



Fachhochschule Graubünden  
University of Applied Sciences

*Institute for Tourism and Leisure*

Institute for Tourism and Leisure (ITF)  
**Annual Report**

2022 edition



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## Foreword

It has been an inspiring – and busy – year for the Institute for Tourism and Leisure (ITF): I am delighted to be able to present our latest report on our Institute’s activities and achievements. As you will doubtless realise when reading it, 2022 saw us as a team attain many accomplishments and undergo all kinds of experiences. I would like to hand-pick a few of them to highlight in this introduction. To start with, though, I would like to mention a matter very close to my heart: all the progress we made and all the goals we reached over the past year would not have been possible without the skill, the expertise, the dedication and the passion of all our employees. As a result, I would like to use this opportunity to express my thanks to our colleagues for their inestimable contribution in 2022. I do not take this for granted; I am delighted to be part of such a professional team. Of course, we can also rely on the dedication, creativity, resilience and support of our students, employees, external teaching officers and alumni, as well as our allies and friends of the University of Applied Sciences of the Grisons and the entire world. You, too, deserve our heartfelt gratitude!

### **Reflections on 2022**

As an institute, we embody the fourfold remit of a Swiss university day in, day out: education, research, service and further education. In the field of education, our three courses continued to feel the after-effects of the coronavirus pandemic in 2022. As registration figures had stagnated, the decision was made to cease the Bachelor’s degree in Tourism with specialisation in “Service Innovation and Design” and not admit any new students to this course going forward. This decision has enabled us to integrate specific parts of this exciting curriculum into the existing “Tourism” course and offer it as a new specialisation within this course from the autumn semester 2023 onwards. One notable teaching highlight in 2022, and one of which participants will doubtless keep fond memories, is the many projects with partners from industry, be they Rhätische Bahn, Swiss Youth Hostels or various Alpine destinations, just to list a few. Alongside this, excursions provided for no shortage of excitement over the past year, with these trips taking students to an array of national and international destinations. In this respect, it is worth highlighting, for instance, the project weeks in self-selected Mediterranean destinations (the Study Week Abroad), the experiences in Zurich and the study trip to Dubai.

One year ago, we announced our plan to further expand and reposition our internal range of research and services. We have successfully started this process and the first fruits of our labours are already visible: our order volume has picked up substantially, with satisfied partners keen to work with us again in the future by their own admission. Over the past year, we were fortunate enough to be involved in exciting projects. Whether investigations into cutting-edge topics such as ‘New Work’, ‘the shortage of specialist workers and staff in tourism’ and ‘robotics in the hotel industry’, our colleagues were at the beating heart of the action at all times over the past year and were able to use their knowledge in a targeted way. Alongside this, our services have seen some lovely successes: we have been able to support an array of businesses by providing the strategic and financial consulting for hotels and other accommodation providers and their infrastructures.

In my view, the successes are clear evidence of a positive cycle in which good things beget good things and outstanding achievements beget outstanding achievements. A simple but successful formula and one that is currently working well at ITF.



Prof. Dr. Patric Arn  
Head of the Institute for Tourism and Leisure

## 1 Institute for Tourism and Leisure: Organisation and Management

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

Our Bachelor's and Master's programmes in Tourism 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 'The digital transformation in tourism', 'Tourism and leisure structures' and 'Tourist lived environments.' Our partners and clients are destinations, service providers and associations, as well as politicians and administrators. We work with them to develop solutions to corporate, social and political issues relating to tourism and leisure, integrating our students into this whenever possible so we can assist them in building up practical skills.

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

### **Department Lived Environment**

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 for Development in the Alpine Space 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 Alpine region, so heavily impacted by tourism, and to its further development.

