigione.ch / Il Grigione Italiano Online	Il Cantone non vuole mettere le briglia a Airbnb
19 Oct 2023	Südostschweiz / BZ+BT+GL+LZ	PROFILFELD 1: TOURISMUS UND WIRTSCHAFT

18 Oct 2023	cdt.ch / Corriere del Ticino Online	Svizzera Il Gran consiglio grigionese non vuole mettere le briglia a Airbnb
18 Oct 2023	Keystone ATS / AgenziaTelegrafica Svizzera	GR: il Cantone non vuole mettere le briglia a Airbnb
17 Oct 2023	Swiss Snow Sports School Andermatt	Die neueste Episode des Unternehmenspodcast Alpenleben der Andermatt Swiss Alps ist da! In der zehnten Episode dreht sich alles um das Thema Community Building...
16 Oct 2023	Andermatt Swiss Alps	Podcast Alpenleben Episode 10 – Community Building. Destinationen in den Bergen stehen vielfach vor der Herausforderung, die Gemeinden das ganze Jahr über zu beleben...
9 Oct 2023	engadinerpost.ch / Engadiner Post/Posta Ladina	Tourismusfachleute mit weitem Blick
7 Oct 2023	Engadiner Post / Posta Ladina	Tourismusfachleute mit weitem Blick
5 Oct 2023	Klettgauer Bote	Der Naturpark Schaffhausen hat zwei neue Mitarbeiterinnen
5 Oct 2023	Zuger Zeitung	Zum Saisonabschluss das Prädikat «ausgezeichnet»
4 Oct 2023	Zuger Woche	Zum Saisonabschluss das Prädikat «ausgezeichnet» erhalten
1 Oct 2023	Immobilien Business	Neue Konzepte gefragt
30 Sep 2023	EventEmotion	Wechsel in der Institutsleitung der Fachhochschule Graubünden
27 Sep 2023	hotelier.ch / Hotelière Online	Themenhotels: Wer sich klar positioniert, hebt sich ab
26 Sep 2023	M+W / Mieten+Wohnen	Verdrängung in den Bergen
21 Sep 2023	Engadiner Post / Posta Ladina	Airbnb-Vorstoss: Antwort der Regierung befriedigt nicht
21 Sep 2023	Engadiner Post / Posta Ladina	Gästetaxen für Airbnb in Graubünden?
21 Sep 2023	engadinerpost.ch / Engadiner Post/Posta Ladina	Airbnb-Vorstoss: Antwort der Regierung befriedigt nicht

19 Sep 2023	Le Nouvelliste	Les effets secondaires du Covid touchent la HES-SO
19 Sep 2023	walliser-zeitung.ch / Walliser Zeitung	Marketing von Zermatt-Tourismus mit Köpfen aus allen Kantonen
17 Sep 2023	NZZ am Sonntag Magazin	«Verdammt, ich hab doch Ferien!»
16 Sep 2023	magazin.nzz.ch / NZZ Magazin Online	«Verdammt, ich hab doch Ferien!»
15 Sep 2023	Andermatt Swiss Alps	Ein zukunftssträchtiges Modell: Unternehmenspartnerschaft mit der FHGR Fachhochschule Graubünden. Seit Februar 2021 können wir als Andermatt Swiss Alps die Fachhochschule Graubünden zu unserer Kooperationspartnerin zählen...
13 Sep 2023	Hotellerie et Gastronomie Zeitung	Dominik Knaus
9 Sep 2023	Engadiner Post / Posta Ladina	Claudio Laager wird Direktor des Grand Hotels Kronenhof
8 Sep 2023	Engadiner Gipfel	Die Zeiten des Raubrittertums hat das Engadin längst zurückerobert
7 Sep 2023	Mediawork by Christoph Huser	Seit Anfang September hat MEDIAWORK Verstärkung im Team: Janine Frischknecht ist neu an Bord und verstärkt den Bereich Content...
7 Sep 2023	Bündner Tagblatt	Wacht endlich auf!
7 Sep 2023	htr Hotel Revue	Knaus folgt auf Hörburger bei der FH Graubünden
5 Sep 2023	Bündner Tagblatt	FHGR-Institut unter neuer Leitung
5 Sep 2023	La Quotidiana	L'institut per turissem e temp liber cun ina nova direzziun
5 Sep 2023	Südostschweiz / Bündner Zeitung	Institut für Tourismus und Freizeit der FHGR unter neuer Leitung
4 Sep 2023	htr.ch/de / Hotel u. Tourismus Revue	FH Graubünden: Institut für Tourismus und Freizeit unter neuer Leitung
4 Sep 2023	wirtschaftszeit.ch / Wirtschaftszeit Schweiz	Dominik Knaus neuer Leiter des Instituts für Tourismus und Freizeit an der Fachhochschule Graubünden

1 Sep 2023	Novitats	UNTER DRUCK
30 Aug 2023	Büwo / Bündner Woche	UNTER DRUCK
29 Aug 2023	Appenzeller Volksfreund	Wohnungsknappheit in den Alpen
26 Aug 2023	Engadiner Post / Posta Ladina	In Graubünden fehlen bis zu 2500 Wohnungen
25 Aug 2023	Bündner Tagblatt	Bündner Berggebieten fehlen bis zu 2500 Wohnungen
25 Aug 2023	ilgrigione.ch / Il Grigione Italiano Online	Pressione sul mercato delle abitazioni primarie
25 Aug 2023	Sarganserländer	Berggebieten fehlen Wohnungen
25 Aug 2023	suedostschweiz.ch / Südostschweiz Online	Neue Studie zeigt: Graubünden fehlen bis zu 3500 Wohnungen
25 Aug 2023	vilan24.ch / Vilan 24	Bündner Berggebieten fehlen bis zu 2500 Wohnungen
24 Aug 2023	awp Finanznachrichten	Bündner Berggebieten fehlen bis zu 2500 Wohnungen
24 Aug 2023	blick.ch / Blick Online	Bündner Berggebieten fehlen bis zu 2500 Wohnungen
24 Aug 2023	engadinerpost.ch / Engadiner Post/Posta Ladina	In Graubünden fehlen bis zu 2500 Wohnungen
24 Aug 2023	htr Hotel Revue	Schweizer Tourismus-Verband geht geeint und mit Leidenschaft voran
24 Aug 2023	Radio SRF 1 / Regionaljournal Graubünden / Regjournal GR 17.30	Im Bündner Berggebiet fehlen bis zu 2'500 Wohnungen
24 Aug 2023	radiocentral.ch / Radio Central	Bündner Berggebieten fehlen bis zu 2500 Wohnungen
24 Aug 2023	sarganserlaender.ch / Der Sarganserländer Online	Bündner Berggebieten fehlen bis zu 2500 Wohnungen
24 Aug 2023	watson.ch / Watson	Bündner Berggebieten fehlen bis zu 2500 Wohnungen

22 Aug 2023	UAS Grisons	Kultur als touristisches Angebotssegment und Standortfaktor ist schon von verschiedenen Akteuren im Kanton Graubünden behandelt worden. Doch bisher fehlt eine konkrete Umsetzung des Themas...
21 Aug 2023	engadinerpost.ch / Engadiner Post/Posta Ladina	Preise auf Erstwohnungsmarkt unter Druck
19 Aug 2023	Engadiner Post / Posta Ladina	Preise auf Erstwohnungsmarkt unter Druck
19 Aug 2023	ilbernina.ch / IL BERNINA	Domanda di abitazioni secondarie: sotto pressione i prezzi sul mercato delle abitazioni primarie
18 Aug 2023	htr.ch/de / Hotel u. Tourismus Revue	Grosse Nachfrage nach Zweitwohnungen im Bündnerland
18 Aug 2023	htr.ch/de / Hotel u. Tourismus Revue	FH Graubünden meldet grosse Nachfrage nach Zweitwohnungen
17 Aug 2023	UAS Grisons Tourism	Zukunft Berggebiet: Im Aufwind der nachhaltigen Entwicklung. 🌱 Zu diesem Thema organisiert das Reallabor Prättigau/Davos der FHGR Fachhochschule Graubünden gemeinsam mit der Region Prättigau/Davos am 3. und 4. Oktober 2023 eine Tagung in Klosters...
17 Aug 2023	Handelszeitung	Einfache Richtlinien für Praktiker
17 Aug 2023	La Quotidiana	Ils pretschs creschan vinayant
16 Aug 2023	Radio SRF 1 / Regionaljournal Graubünden / Regjournal GR 17.30	GR: Erst- und Zweitwohnungen wurden in den vergangenen Jahren deutlich teurer
16 Aug 2023	srf.ch / SRF Schweizer Radio und Fernsehen Online	Die Calandawölfin ist tot
8 Aug 2023	FHGR Tourism	Prüfungen ✅ Ein Kapitel neigt sich dem Ende und ein aufregendes neues Abenteuer beginnt demnächst! Wir freuen uns darauf, die Absolventen der Tourism Summer School im Bachelorstudiengang Tourismus an der FHGR Fachhochschule Graubünden willkommen zu heissen...

7 Aug 2023	berneroberlaender.ch / BZ Berner Oberländer Online	Für Pommes und Cola bitte in die nächste Beiz
7 Aug 2023	bernerzeitung.ch / Berner Zeitung Online	Für Pommes und Cola bitte in die nächste Beiz
7 Aug 2023	htr.ch/de / Hotel u. Tourismus Revue	Entdecken Sie die Kunst, Kundinnen und Kunden zu begeistern
7 Aug 2023	landbote.ch / Der Landbote Online	Für Pommes und Cola bitte in die nächste Beiz
7 Aug 2023	langenthalertagblatt.ch / BZ Langenthaler Tagblatt Online	Für Pommes und Cola bitte in die nächste Beiz
7 Aug 2023	thunertagblatt.ch / BZ Thuner Tagblatt Online	Für Pommes und Cola bitte in die nächste Beiz
27 Jul 2023	Schweizer Familie	HÖCHSTER EBENE
21 Jul 2023	htr.ch/fr / Hotel Revue FR	Le numérique pour atteindre les objectifs de durabilité
18 Jul 2023	werbewoche.ch/de / Werbewoche Online DE	Conscious Influence Hub: Constanze Fristensky von Farner verstärkt Vorstand
18 Jul 2023	werbewoche.ch/fr / Werbewoche Online FR	Conscious Influence Hub : Constanze Fristensky von Farner renforce le conseil d'administration
18 Jul 2023	werbewoche.ch/it / Werbewoche Online IT	Conscious Influence Hub: Constanze Fristensky von Farner entra a far parte del Consiglio di amministrazione
17 Jul 2023	kleinreport.ch / Klein Report Online	Constanze Fristensky von Farner verstärkt den Vorstand des Conscious Influence Hub
17 Jul 2023	persoenlich.com / Persönlich Online	Constanze Fristensky neu im Vorstand
14 Jul 2023	Der Bund	Da arbeiten, wo andere Ferien machen
13 Jul 2023	htr Hotel Revue	Le numerique pour atteindre les objectifs de durabilite
12 Jul 2023	bazonline.ch / Basler Zeitung Online	Ein verlassenes Kurhotel, ein neuer Investor, ein skeptisches Tal
12 Jul 2023	bernerzeitung.ch / Berner Zeitung Online	Ein verlassenes Kurhotel, ein neuer Investor, ein skeptisches Tal