## 1.1 Organisation

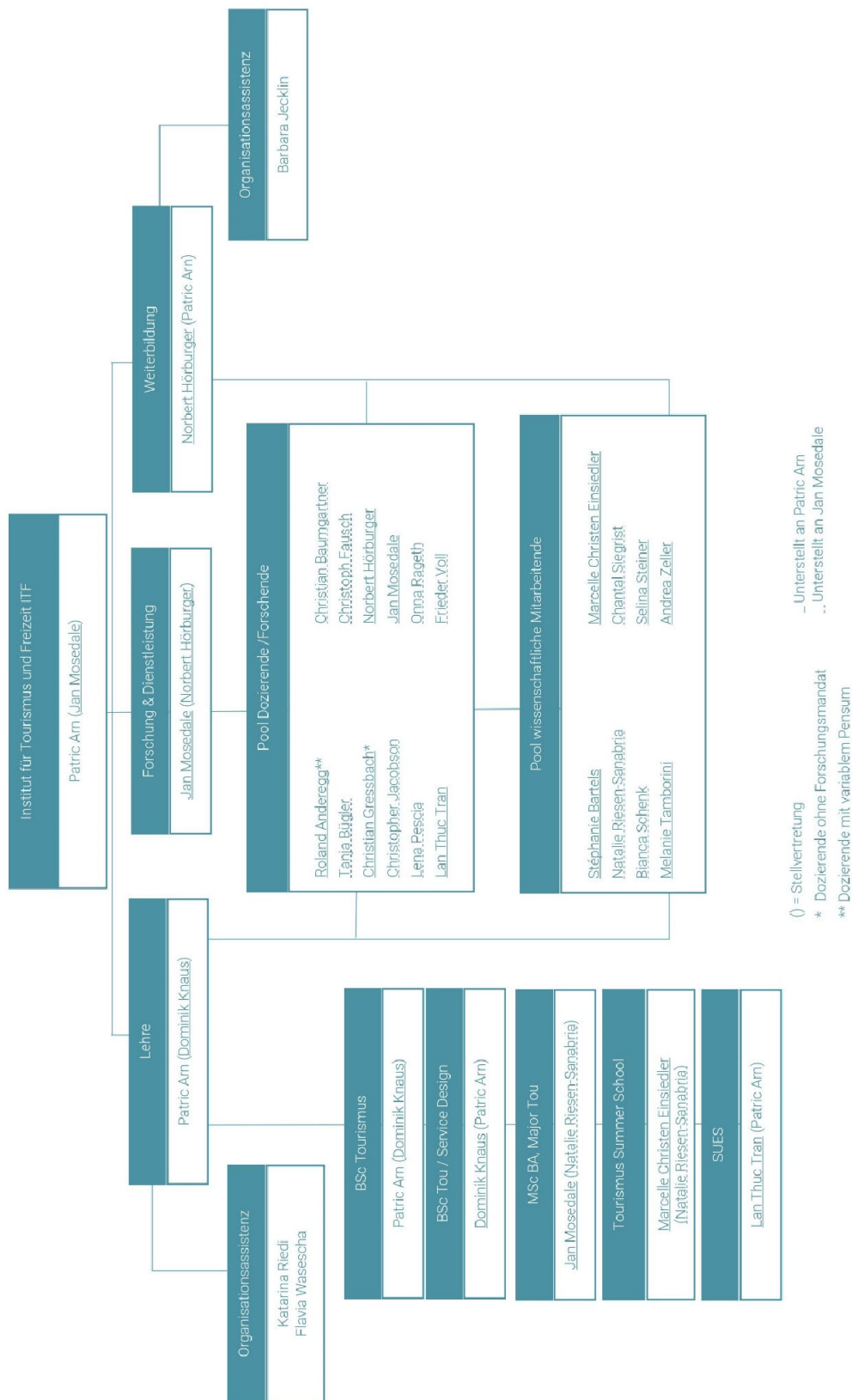


Figure 2: Organisation of the Institute for Tourism and Leisure (ITF)

## 1.2 ITF team

(As of 31 Dec 2022)

### Head of ITF Director of Studies I for the BSc in Tourism

Director of Specialist Group



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

### Head of Research & Service Director of Studies I for the MSc BA, Tourism & Change

Deputy Director of Specialist Group



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

### Director of Studies I for Further Education

Deputy Head of Research & Service



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

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

Deputy Head of Teaching



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

## Teaching staff



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



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



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



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



**Lan T. Tran**  
Dr. phil.  
Tel. +41 (0)81 286 38 33  
thuclan.tran@fhgr.ch

## Academic project directors



**Tanja Bügler**  
MSc in Life Sciences  
Tel. +41 (0)81 286 37 76  
tanja.buegler@fhgr.ch



**Christoph Fausch**  
MA UZH Management &  
Economics  
Tel. +41 (0)81 286 36 76  
christoph.fausch@fhgr.ch



**Christopher Jacobson**  
MSc in Business Administration  
Tel. +41 (0)81 286 24 46  
christopher.jacobson@fhgr.ch



**Onna Rageth**  
MA in Creative Events Management  
Tel. +41 (0)81 286 37 66  
onna.rageth@fhgr.ch



**Frieder Voll**  
Dr. rer. nat.  
Tel. +41 (0)81 286 39 86  
frieder.voll@fhgr.ch

## Academic project staff



**Stéphanie Bartels**  
BSc in Tourism  
Tel. +41 (0)81 286 38 67  
Stephanie.bartels@fhgr.ch



**Marcelle Christen Einsiedler**  
Engineer ENSIAA  
Tel. +41 (0)81 286 37 10  
marcelle.christeneinsiedler@fhgr.ch



**Natalie Riesen-Sanabria**  
Graduate in Business  
Economics (University of  
Applied Sciences)  
Tel. +41 (0)81 286 39 91  
natalie.riesen-sanabria@fhgr.ch



**Chantal Siegrist**  
BSc in Tourism  
Tel. +41 (0)81 286 37 32  
chantal.siegrist@fhgr.ch



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



**Selina Steiner**  
MSc in Business Administration  
Tel. +41 (0)81 286 39 22  
selina.steiner@fhgr.ch





**Melanie Tamborini**  
MSc in Sport and  
Leisure Management  
Tel. +41 (0)81 286 36 49  
melanie.tamborini@fhgr.ch



**Andrea Zeller**  
MSc in Environment & Natural  
Resources  
Tel. +41 (0)81 286 38 63  
andrea.zeller@fhgr.ch

## Organisational support



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



**Katarina Riedi**  
Commercial clerk  
Tel. +41 (0)81 286 39 31  
katarina.riedi@fhgr.ch



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

### 1.3 Advisory Board

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

<b>Members</b>	<b>Position*</b>
Pietro Beritelli, Prof. Dr.	Deputy Director IMP-HSG
Michael Caflisch, lic.rer.pol	Head of Tourism Development, Economic Development and Tourism Agency of the Grisons
Barbara Friedrich	Head of Member and ERFA Groups HotellerieSuisse
Reto Gurtner, lic.oec., lic.iur.	President and delegate of the Board of Directors of Weisse Arena AG
Julia Kamber, Dr. med.	Member of the clinic’s management, Klinik Gut
Richard Kämpf, lic.rer.pol.	Head of Tourism Policy at the State Secretariat for Economic Affairs, SECO
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

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

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

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

### **Bachelor of Science (BSc) in Tourism**

(Prof. Dr. Patric Arn)

The full-time Bachelor's degree in Tourism is one of the central pillars at the ITF, and, by extension, underpins the entirety of the University of Applied Sciences of the Grisons. Students on the course come from our home canton and other parts of Switzerland, generally German-speaking regions. In addition, there is always a good number of overseas students on the course. Our language concept enables the degree to be provided both in a fully English-language variant and in mixed classes with courses 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. As the coronavirus pandemic began to wind down, the planned exchanges were able to take place once again last year, to our students' delight.