12 Jul 2023	derbund.ch / Der Bund Online	Ein verlassenes Kurhotel, ein neuer Investor, ein skeptisches Tal
12 Jul 2023	landbote.ch / Der Landbote Online	Ein verlassenes Kurhotel, ein neuer Investor, ein skeptisches Tal
12 Jul 2023	langenthalertagblatt.ch / BZ Langenthaler Tagblatt Online	Ein verlassenes Kurhotel, ein neuer Investor, ein skeptisches Tal
12 Jul 2023	tagesanzeiger.ch / Tages-Anzeiger Online	Ein verlassenes Kurhotel, ein neuer Investor, ein skeptisches Tal
12 Jul 2023	thunertagblatt.ch / BZ Thuner Tagblatt Online	Ein verlassenes Kurhotel, ein neuer Investor, ein skeptisches Tal
12 Jul 2023	zsz.ch / Zürichsee-Zeitung Online	Ein verlassenes Kurhotel, ein neuer Investor, ein skeptisches Tal
12 Jul 2023	zuonline.ch / Zürcher Unterländer Online	Ein verlassenes Kurhotel, ein neuer Investor, ein skeptisches Tal
12 Jul 2023	zuonline.ch / Zürcher Unterländer Online	Ein verlassenes Kurhotel, ein neuer Investor, ein skeptisches Tal
11 Jul 2023	FHGR Tourism	Erfolgreicher Kick-Off der diesjährigen Tourism Summer School in Samedan 🌟🍷 Bei gutem Wetter und bester Stimmung konnte der erste Tag mit einem genüsslichen Grillabend ausgeklungen werden...
10 Jul 2023	Höhere Fachschule für Tourismus HFT Graubünden	🌟 SWATCH BEACH PRO GSTAAD 🌟 Studierende des CAS Event Managements, ein Kooperationsangebot der Höheren Fachschule für Tourismus (HFT) Graubünden und der FHGR Tourism, waren 5 Tage in Gstaad...
7 Jul 2023	berneroberlaender.ch / BZ Berner Oberländer Online	Sie arbeiten dort, wo andere Ferien machen
7 Jul 2023	langenthalertagblatt.ch / BZ Langenthaler Tagblatt Online	Sie arbeiten dort, wo andere Ferien machen
7 Jul 2023	zsz.ch / Zürichsee-Zeitung Online	Sie arbeiten dort, wo andere Ferien machen
6 Jul 2023	Anzeiger von Uster	Da arbeiten, wo andere Ferien machen

6 Jul 2023	bazonline.ch / Basler Zeitung Online	Sie arbeiten dort, wo andere Ferien machen
6 Jul 2023	Der Landbote	Da arbeiten, wo andere Ferien machen
6 Jul 2023	derbund.ch / Der Bund Online	Sie arbeiten dort, wo andere Ferien machen
6 Jul 2023	landbote.ch / Der Landbote Online	Sie arbeiten dort, wo andere Ferien machen
6 Jul 2023	Tages-Anzeiger	Da arbeiten, wo andere Ferien machen
6 Jul 2023	tagesanzeiger.ch / Tages-Anzeiger Online	Sie arbeiten dort, wo andere Ferien machen
6 Jul 2023	thunertagblatt.ch / BZ Thuner Tagblatt Online	Sie arbeiten dort, wo andere Ferien machen
6 Jul 2023	zuonline.ch / Zürcher Unterländer Online	Sie arbeiten dort, wo andere Ferien machen
6 Jul 2023	Zürcher Oberländer	Da arbeiten, wo andere Ferien machen
1 Jul 2023	Insight Magazin	BÜNDNER FERIENORTE REDUZIEREN CO2-FUSSABDRUCK
1 Jul 2023	Prättigauer und Herrschäftler	«Sind wie eine komplette Mini-Schweiz»
30 Jun 2023	Ägeritaler	6. Generalversammlung von Ägerital-Sattel Tourismus
29 Jun 2023	Anzeiger von Wallisellen	Schule: Zusammenarbeit in Ruanda
27 Jun 2023	@FH_Graubunden / UAS Grisons	Die digitale Landschaft in China ist divers, für Aussenstehende fast unüberschaubar. Erfahren Sie im neuen Blogbeitrag, warum eine Präsenz in China eine Chance für den Bündner Tourismus darstellt...
27 Jun 2023	UAS Grisons	Die digitale Landschaft in China ist divers, für Aussenstehende fast unüberschaubar. Mit über einer Milliarde aktiven Nutzern ist China der grösste digitale Markt...
27 Jun 2023	Jürg Kessler	Nach dem Ende der Coronamassnahmen Anfang 2023 dürfen Chinesinnen und Chinesen wieder ins Ausland reisen. Sie recherchieren lange auf eigenen Social-Media-Plattformen, bevor sie sich für eine Destination entscheiden...

27 Jun 2023	TV Südostschweiz TSO / Rondo News	Tourismus und Windenergie in Graubünden
26 Jun 2023	Bündner Tagblatt	Chinesen dort ansprechen, wo sie zu Hause sind
26 Jun 2023	rtr.ch / RTR Radiotelevision Svizra Rumantscha	7 projects per vender dapli products regionalis
23 Jun 2023	Sarganserländer	«Sind wie eine komplette Mini-Schweiz»
22 Jun 2023	Il Grigione Italiano	Sondaggio sui progetti a Maloja
8 Jun 2023	Bündner Tagblatt	Der Airbnb-Effekt soll erst einmal untersucht werden
8 Jun 2023	Bündner Tagblatt	SP sucht nach Mittel gegen Wohnungsnot
8 Jun 2023	Südostschweiz / Bündner Zeitung	Der Airbnb-Effekt soll erst einmal untersucht werden
8 Jun 2023	Südostschweiz / Bündner Zeitung	SP sucht nach Mittel gegen Wohnungsnot
31 May 2023	Blick	Personal muss regelmässig Konflikte trainieren
30 May 2023	blick.ch / Blick Online	Personal muss Konflikte regelmässig mit einem Profi trainieren!
29 May 2023	hotelinside.ch / Hotel Inside	Was steckt hinter dem „The Lubo“ in Luzern?
28 May 2023	blick.ch / Blick Online	In diesen Gemeinden werden Einheimische verdrängt
27 May 2023	msn.com/de-ch / MSN Schweiz Nachrichten	Problemzone Ferienwohnungen: In diesen Gemeinden werden Einheimische verdrängt
26 May 2023	Aroser Zeitung	«ES GILT DAS PRINZIP: ZUFRIEDEN, ABER UNTREU»
24 May 2023	abouttravel.ch/de / about Travel - DE	Logiernächte wieder auf Kurs
24 May 2023	Büwo / Bündner Woche	«ES GILT DAS PRINZIP: ZUFRIEDEN, ABER UNTREU»
24 May 2023	Büwo / Bündner Woche	PAUSENLOS
24 May 2023	Inline FH Schweiz	Vielfalt als Hochseilakt für innovative Köpfe

23 May 2023	YouTube / Fachhochschule Graubünden	Mit dem Tourismusstudium die Reise- und Freizeitbranche mitprägen
23 May 2023	Zuger Zeitung	Versammlung Ägerital-Sattel Tourismus
22 May 2023	FHGR Tourism	Last Wednesday, the students from the minor "health tourism management" were on excursion at the Grand Hôtel Bad Ragaz...
12.05.2023	FHGR Tourism	On Monday, the students from the second year went on excursion to Zurich within the destination management course...
9 May 2023	Jürg Kessler	Nachhaltigkeit im Tourismus - immer wieder ein Thema, das gerade auch in unserem Kanton heiss diskutiert wird...
8 May 2023	TV Südostschweiz TSO / Rondo News	Wie es um die Nachhaltigkeit des Bündner Tourismus steht
4 May 2023	Stadt Anzeiger Olten	Die Stehauffrau mag nicht mehr
4 May 2023	stadtanzeiger-olten.ch / Stadtanzeiger Olten Online	Die Stehauffrau mag nicht mehr
2 May 2023	FHGR Tourism	Gestern fand im Service Innovation Lab der FHGR Fachhochschule Graubünden ein Innovationsworkshop im Auftrag der Präsident*Innenkonferenz der Region Plessur statt...
1 May 2023	travelnews.ch / TRAVELNEWS	Optimale Kombination von Praxis und Theorie an der HFT Graubünden
28 Apr 2023	Baublatt	Tuktuks für den ÖV von Disentis
25 Apr 2023	htr.ch/de / Hotel u. Tourismus Revue	Q12 neu «Swisstainable» mit neuer Leitung der Geschäftsstelle
21 Apr 2023	Jürg Kessler	«New Work», neue Arbeitsformen für die Welt von morgen, sind seit geraumer Zeit in den verschiedensten Bereichen in aller Munde...
21 Apr 2023	Sarganserländer	«Destinationen wie Bad Ragaz sind für diese Kunden attraktiv»

20 Apr 2023	Bündner Tagblatt	«Es ist ein Markt mit einem enormen Potenzial»
20 Apr 2023	sarganserlaender.ch / Der Sarganserländer Online	«Destinationen wie Bad Ragaz sind für diese Kunden attraktiv»
20 Apr 2023	Südostschweiz / Bündner Zeitung	«Es ist ein Markt mit einem enormen Potenzial»
20 Apr 2023	suedostschweiz.ch / Südostschweiz Online	Livio Götz: «Die Golfstaaten sind ein Markt mit einem enormen Potenzial»
19 Apr 2023	batimag.ch / Batimag Online	Une région des Grisons parie sur le tuktuk électrique pour se déplacer
19 Apr 2023	htr.ch/de / Hotel u. Tourismus Revue	Neue Eventmanagerin bei Sils Tourismus
18 Apr 2023	FHGR Tourism	Durch die #Digitalisierung und dem gesellschaftlichen Wandel sind die Anforderungen an eine neue Arbeitswelt stark gestiegen....
18 Apr 2023	@FH_Graubunden / FHGR Fachhochschule Graubünden	Touristische Dienstleister nutzen jetzt Wörter wie Workation, Coworking oder Retreat, um «New Work» zu fördern. Es ist wichtig zu klären, was diese Konzepte bedeuten und wie sie sich unterscheiden. https://t.co/fOrLRV62Y #fhgr #newwork #workation
18 Apr 2023	FHGR Fachhochschule Graubünden	Touristische Dienstleister nutzen jetzt Wörter wie Workation, Coworking oder Retreat, um «New Work» zu fördern. Es ist wichtig zu klären, was diese Konzepte bedeuten und wie sie sich unterscheiden. Ausserdem sollten wir das Potenzial von «New Work» im Tourismus erkennen. Mehr dazu im neuen Wissensplatzbeitrag. #fhgr #newwork #workation
14 Apr 2023	baublatt	In der Surselva ist die Erreichbarkeit von Dörfern eine Herausforderung. Oft fällt die Wahl auf das Auto. Die Gemeinde Disentis und das Surselva Lab der FH Graubünden wollen dies mit «E-TukTuks» ändern.
14 Apr 2023	@baublatt / baublatt	In der #Surselva ist die Erreichbarkeit von Dörfern eine Herausforderung. Oft fällt die Wahl auf das Auto. Die Gemeinde #Disentis und das Surselva Lab der FH Graubünden wollen dies mit «E-TukTuks» ändern. https://t.co/y3toLzlg79