## 2.1 Student Numbers

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

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
BSc in Tourism students FT <sup>1</sup> and PT <sup>2</sup>	317	322	316	279	266	259	324	338	337	271	230
First-year students: Bachelor's level											
– BSc in Tourism	131	115	105	81	93	97	94	87	71	30	27
– BSc in Tourism, Service Design major (PT)						20	33	25	12	17	
Number of classes BSc in Tourism, first year of study, German	3	3	3	2	2	2	2	2	2	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	

\*Matriculated on 1 January 2022, \*\*AS = autumn semester

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

The following specialisations (majors and minors) are offered within the full-time BSc in Tourism.

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Event Management major (ended in 2015)	19	18	24								
Event Communication major from AS* 2015				19	11	15	18	19	33	23	23
Leadership major (ended in 2017)	3	6	10	4	3	3					
Leadership and Change major from AS 2018 **							2	5	2	10	9
Mountain and Leisure Management major (ended in 2015)	10	0	0								
Marketing and Product Development in Tourism major	27	21	12	14	19	11	16	34	10	19	20

<sup>1</sup>FT = full-time

<sup>2</sup>PT = part-time

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

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

Table 3: Student numbers for the majors

The development of student numbers for the minors is below.

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Hospitality Management minor	26	30	33	30	24	23	36	22	38	35	21
Media and Public Relations minor	60	45	67	56	66	26	33	40	44	53	35
Niche Tourism minor	17	17	19	26	28	28	33	37	44	43	40
Leisure Management minor	31	25	10	23	26	16	19	19	27	27	24
Leadership and Organisational Behaviour minor (ended in 2019)	54	41	48	38	44	21	40	40			
Mountain Tourism Management minor from 2013		14	10	14	16	13	13	15	19	14	12
Sports Event Management minor, Event Management minor from 2015 (ended in 2018)	43	45	31	45	0	23					
Designing Memorable Experiences minor from 2015				37	29	25	26	21	20	43	41
Health Tourism Management minor from 2018							22	25	28	24	22
Aviation Management minor from AS* 2017						19	33	38	26	22	32
Academic Research in an International Context minor from 2019								4	0	4	4
Sports Tourism minor from 2020									30	25	24
Cruise Tourism minor from 2020*									3	6	

\*AS = autumn semester, \*\*a collaboration with Euro FH Hamburg (D)

Table 4: Student numbers for the minors

## 2.2 Dissertations

The Bachelor Thesis is the most important dissertation, and, with 12 ECTS credits, the one that carries the most weight, too. With the Bachelor Thesis, students at the end of their degree show that they are able to independently plan out a demanding hypothesis of practical relevance within the specialist disciplines of tourism and leisure, 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 2022, full-time: 100**

Divided by language

– English	63
– German	37

Divided by location

– Grisons	17
– Rest of Switzerland	80
– International	3

Table 5: Overview of Bachelor Theses, full-time, 2022

**Total number of Bachelor Theses 2022, part-time (Service Innovation & Design course): 32**

Divided by language		
	– English	0
	– German	32
Divided by location		
	– Grisons	9
	– Rest of Switzerland	23

Table 6: Overview of Bachelor Theses, part-time, 2022

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

As in every spring semester, the Study Week Abroad/Study Days Abroad, the practical component of the Project Management module, took place in the first week of June. Following the years of the pandemic, it was finally possible to undertake these trips in person once again and conduct the chosen investigations in the international destinations in question.

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

The Study Days Abroad took place for the Service Innovation and Design course for the fourth time in the spring semester. The Study Days Abroad are a shortened version of the Study Week Abroad, for our part-time students, where students explore a topic with a close connection to service design. Pleasingly, the Study Days 2022 could once again take place in the destinations selected by the students.

The following topic areas and questions were at the heart of the spring semester 2022:

<b>Objectives and topics</b>	<b>Supporting lecturer</b>
Berlin Schöneweide – an industrial area as cultural heritage	Marcelle Christen Einsiedler
– Over the past 20 years, which economic factors have contributed to the industrial plants in Berlin’s Schöneweide district developing into a cultural heritage site?	
– Over the past 20 years, which sociocultural factors have contributed to the industrial plants in Berlin’s Schöneweide district developing into a cultural heritage site?	
– Were there factors that have sped up or slowed down this development to a particular extent?	

<p>Bornholm – a sustainable role model for tourism?</p> <ul style="list-style-type: none"> <li>– What is the potential economic impact of Bornholm’s carbon-neutral energy goal by 2025 on its tourism industry?</li> <li>– How does Bornholm engage in tourism without compromising its goal of carbon neutrality?</li> <li>– To what extent are tourism businesses involved in implementing the carbon-neutral goal?</li> </ul>	<p>Dr Frieder Voll</p>
<p>Dubrovnik and Game of Thrones</p> <ul style="list-style-type: none"> <li>– How did the Game of Thrones series change the supply of local small and medium tourism enterprises since 2010?</li> <li>– How did the local small and medium tourism enterprises adapt to the changes?</li> <li>– How do local small and medium tourism enterprises position themselves with a long-term connection to the Game of Thrones series?</li> </ul>	<p>Dr Thuc Lan Tran</p>
<p>Freiburg im Breisgau</p> <ul style="list-style-type: none"> <li>– How can businesses in Freiburg im Breisgau benefit from the Europa-Park?</li> <li>– In what way do businesses in Freiburg im Breisgau cooperate with the Europa-Park?</li> </ul>	<p>Frank Bumann</p>
<p>Madeira</p> <ul style="list-style-type: none"> <li>– How can Madeira’s tourism sector support the further development of slow tourism while still being able to compete with similar island destinations?</li> <li>– How is the culture in Madeira being kept alive while tourism is growing, and how are different traditions kept up for the sake of tourism?</li> </ul>	<p>Niall McLauchlan</p>
<p>Stockholm</p> <ul style="list-style-type: none"> <li>– What kind of processes have been introduced into Stockholm’s culinary scene with regard to environmental aspects within the last 5 years and what kind of plans/measures are still necessary to reach the climate goals of 2040?</li> <li>– Which local suppliers/products (of the food industry) in Stockholm are the benchmark for further development towards the climate goals of 2040?</li> <li>– What kind of challenges or problems could the food industry in Stockholm face while trying to achieve the climate goals of 2040?</li> </ul>	<p>Christian Gressbach</p>
<p>Valencia</p> <ul style="list-style-type: none"> <li>– What was the desired impact of the tourist card on the demand for public transport by tourists?</li> <li>– What do different tourism service providers in the city of Valencia think about the tourism card today?</li> </ul>	<p>Rosa Maria Schircks</p>
<p>Venice – over-tourism</p> <ul style="list-style-type: none"> <li>– What are the different options that are being considered for putting in place the new taxation system for day tourists?</li> <li>– What is the intended impact on tourism that local authorities (government, APT Venezia) want to achieve through this new tax system?</li> <li>– What is the expected effect on tourism operators of this new tax system?</li> </ul>	<p>Christian Baumgartner</p>