14 Apr 2023	baublatt.ch / Baublatt Online	Pilotprojekt für E-Mobilität: Tuktuks für den ÖV von Disentis
14 Apr 2023	MICE tip	KÖPFE UND KARRIEREN
13 Apr 2023	Facebook / Arosa	Umfrage ausfüllen und gewinnen! 🎁 In Kooperation mit der Fachhochschule Graubünden verlosen wir unter allen Teilnehmenden 20 Gutscheine mit einem Wert von bis zu 100 CHF 💰 ...
8 Apr 2023	Engadiner Post / Posta Ladina	Eventmanagerinnen und ein Eventmanager
7 Apr 2023	area UNIA	«Una legge da rivedere»
7 Apr 2023	Engadiner Gipfel	22 Event-Managerinnen und 1 Event-Manager auf dem Gipfel
6 Apr 2023	Gastro Journal	Graubünden: Umfrage
5 Apr 2023	htr.ch/de / Hotel u. Tourismus Revue	22 Event-Managerinnen und -Manager diplomiert
5 Apr 2023	Luzerner Zeitung Gesamt	Tourismusbranche wird digitaler
4 Apr 2023	Höhere Fachschule für Tourismus HFT Graubünden	🎓 23 diplomierte Event Managerinnen und -Manager CAS FHGR 🎉 Am vergangenen Wochenende durften 23 erfolgreiche Absolventinnen und Absolventen des «CAS Event Management 2022/23» ...
1 Apr 2023	20minuti.ch / 20 Minuti Ticino Online	«C'è abbastanza spazio per i turisti, ma non per noi»
1 Apr 2023	tio.ch / Ticino Online- 20 minuti	«C'è abbastanza spazio per i turisti, ma non per noi»
31 Mar 2023	@murschetg / Uolf Candrian	@CtfCrea Stimmt, dazu ist kürzlich auch das Ergebnis einer Studie der #FHGR veröffentlicht worden, für Flem/Flims: https://t.co/HuKcCDoNnk
31 Mar 2023	Blick	«Für Touristen hat es genug Platz, aber für uns nicht»
29 Mar 2023	Hotellerie et Gastronomie Zeitung	Chat GPT - Testo pronto con un semplice click
26 Mar 2023	RSI LA 1 / Telegiornale sera	Tuk-Tuk di montagna

24 Mar 2023	Radio SRF 1 / Regionaljournal Ostschweiz / Regjournal Ostschweiz 17.30	Pilotprojekt in Disentis: E-Tuk-Tuks als Ergänzung zum ÖV in der Bergregion
24 Mar 2023	srf.ch / SRF Schweizer Radio und Fernsehen Online	E-Tuk-Tuks als Ergänzung zum ÖV in der Bergregion
23 Mar 2023	htr Hotel Revue	Livio Götz übernimmt Marktleitung Golfstaaten
23 Mar 2023	htr Hotel Revue	Disentis und «Surselva Lab» tüfteln am E-Tuk-Tuk
23 Mar 2023	TV Südostschweiz TSO / Rondo News	E-Tuk-Tuks in Disentis
22 Mar 2023	FHGR Tourism	Since 1993 we celebrate World Water day on March 22. 💧 This year's World Water day aims to achieve the vision of sustainable water and sanitation for all by 2030...
22 Mar 2023	Südostschweiz / Glarner Nachrichten	Die Bündner E-Tuk-Tuks gehen in die zweite Testphase
21 Mar 2023	Bündner Tagblatt	Zwei Jubiläen an der FH Graubünden
21 Mar 2023	Bündner Tagblatt	Die Disentiser E-Tuk-Tuks gehen in die zweite Testphase
21 Mar 2023	Südostschweiz / Bündner Zeitung	Zwei Jubiläen an der FH Graubünden
21 Mar 2023	Südostschweiz / Bündner Zeitung	Die Disentiser E-Tuk-Tuks gehen in die zweite Testphase
18 Mar 2023	fokus.swiss / FOKUS DE	Auch Reisen können nachhaltig sein
18 Mar 2023	Smart Media im Tages- Anzeiger	Auch Reisen können nachhaltig sein
17 Mar 2023	rtr.ch / RTR Radiotelevisiun Svizra Rumantscha	Traffic individual cun tuctucs electrica vegn testà a Mustér
16 Mar 2023	htr.ch/de / Hotel u. Tourismus Revue	Mit dem E-Tuk Tuk durch Disentis
16 Mar 2023	La Quotidiana	Tuctucs electrica a Mustér sin buna via
16 Mar 2023	La Quotidiana	Tuctucs electrica enstagl autos a Mustèr

16 Mar 2023	Südostschweiz / BZ+BT+GL	TOURISMUS & WIRTSCHAFT
15 Mar 2023	Facebook / Südostschweiz	Gibt es an Orten, an denen der öffentliche Nahverkehr selten bis gar nicht kursiert, eine Alternative zum Auto? Das «Surselva Lab» der FHGR treibt in der Cadi mit Partnern eine Mobilitätslösung voran.
15 Mar 2023	abouttravel.ch/de / about Travel - DE	Von Downunder an den Arabischen Golf
15 Mar 2023	abouttravel.ch/fr / aboutTravel - FR	Nouveau visage pour Suisse Tourisme dans le Golfe
15 Mar 2023	htr.ch/de / Hotel u. Tourismus Revue	Livio Götz übernimmt Marktleitung Golfstaaten bei Schweiz Tourismus
15 Mar 2023	suedostschweiz.ch / Südostschweiz Online	Die Disentiser E-Tuk-Tuks gehen in die zweite Testphase
15 Mar 2023	travelnews.ch / TRAVELNEWS	Livio Götz wirbt in den Golfstaaten für die Schweiz
15 Mar 2023	werbewoche.ch/de / Werbewoche Online DE	Livio Götz wirbt neu in den Golfstaaten für die Schweiz
15 Mar 2023	werbewoche.ch/fr / Werbewoche Online FR	Livio Götz fait désormais la promotion de la Suisse dans les pays du Golfe
15 Mar 2023	werbewoche.ch/it / Werbewoche Online IT	Livio Götz promuove ora la Svizzera negli Stati del Golfo
15 Mar 2023	zentralplus.ch / zentralplus	Nach Airbnb-Initiative: Die Tourismusbranche schweigt
13 Mar 2023	FHGR Tourism	Exploring the world of tourism and networking! 🌍👉 Last week, five tourism students attended the graubünden Tourismstag and came back with a wealth of knowledge and new connections...
13 Mar 2023	Facebook / Arosa	❄️ Wintergewinnspiel ❄️ In Kooperation mit der Fachhochschule Graubünden veranstalten wir diese Jahr ein Gewinnspiel. Unter allen Teilnehmenden verlosen wir 20 Gutscheine mit einem Wert von bis zu 100 CHF...
12 Mar 2023	business24.ch / Business 24	Vitalpin fördert touristische Projekte, die auf nachhaltige Energie setzen. Jetzt bewerben

11 Mar 2023	24heures.ch / 24 heures Online	Passer sa résidence principale en secondaire, une affaire en or
11 Mar 2023	tdg.ch / Tribune de Genève Online	Passer sa résidence principale en secondaire, une affaire en or
10 Mar 2023	Aroser Zeitung	BEFRAGUNG VON MITARBEITENDEN IM TOURISMUS
10 Mar 2023	Bündner Tagblatt	Willkommen in Graubünden!
9 Mar 2023	Handelszeitung	«Lieferä statt laferä»
8 Mar 2023	CH Nachrichten 24	Zweite Apartmentinitiative: Die Rechtslücke führt zu einem Mangel an Wohnraum
8 Mar 2023	Hotellerie et Gastronomie Zeitung	Chat GPT - Text auf Knopfdruck
7 Mar 2023	hotellerie-gastronomie.ch/de / Hotellerie Gastronomie Zeitung Online DE	Chat GPT – Text auf Knopfdruck
6 Mar 2023	Blick	Wo, Wo, Wohnungen! Aber wie, wie, wie?
6 Mar 2023	Bündner Tagblatt	Angestellten wird der Puls gefühlt
6 Mar 2023	msn.com/de-ch / MSN Schweiz Nachrichten	Flims GR schlägt Alarm: Schlupfloch führt zu Wohnungsmangel
6 Mar 2023	Südostschweiz / Bündner Zeitung	Angestellten wird der Puls gefühlt
4 Mar 2023	Facebook / Südostschweiz	Eine Befragung der Fachhochschule Graubünden soll der Tourismusbranche helfen, die Bedürfnisse der Mitarbeitenden besser zu verstehen. Und so dem Fachkräftemangel entgegenwirken.
4 Mar 2023	blick.ch / Blick Online	Weil Wohnungen schleichend zu Ferienunterkünften werden
4 Mar 2023	suedostschweiz.ch / Südostschweiz Online	Mitarbeitenden im Bündner Tourismus wird der Puls gefühlt

2 Mar 2023	La Quotidiana	Project da «Community Building» ensemen cun Bregaglia
1 Mar 2023	Churer Magazin	Für die Zukunft gerüstet mit der FH Graubünden
1 Mar 2023	Immobilien Business	Communities bilden!
28 Feb 2023	FHGR Tourism	Wenn mühsame Leute und nicht funktionierende Self-Checkout-Kassen das Einkaufserlebnis ruinieren. ⚡🎯 Wie kann ein Einkaufserlebnis möglichst ohne äussere Störfaktoren ermöglicht werden? 💡 ...
28 Feb 2023	RSI Rete Uno / Grigioni sera	Rilancio di Maloja
20 Feb 2023	htr.ch/de / Hotel u. Tourismus Revue	Neue Abteilungsleiterin für Bucher Incoming
20 Feb 2023	htr.ch/de / Hotel u. Tourismus Revue	Tourismus – Von der Krise direkt in die Transformation
14 Feb 2023	@FH_Graubunden / FHGR Fachhochschule Graubünden	Ab Herbst 2023 bietet die FH Graubünden das Tourismusstudium zusätzlich als Teilzeitvariante an. Möglich macht dies eine Überarbeitung des Curriculums, dass den Bedürfnissen der Branche angepasst wurde. Mehr dazu im neuen Blogbeitrag. #fhgr #tourismus https://t.co/KeFmsLULLG
14 Feb 2023	FHGR Fachhochschule Graubünden	Ab Herbst 2023 bietet die FH Graubünden das Tourismusstudium zusätzlich zum Vollzeitstudium als Teilzeitvariante an. Möglich macht dies eine Überarbeitung des Curriculums, dass den Bedürfnissen der Branche angepasst und so aufgebaut wurde, dass das Studium Teil- oder Vollzeit besucht werden kann. Mehr dazu im neuen Blogbeitrag. #fhgr #fhgrblog #tourismus
13 Feb 2023	Bündner Tagblatt	Zehn Jahre an der FH Graubünden
13 Feb 2023	Südostschweiz / Bündner Zeitung	Zehn Jahre an der FH Graubünden
10 Feb 2023	Appenzeller Zeitung	Tourismusbranche wird digitaler
10 Feb 2023	Der Rheintaler	Tourismusbranche wird digitaler