Luxembourg (Service Innovation & Design students)	Nils Solanki
<ul style="list-style-type: none"> <li>– How satisfied are Luxembourg city hotels with the Visit Luxembourg website?</li> <li>– What possibilities are there for the further development of this website from the point of view of the above-mentioned stakeholders?</li> </ul>	
Zermatt (Service Innovation & Design students)	Dominik Knaus
<ul style="list-style-type: none"> <li>– How is the Matterhorn used as a marketing symbol by service providers in Zermatt to address different target groups?</li> <li>– How satisfied are the selected stakeholders with the use of the Matterhorn in the marketing strategy of Zermatt tourism in the last 5 years?</li> <li>– What influence does the Matterhorn have as part of Zermatt Tourism’s marketing strategy to differentiate itself in the Swiss market?</li> </ul>	

Table 7: Objectives/topics and supporting lecturers for the Study Week/Study Days Abroad 2022

## 2.4 Distinguished Speaker Series (DSS)

The Distinguished Speaker Series (DSS) encompasses a series of guest lectures given by well-known figures from the world of tourism and the service industry. The events are free and open to all. The DSS format was launched in 2015 and, over the past few years, it has continued to gain a foothold at the ITF. It is attended by large numbers of stakeholders, both from inside the Institute and outside, and this year, we were once again fortunate to welcome top-class speakers. As the coronavirus pandemic remained a factor, the majority of the events were held online during the spring semester. In the autumn semester, the bulk of the events took place on site in the auditorium of the main building.

Date	Speaker	Topic
3 Mar 2022	Iris Hollinderbäumer Lufthansa Technik AG	Innovation beyond the hype – a learning journey
17 Mar 2022	Julien Kolly About You Services SA	About You, the missing link in market research
23 Apr 2022	StudentHUB Event As part of Swiss Sustainability Week	Paul Urchs from Hotel Adula in Flims on sustainable catering, incl. refreshments
7 Apr 2022	Aradhana Khowala Aptamind Partners	Heroes and ‘She’roes – work in progress or work not yet begun?
13 Oct 2022	Janine Bunte Schweizer Jugendherbergen	Leadership and how it came about
3 Nov 2022	Joachim Schoss Founder ImmoScout24	From a start-up to a leading digital company
1 Dec 2022	Nicole Rösch Collette Tours	Customer experience in group travel

Table8: Overview of speakers at DSS 2022

## 2.5 Student Exchange

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

Spring semester 2022			
Incoming		Outgoing	
SRH Berlin University of Applied Sciences, Germany	2	FH Wien, Austria	2
Hochschule Harz, Germany	1	MCI Innsbruck, Austria	2
HES-SO Valais Wallis, Switzerland	1	SRH Berlin, Germany	1
		Universitat de les Illes Balears, Spain	1
		Universitat de Girona, Spain	3
		Breda University of Applied Sciences, The Netherlands	1
		Budapest Metropolitan University, Hungary	1
		JAMK University of Applied Sciences, Finland	2
		Udayana University, Indonesia	2
<b>Total</b>	<b>4</b>	<b>Total</b>	<b>15</b>

Table 9: Overview of exchange students for spring semester 2022

Autumn semester 2022			
Incoming		Outgoing	
SRH Berlin University of Applied Sciences, Germany	2	FH Wien, Austria	1
Hochschule Harz, Germany	1	Budapest	1
HES-SO Valais Wallis, Switzerland	1	Haaga-Helia University of Applied Sciences, Finland	3
		UAB Barcelona, Spain	2
		Universitat de les Illes Balears, Spain	1
		Breda University of Applied Sciences, The Netherlands	3
		Guelph	2

	Thompson Rivers University, Canada	1
	San Diego State University, USA	1
<b>Total</b>	<b>4 Total</b>	<b>15</b>

Table 10: Overview of exchange students for autumn semester 2022

## 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 the Höhere Fachschule für Tourismus (HFT), 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 Innovation and Design at the University of Applied Sciences of the Grisons, over the course of two summers. After an additional time outlay of one year, or three semesters, they obtain a Bachelor's degree, the BSc in Tourism. Marcelle Christen Einsiedler has overseen the Tourism Summer School for a second year.