10 Feb 2023	St. Galler Tagblatt / St. Gallen-Gossau-Rorschach	Tourismusbranche wird digitaler
10 Feb 2023	Thurgauer Zeitung	Tourismusbranche wird digitaler
10 Feb 2023	Toggenburger Tagblatt	Tourismusbranche wird digitaler
10 Feb 2023	Werdenberger & Obertoggenburger	Tourismusbranche wird digitaler
10 Feb 2023	Wiler Zeitung	Tourismusbranche wird digitaler
3 Feb 2023	Baublatt	Wenn trotz Gesetz Erstwohnungen zu Zweitwohnungen werden
2 Feb 2023	FHGR Tourism	Erfahre mehr zum Tourismusstudium an der FHGR am Infotag im März!
2 Feb 2023	luzernerzeitung.ch / Luzerner Zeitung Online	Andermatt will mit Community die Attraktivität steigern
1 Feb 2023	abouttravel.ch/de / about Travel - DE	Praxisprojekt zu Community Building in Andermatt und im Bergell
1 Feb 2023	booster-magazine.ch / booster-magazine Online	Pilotprojekt forscht zur Belebung von Gemeinden in Bergregionen
1 Feb 2023	Urner Wochenblatt	Bergdestinationen mit Communitys beleben
1 Feb 2023	zugerzeitung.ch / Zuger Zeitung Online	Andermatt will mit Community die Attraktivität steigern
31 Jan 2023	Facebook / Urner Zeitung	Andermatt Swiss Alps, Bregaglia Engadin Turismo und die FHGR Fachhochschule Graubünden spannen für die Entwicklung nachhaltiger Communitys in Destinationen in Bergregionen zusammen. Bis Ende 2025 sollen Pilotprojekte in die Praxis umgesetzt werden.
31 Jan 2023	Immobilien Business	BergellDer Immobilienentwickler Andermatt Swiss Alps kooperiert mit Bregaglia Engadin Turismo und der Fachhochschule Graubünden. Für die Entwicklung nachhaltiger Communities in Bergregionen soll bis Ende 2025 ein praxisorientierter Leitfaden erarbeitet werden.

31 Jan 2023	htr.ch/de / Hotel u. Tourismus Revue	Können Communities Bergdestinationen zukunftsfähiger machen?
31 Jan 2023	htr.ch/de / Hotel u. Tourismus Revue	Kompensation in der Kritik
31 Jan 2023	immobilienbusiness.ch / Immobilien Business Online	Community Building soll Bergregionen ganzjährig beleben
31 Jan 2023	La Quotidiana	In mais da pais
31 Jan 2023	nidwaldnerzeitung.ch / Nidwaldner Zeitung Online	Andermatt will mit Community die Attraktivität steigern
31 Jan 2023	obwaldnerzeitung.ch / Obwaldner Zeitung Online	Andermatt will mit Community die Attraktivität steigern
31 Jan 2023	Urner Zeitung	Andermatt bildet Community
31 Jan 2023	urnerzeitung.ch / Urner Zeitung Online	Andermatt will mit Community die Attraktivität steigern
30 Jan 2023	Andermatt Swiss Alps	Praxisprojekt zu Community Building in Andermatt und im Bergell. Viele Schweizer Bergdestinationen stehen vor der Herausforderung, eine Gemeinde ganzjährig zu beleben...
30 Jan 2023	Academia Engiadina AG	Bachelor in Tourism – Tourism Summer School der Fachhochschule Graubünden
30 Jan 2023	Presseportal Schweiz	Praxisprojekt zu Community Building in Andermatt und im Bergell
30 Jan 2023	Presseportal Schweiz	Praxisprojekt zu Community Building in Andermatt und im Bergell
30 Jan 2023	nau.ch / Nau	Projekt zum «Community Building» in Andermatt und im Bergell
30 Jan 2023	presseportal.ch/de / Presseportal DE	Praxisprojekt zu Community Building in Andermatt und im Bergell
30 Jan 2023	punkt4.info / punkt4.info	Pilotprojekt forscht zur Belebung von Gemeinden in Bergregionen

26 Jan 2023	YouTube / Fachhochschule Graubünden	Erweitern Sie Ihr Wissen an der Tourism Summer School
26 Jan 2023	htr Hotel Revue	Kompensation in der Kritik
26 Jan 2023	Südostschweiz / RSO Info Abend 17.00 - 18.30 / News	Zweitwohnungsanteil in Tourismuszentren nimmt weiter zu
25 Jan 2023	Bündner Tagblatt	In einem Rechtsstaat wird Eigentum geschützt
25 Jan 2023	Südostschweiz / Bündner Zeitung	In einem Rechtsstaat wird Eigentum geschützt
24 Jan 2023	Davoser Zeitung	Umnutzungsgeschehen bei Zweitwohnungen
24 Jan 2023	Jungfrau Zeitung	Wie Erstwohnungen zu Zweitwohnungen werden
24 Jan 2023	La Quotidiana	«I dovra bler flad»
24 Jan 2023	La Quotidiana	Adattar vulan blers - ma different
23 Jan 2023	Il Grigione Italiano	Abitazioni primarie si trasformano in secondarie
23 Jan 2023	derbrienzer.ch / Der Brienzer Online	Wie Erstwohnungen zu Zweitwohnungen werden
23 Jan 2023	deroberhasler.ch / Der Oberhasler Online	Wie Erstwohnungen zu Zweitwohnungen werden
23 Jan 2023	echovongrindelwald.ch / Echo von Grindelwald Online	Wie Erstwohnungen zu Zweitwohnungen werden
23 Jan 2023	jungfrauzeitung.ch / Jungfrau Zeitung	Wie Erstwohnungen zu Zweitwohnungen werden
22 Jan 2023	Il Grigione Italiano	Abitazioni primarie si trasformano in secondarie
22 Jan 2023	ilgrigione.ch / Il Grigione Italiano Online	Le residenze primarie si trasformano spesso in abitazioni secondarie grazie ad una scappatoia. Ciò malgrado la Legge federale sulle seconde case. (foto archivio)
21 Jan 2023	Appenzeller Volksfreund	Immer mehr wertvoller Wohnraum geht verloren
20 Jan 2023	Il Bernina	Come le residenze primarie si trasformano in secondarie - ilbernina.ch