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Number of students when the course started	12	9	10	9	12	21	20	22	29	17
Transfers to the Bachelor's programme	10	3	7	5	11	18	17	12	12	20
Bachelor's graduates from the year	10	3	7	5	9	17	16	12	12	not known

Table 11: Depiction of the numbers of TSS students

## 2.7 Shanghai University of Engineering Science (SUES)

(Dr Thuc Lan Tran)

The cooperation between UAS Grisons and the Shanghai University of Engineering Science (SUES) will celebrate its 10-year anniversary in 2023 and can already look back over a successful collaboration. In the third year of the pandemic, online teaching had become routine and was continued – and now, students, lecturers, teaching assistants and course assistants were well-practiced with it. By this point, all those involved are expert at using a wide array of tools for online teaching. As before, the issuance of visas for foreign nationals continued to pose issues in 2022: even if a person had a sought-after visa in their hand, flights from Europe to China were very scarce. Beyond this, the mandatory quarantine for travellers to China remained an additional intolerable hurdle. In 2022, the work of the Quality Management Group, consisting of employees from both universities, was continued. During the Joint

Management Committee Meeting in November, the first Quality Report was approved, which revolved around a joint evaluation of the teaching of the Joint Programme in Tourism.<sup>3</sup>

In autumn 2022, the ITF welcomed the fifth year of Chinese students. Krystal Zhu and Fanny Fu commenced their studies and – if everything goes to plan – will be holding their Bachelor’s degrees in their hands in September 2023. Despite everything, the prospects for 2023 are optimistic. Even though it is certain that tuition will take place online for the first half of the year, the opening of China in late 2022 means that potential trips are possible in the second half of the year.



Figure 3: SUES students (September 2022)

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

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

The ITF is a partner of the Master of Science in Business Administration and is responsible for the major in Tourism. During the Master’s degree, students gain a solid foundation in business administration, specialising in change in tourism. As part of this, the curriculum follows a three-stage process: an **analysis of change factors, change management** and the **active shaping of** change in tourism.



Figure 4: Structure of the MSc Tourism & Change curriculum

Students analyse natural, socio-cultural, political, economic and technological changes, evaluate the consequences of change for the tourism industry and apply strategic foresight tools (such as scenario development) to help tourism companies and organisations to become more adaptable and future-focused. On the one hand, they learn how to overcome change to develop resilient companies and organisations, and on the other, they learn how to proactively trigger change to introduce the desired shifts.

The start of 2022 was again dominated by the coronavirus pandemic, which continued to impact teaching conditions. As in autumn 2021, the Master’s degree suffered from the impact of the pandemic on tourism and commenced in the 2022 autumn semester with a modest number of ten new students. That said, we are expecting an increase in student numbers in the 2023 autumn semester.

#### Development of the number of students on the Tourism & Change Master’s

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

## 4 Further Education

The ITF offers two further education courses in Event Management and Tourism 4.0 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 and implemented jointly by the University of Applied Sciences of the Grisons and HFT Graubünden, includes topics such as sports events, cultural events and corporate events. Participants can expect an exciting mix of well-grounded theoretical fundamentals, which are networked from a practical perspective with various partner events. Topics from business administration, such as financial and project management, are discussed, along with select topics relating to ecology and event law. There is a special focus on staging events, press work and sponsoring. Additional content encompasses budgeting, event knowledge, leadership and organisation. Experience-based learning at live events is at the forefront of this course. In 2022, all the events could be attended in person, which participants greatly appreciated.

### CAS Tourism 4.0

The CAS Tourism 4.0 (15 ECTS credits) is an appealing option for further education on digitisation in tourism, and was carried out for the fourth, and likely last, time in 2022. The course concept revolves around two mandatory modules that look at digital opportunities in marketing and sales for service providers and tourism organisations, plus the digital transformation and networking of the sector. Students can choose two of the three compulsory elective modules of Product & Service Design in Tourism, Hotel Management and Alpine Destination Management. This enables them to tailor their course to their own interests and shape it more flexibly in terms of time, too. If students are interested in the content of individual modules, they can also attend individual classes as required. A certificate dissertation is required to obtain the CAS Tourism 4.0 at the end of the course.

Development of the number of participants

Further education courses	2019	2020	2021	2022
CAS Event Management (upgrade)	25 (5)	24 (6)	17 (10)	17 (19)
CAS Tourism 4.0				
– entire CAS	14	14	7	5
– participants in individual modules	5	2	0	1

Table12: Development of the number of participants on further education courses

## 5 Research Projects

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 ITF research review 2021, doing justice to the discussion during the on-site visit as part of the specialist evaluation 2022 and picking up the relevant developmental focus areas of UAS Grisons, the Development in the Alpine Space department and Swiss and Grisons tourism, the ITF has determined the following fields of research:

- Tourist lived environments
- Digital transformation in tourism
- Tourism and leisure infrastructures

This is a list of major projects that were in progress in 2022, or that had been completed in this year:

<b>Project name</b>	<b>Social media usage by individual Chinese tourists (FITs) – new action recommendations for Swiss service providers in the tourism industry</b>
Project head	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	Innotour

### **Starting point**

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

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

<b>Project name</b>	<b>Applied tourism intelligence to boost experience quality</b>
Project head	Dominik Knaus
Project members	Lena Pescia, Christopher Jacobson, Chantal Siegrist, Christoph Fausch
Project start date	August 2021
Project end date	August 2023
ITF competence area	Service innovation in tourism
Partners	Destination Davos Klosters, ASE (Analysis Simulation Engineering) AG
Funding	Innotour

### **Starting point**

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

### **Project aim**

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

### **Implementation**

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



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

**Description:**

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

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

Project name	'New Work' – tourist potential for the Grisons
Project head	Lena Pescia
Project members	Frieder Voll, Onna Rageth, Gian-Reto Trepp
Project start date	January 2022
Project end date	June 2022
ITF competence area	Sustainable development
Partner	-
Funding	Economic Development and Tourism Agency of the Grisons

### Description

Over the past few years, various terms have arisen in conjunction with 'New Work'. Their underlying concepts describe both forms of work and places of work. All these various models revolve around the flexibility of the place of work. This contributed to these approaches making further headway in the offering of the world of tourism – and their development being well and truly boosted during the Covid-19 pandemic. Language such as 'hotel office', 'workation', 'co-working space', 'retreat' and so on is now frequently spotted in offer descriptions published by tourist providers. These terms are often used synonymously, even if they are actually based on different ideas. Alongside a lack of clarity regarding the delineation of these concepts and the use of the terms, the tourist potential that could arise from New Work has not been made clear. To bridge this knowledge gap, the Institute for Tourism and Leisure (ITF) of the University of Applied Sciences of the Grisons performed an underlying study, on behalf of the Economic Development and Tourism Agency of the Grisons, exploring the topic of 'New Work: tourist potential for the Grisons'.

The goals of the study, conducted using desk research and expert interviews, were:

- to structure the various forms of 'New Work' within the tourist offering.
- to qualitatively assess the tourist potential of 'New Work' for the Grisons.
- to determine the need for action on the part of tourist stakeholders in terms of tapping into the potential offered by 'New Work' for the Grisons.

The study aimed to gain insights on the provider side. The investigations showed that the potential does not necessarily lie in the volume of additional guests, but primarily in the longer stays undertaken by 'New Work' visitors. The 'New Work' guests with tourist potential were characterised by the fact that their primary reason for travel was holiday and leisure, with work simply being 'on the side'. The recommendations for tapping into this potential were in the fields of offer infrastructure, collaboration within destinations, the professionalisation of the offering and internal and external product communication. The recommendations for action are primarily addressed to the destinations and providers of tourist services.

View the underlying study:

[https://www.fhgr.ch/fileadmin/fhgr/entwicklung\\_im\\_alpinen\\_raum/ITF/projekte/New\\_Work-Touristisches\\_Potenzial\\_fuer\\_Graubuenden/ITF\\_Projekt\\_New\\_Work\\_Touristisches\\_Potenzial\\_fuer\\_Graubuenden\\_Grundlagenstudie\\_Juni\\_2022.pdf](https://www.fhgr.ch/fileadmin/fhgr/entwicklung_im_alpinen_raum/ITF/projekte/New_Work-Touristisches_Potenzial_fuer_Graubuenden/ITF_Projekt_New_Work_Touristisches_Potenzial_fuer_Graubuenden_Grundlagenstudie_Juni_2022.pdf)

<b>Project name</b>	<b>Robotics in the hotel industry</b>
Project head	Jan Mosedale
Project members	Stephanie Bartels, Dominik Knaus, Onna Rageth, Chantal Siegrist, Yves Staudt
Project start date	September 2019
Project end date	February 2022
ITF competence area	Tourism 4.0
Partners	Avatarion, Opera Hotel, Welcome Hotels, HotellerieSuisse
Funding	Innotour

#### **Description:**

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

<b>Project name</b>	<b>Climate-neutral destinations (KlimDest)</b>
Project head	Christian Baumgartner
Project members	Tanja Bügler, Onna Rageth, Bianca Schenk, Yves Staudt, Frieder Voll, Andrea Zeller, Andreas Nicklisch (ZWF), Ann-Katrin Kienle (ZWF)
Project start date	November 2021
Project end date	December 2023
ITF competence area	Sustainable development/lived environment
Partners	myClimate, Arosa Tourismus, Turismo Valposchiavo, Destination Davos Klosters
Funding	Innotour, FH Graubünden and partners

#### **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 entails 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 reach potential genuine climate neutrality in tourism. So far, 'climate-neutral destinations' completely ignore

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 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).
- to reduce this as much as possible via a comprehensive concept in partnership with destination and service providers and offsetting the rest via CDM (clean development mechanism)-compatible measures.
- to create incentives to gain visitors as allies of climate-neutrality..

In parallel to this, investigations are underway to identify which suitable sustainability communication and non-monetary incentive mechanisms (nudging) can lead to visitors – both real and potential – being gained as allies of climate-neutrality. In turn, this enables the climate-neutrality to contribute to enhancing guests' awareness and can 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.

<b>Project name</b>	<b>Service mandate of the Canton of the Grisons on the guiding topic of second homes</b>
Project head	Norbert Hörburger
Project members	Onna Rageth, Marcelle Christen Einsiedler, Gian-Reto Trepp
Project start date	January 2020
Project end date	December 2022
ITF competence area	Primary: management of tourist real estate and infrastructures Secondary: service innovation
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 up as follows:

- A. Monitors on the developments in terms of second homes
  - Monitor 1: Changing hotels into second homes within the meaning of art. 8 (4) of the ZWG (collection and analysis of requests for expert reports relating to this topic)
  - Monitor 2: Changing old apartments into second homes (collection and analysis of property transfers and residents' registrations in the pilot municipality of Arosa and other municipalities)
  - Monitor 3: Developments in the prices of second homes (analysis of transaction data on the basis of the Swiss Real Estate Database and other data sources)
  
- B. Annual focus topics connected to second homes
  - 2019: Coworking – perspectives for destination development
  - 2020: Concierge services and facility management within the framework of management models for second homes in Alpine communities
  - 2021: New business opportunities for the accommodation economy in the Grisons in the post-COVID-19 era

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

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

## 6 Service Projects

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

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

### **Description:**

The municipality in question owns six restaurant properties, with some of the properties having a considerable investment backlog. The municipality has plans to make investments in these properties, to some extent. In principle, however, there is the question as to whether the municipalities should own and run restaurant real estate at all. All told, the municipality is rather cautious about selling property, as it has had negative experiences with this in the past (sale of restaurant property and conversion into second homes). However, its current strategy is now to be reviewed to ensure the municipality has criteria at hand for the strategic alignment of its food & beverage real estate portfolio and can receive guidance as to whether it should retain or sell the property. To this end, the Institute for Tourism and Leisure is drawing up a study that offered a business analysis of the businesses and properties and provided a qualitative assessment of the lease arrangements. This was used to derive key points for a future ownership strategy for the individual properties and the portfolio as a whole.