20 Jan 2023	baublatt.ch / Baublatt Online	Wenn trotz Zweitwohnungsgesetz Erstwohnungen zu Zweitwohnungen werden
20 Jan 2023	ilbernina.ch / IL BERNINA	Come le residenze primarie si trasformano in secondarie
20 Jan 2023	ticinonews.ch / TicinoNews	Vietato costruire nuove case secondarie? Si trasformano le primarie
19 Jan 2023	Radio Freiburg	Nachrichten 19.00
19 Jan 2023	Radio Munot	Info 19.00 - 20.00
19 Jan 2023	Radio Freiburg	Nachrichten 18.00
19 Jan 2023	Ticinonews.ch	La Scuola universitaria professionale dei Grigioni (SUP GR) ha analizzato il numero di unità abitative in cui il fenomeno si verifica. L'istituto di ricerca ha constatato che la conversione avviene nonostante la norma sulle seconde case
19 Jan 2023	Facebook / Südostschweiz	Eine Untersuchung der Fachhochschule Graubünden zeigt am Beispiel Flims, auf welche Art und Weise Tourismusgemeinden Erstwohnraum verlieren. Das Zweitwohnungsgesetz hängt entscheidend damit zusammen.
19 Jan 2023	awp Finanznachrichten	Wie Erstwohnungen schleichend zu Zweitwohnungen werden
19 Jan 2023	awp Finanznachrichten	Wie Erstwohnungen schleichend zu Zweitwohnungen werden
19 Jan 2023	bluewin.ch/it / Bluewin IT - blue News	Nei Grigioni troppe residenze primarie trasformate in secondarie?
19 Jan 2023	Bündner Tagblatt	Wie Erstwohnungen still und leise verschwinden
19 Jan 2023	cash.ch / Cash	Wie Erstwohnungen schleichend zu Zweitwohnungen werden
19 Jan 2023	Keystone ATS / AgenziaTelegrafica Svizzera	GR: come le residenze primarie si trasformano in secondarie
19 Jan 2023	Keystone ATS / AgenziaTelegrafica Svizzera	GR: come le residenze primarie si trasformano in secondarie

19 Jan 2023	Keystone SDA / Schweizerische Depeschenagentur	Wie Erstwohnungen schleichend zu Zweitwohnungen werden
19 Jan 2023	Keystone SDA / Schweizerische Depeschenagentur	Wie Erstwohnungen schleichend zu Zweitwohnungen werden
19 Jan 2023	La Quotidiana	Adina dapli habitaziuns secundaras
19 Jan 2023	nau.ch / Nau	Wie Erstwohnungen schleichend zu Zweitwohnungen werden
19 Jan 2023	Radio Munot / Drei bis bei 18.00 - 19.00 / Info kompakt	Wenn trotz Zweitwohnungsgesetz Erstwohnungen zu Zweitwohnungen werden
19 Jan 2023	schweizerbauer.ch / Schweizer Bauer Online	Wie Erstwohnungen zu Zweitwohnungen werden
19 Jan 2023	Südostschweiz / Bündner Zeitung	Wie Erstwohnungen still und leise verschwinden
19 Jan 2023	suedostschweiz.ch / Südostschweiz Online	Wie Tourismusorte schleichend Wohnraum für Einheimische verlieren
19 Jan 2023	swissinfo.ch/ita / swissinfo IT	GR: come le residenze primarie si trasformano in secondarie
19 Jan 2023	swissquote.ch/de / Swissquote Bank DE	Wie Erstwohnungen schleichend zu Zweitwohnungen werden
19 Jan 2023	tvsvizzera.it / tv svizzera	GR: come le residenze primarie si trasformano in secondarie
19 Jan 2023	volksblatt.li / Liechtensteiner Volksblatt online	Wie Erstwohnungen schleichend zu Zweitwohnungen werden
19 Jan 2023	yourmoney.ch/de / Yourmoney DE	Wie Erstwohnungen schleichend zu Zweitwohnungen werden
18 Jan 2023	GR Heute	«Insgesamt konnte jedoch in 112 Fällen oder bei mehr als 10 Prozent aller Handänderungen eine Umnutzung einer altrechtlichen Wohnung zu einer Zweitwohnung nachgewiesen werden. Dies entspricht durchschnittlich 22 «stillen Konversionen» pro Jahr.»

18 Jan 2023	Facebook / RTR Radiotelevisiun Svizra Rumantscha	In studi da la Scol'auta dal Grischn ha chattà che bleras abitaziuns primaras vegnan midadas tar abitaziuns secundaras a Flem...
18 Jan 2023	Flims	In studi da la Scol'auta dal Grischn ha chattà che bleras abitaziuns primaras vegnan midadas tar abitaziuns secundaras a Flem...
18 Jan 2023	grheute.ch / GR Heute	Flims hat ein Zweitwohnungsproblem
18 Jan 2023	SRF 1 / Telesguard	Zweitwohnungen in Flims GR
10 Jan 2023	TV Südostschweiz TSO / Rondo News	Die Zukunft des Wintertourismus
8 Jan 2023	nau.ch / Nau	Warme Winter: Sterneküche soll Bergregionen vor Gästeflaute retten
8 Jan 2023	suedostschweiz.ch / Südostschweiz Online	«Touristische Leistungsträger müssen sich dem Klimawandel stellen»
7 Jan 2023	blick.ch / Blick Online	«Tiefe Skigebiete sollten eine Exit-Strategie entwickeln»
7 Jan 2023	blick.ch/fr / Blick Romandie	«Les stations de ski de basse altitude doivent se réinventer», selon un expert
7 Jan 2023	Schweiz am Wochenende / Bündner Tagblatt	«Eine Zukunftsstrategie ist wichtig»
7 Jan 2023	Schweiz am Wochenende / Bündner Tagblatt	Fachmann rät Skigebieten in tiefen Lagen zur Exitstrategie
7 Jan 2023	Schweiz am Wochenende / Bündner Zeitung	«Eine Zukunftsstrategie ist wichtig»
7 Jan 2023	Schweiz am Wochenende / Bündner Zeitung	Fachmann rät Skigebieten in tiefen Lagen zur Exitstrategie
2 Jan 2023	suedostschweiz.ch / Südostschweiz Online	Studium und Arbeit kombinieren – die Ausbildung mit Perspektive
1 Jan 2023	Churer Magazin	Warum Sie gerade jetzt Tourismus studieren sollten
1 Jan 2023	Churer Magazin	Lösungsansätze diskutiert

Table 17: ITF press articles

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