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

### Description:

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

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

Project name	Flexlodges – new, flexible forms of accommodation
Project head	Norbert Hörburger
Project members	Lena Pescia, Selina Steiner, Tanja Bügler
Project start date	1 Sept 2021
Project end date	31 June 2022
ITF competence area	Management of tourist real estate and infrastructures
Client	Economic Development and Tourism Agency of the Grisons

### Description:

Various forms of flexible accommodation are becoming increasingly widespread – including in Switzerland. They range from tent-like structures (e.g. safari tents, yurts) to caravan-type vehicles (e.g. trailers, buses), through to house-like dwellings on land, on water and in the air (e.g. large barrels, houseboats, treehouses). The individual design of the different forms of accommodation in respect of their location and fittings means that the range on offer is extremely varied and appeals to a (similarly) broad spectrum of target groups. The common denominator of the rather active, nature-loving visitors is generally their desire to have a new, unique (accommodation) experience that differs from the standard offering of hotels and holiday apartments and has a certain proximity to the natural world. Along with the uniqueness of the accommodation, its attractive, special location is a central factor in the design of the offering.

Flexible forms of accommodation are booming and are very popular among visitors. Often, the accommodation is booked up within a very short period of time or for well in advance. The more unique and spectacular the offering, the more people are willing to pay: for instance, the tiny house gondola on Piz Nair above St. Moritz was booked out for 3 months around 10 hours after the offer went live, despite a price of CHF 450 a night.

Alongside individual providers, it is becoming increasingly common for larger (tourism) companies and organisations to adopt this trend in their offers and communications, e.g. TCS with its 'glamping' offerings or Switzerland Tourism with its 'Million Stars Hotel' offer. On the Swiss running company, set up an autonomous mountain hut on Lunghinsee lake above Maloja in summer 2019, primarily as a marketing campaign.

The trend is very popular among hosts, for various reasons: These new forms of accommodation provide outstanding (image) material for communications in a way that works well in the media, while offering scope to tap into additional sources of revenue and respond more flexibly to peaks in demand. The low investment costs per accommodation unit, compared to stationary accommodation in a hotel or holiday apartment, suggest that these new forms of accommodation can generate a better cost/return ratio. As a result, this segment is home to plenty of opportunities for interesting, innovative business ideas – including for new hosts.

To understand this trend better and make use of its potential for tourism in the Grisons, the Institute for Tourism and Leisure (ITF) of the University of Applied Sciences of the Grisons performed an underlying study, on behalf of the Economic Development and Tourism Agency of the Grisons, looking at the topic of 'flexible forms of accommodation'. The study encompasses a stocktake of the characteristics of these accommodation types in the Grisons. A further goal of the study was to explore the tourist potential of flexible forms of accommodation for Grisons tourism and to issue recommendations for action to tap into this potential.

The study, which is now available, shows that the Grisons is home to scope to expand the range of flexible accommodation options in its tourism industry. Additionally, it was clear that 'flexlodges' can be a way to bolster Grisons tourism in the form of a complementary offering in a niche field.

The recommendations are taken up by all (tourist) stakeholders and groups and relate to the creation of framework conditions, collaboration, information and offer marketing.

View the study:

[https://www.fhgr.ch/fileadmin/fhgr/entwicklung\\_im\\_alpinen\\_raum/ITF/projekte/flexlodges/projekt-flexlodges-grundlagenstudie.pdf](https://www.fhgr.ch/fileadmin/fhgr/entwicklung_im_alpinen_raum/ITF/projekte/flexlodges/projekt-flexlodges-grundlagenstudie.pdf)



<b>Project name</b>	<b>graubündenHIKE complaints analysis</b>
Project head	Frieder Voll
Project member	Chantal Siegrist
Project start date	1 Jan 2021
Project end date	31 Dec 2023
ITF competence area	Management of tourist real estate and infrastructures
Client	Grisons Civil Construction Authority

**Description:**

The Institute for Tourism and Leisure (ITF) is analysing complaints on the topic of 'hiking' for both summer and autumn 2022 and 2023, following 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.

<b>Project name</b>	<b>Creation of a business plan as part of plans to expand the business of a holiday hotel</b>
Project head	Norbert Hörburger
Project member	Selina Steiner
Project start date	1 Jan 2021
Project end date	28 Feb 2022
ITF competence area	Management of tourist real estate and infrastructures
Client	Private

### Description:

The hotel is a well-run, financially sound, owner-managed business. The family that owns it intended to undertake extensive construction. On the one hand, existing structures (ground floor with entrance area, stairwell) and operational processes are to be optimised. On the other, the construction project encompasses operational expansion in the form of two additional apartments and two double rooms. In conjunction with the construction project, the aim is to raise prices to take the quality of the business into account and ensure a solid entrepreneurial basis in the long term.

As part of a business coaching mandate from hotelleriesuisse, the Institute for Tourism and Leisure (ITF) supported the family that operates the hotel during this process. On the basis of planning assumptions made collaboratively with the client, the annual budgets for the 2022 (prior to business expansion) and 2023 (after business expansion) financial years are drawn up, and a business plan with a 10-year horizon developed. Alongside detailed revenue planning, this encompasses plans of the investment forecast for the construction project and operational maintenance, as well as a financing concept in the form of additional third-party and external capital. The desired price increase for both accommodation and catering enhances the financial strength of the business, despite a constant utilisation rate. As a result, it was possible to show that the construction project is profitable and the longer-term financial stability of the business is protected.

The business plan was updated in a second step in October 2022 due to changed circumstances.

<b>Project name</b>	<b>Support with the reorganisation of Prättigau Tourismus</b>
Project head	Norbert Hörburger
Project members	Selina Steiner, Gian-Reto Trepp, Frank Bumann
Project start date	1 Oct 2021
Project end date	31 May 2022
ITF competence area	Management of tourist real estate and infrastructures
Client	Region Prättigau Davos

**Description:**

A fresh start is planned in 2023 for the regional tourism organisation in Prättigau. The regional marketing organisation Prättigau Tourismus GmbH (PT), founded in 2007, will cease its activities at the end of April 2023 as not all the municipalities in the valley are involved and its further financing is uncertain, despite its very good track record.

The Institute for Tourism and Leisure at UAS Grisons has worked with the municipalities on behalf of the Prättigau/Davos region to develop the basics of a follow-on solution. The new solution 'Prättigau Marketing' is no longer an independent organisation like PT; rather, it is a department of the Prättigau/Davos region. It acts on behalf of all ten municipalities, from Seewis to Klosters, and with considerably less resources than Prättigau Tourismus does at present. The goal is to preserve the Prättigau tourist brand with basic marketing and online visitor information. Municipalities and third parties, too, can order services that go beyond this by providing additional funding to cover material expenses and staffing costs.

<b>Project name</b>	<b>Verrucano Mels – fundamental report on potential organisational models and update of the business plan and variant calculation</b>
Project head	Norbert Hörburger
Project member	Selina Steiner
Project start date	1 Mar 2021
Project end date	31 Aug 2021
ITF competence area	Management of tourist real estate and infrastructures
Client	Municipality of Mels

**Description:**

In the first half of 2019, the Institute for Tourism and Leisure (ITF) at UAS Grisons worked on behalf of the municipality of Mels to create an operating concept with an integrated financial business plan for the Verrucano cultural centre. This has proved to be a good aid for its work. After the planned assistance body had been subjected to an optional referendum and rejected the population, a consolidation phase was foreseen until the end of 2023. Now, the period until the end of 2023 is to be used, on the one hand, to subject the entire prior operating process to a review and, on the other, to set a course for the future.

Based on this starting point, the ITF was commissioned to undertake an overview of potential organisational models, an update of the business plan, and a calculation of two different catering models. In turn, the advantages and disadvantages of the current operating model are to be analysed and other potential organisational models for the future, and their strengths and weaknesses, shown.

<b>Project name</b>	<b>Creation of an operating concept for a holiday hotel</b>
Project head	Norbert Hörburger
Project members	Selina Steiner, Bianca Schenk
Project start date	1 Sept 2021
Project end date	31 Dec 2022
ITF competence area	Management of tourist real estate and infrastructures
Client	Private

**Description:**

The holiday hotel is a charming, professionally run family-owned business with a history steeped in tradition. The main building at the property has reached the end of its life cycle, i.e. comprehensive investment is unavoidable in the near future. Given this need for substantial investment and the current income/expenditure situation, which is not a sustainable long-term position for the operators, the decision was made to modify the business and run it with a new operating concept.

The Institute for Tourism and Leisure (ITF) of UAS Grisons supported the operators of the holiday hotel with looking for a potential new operating concept as part of a business coaching arrangement from HotellerieSuisse.

<b>Project name</b>	<b>2022 partner survey for Heidiland Tourismus AG</b>
Joint project heads	Christoph Fausch & Bianca Schenk
Project start date	10 Oct 2022
Project end date	8 Feb 2023
ITF competence area	Customer survey/quantitative evaluation
Client	Heidiland Tourismus AG

**Description:**

The aim is to undertake a partner survey to assess the mood among tourist partners, financial backers and clients of Heidiland Tourismus AG. This does not focus on tangible opportunities for developing services: instead, it revolves around general statements on collaboration, including in specific areas. Similarly, comparisons are to be facilitated between (sub-) categories and regions.

The Institute for Tourism and Leisure (ITF) at the UAS Grisons worked closely with Heidiland Tourism to develop and test the questionnaire for the partner survey and to send it to the relevant businesses and organisations. The data was evaluated quantitatively and the results presented in a detailed market research report. This report is intended to assist Heidiland Tourism with its stocktake of operational tasks and portfolio of services (incl. communications touchpoints for knowledge-sharing). The final report was constructed as a working document and can be reused by Heidiland Tourismus going forward for internal and external communication.

## 7 Publications, Talks and Conferences

### Publications

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

- Baumgartner, C (2022): Kooperation als Erfolgsmodell. Tourismus jenseits des klassischen Destinationsmanagements. In: Franz, Y. & Heilt, M. (eds.): Kooperative Stadt- und Regionalentwicklung, UTB: facultas, ISBN 978-3-8252-5880-1
- Capol, C., Jacobson, C., Balestra, S., Bügler, T. & Staudt, Y. (2022). Personalallokation und -planung für das Immobilienmanagement im Tourismus. In: M. Forster, S. Alt, M. Hanselmann & P. Deflorin (eds.) Digitale Transformation an der Fachhochschule Graubünden: Case Studies aus Forschung und Lehre (pp. 101-110). Chur: Fachhochschule Graubünden.
- Capol, C., Jacobson, C., Balestra, S., Bügler, T., Staudt, Y., Siegrist, C. & Iten, M. (2022). Personalallokation und -planung für das Immobilienmanagement im Tourismus. In: T. Bieger, P. Beritelli & C. Laesser (eds.), Krisenbewältigung und digitale Innovationen im alpinen Tourismus (Schweizer Jahrbuch für Tourismus, 2021/2022 pp. 131–146). Berlin: Erich Schmidt Verlag.
- Knaus, D., Jacobson, C., Pescia, L. & Siegrist, C. (2022). Applied Tourism Intelligence. In: Fachhochschule Graubünden (ed.), Einblicke in die Forschung. May 2022 edition Chur: Fachhochschule Graubünden.
- Mosedale, J., Hartl, A., Pichler, C., & Bischof, M. (2022). Alpine Assets, Perceptions and Strategies for Nature-Based Health Tourism. In: Digital and Strategic Innovation for Alpine Health Tourism: Natural Resources, Digital Tools and Innovation Practices from HEALPS 2 Project (pp. 49-60). Cham: Springer International Publishing.
- Staudt, Y. & Mosedale, J. (2022). Der Einsatz von Robotik in der Hotellerie. In: M. Forster, S. Alt, M. Hanselmann & P. Deflorin (eds.) Digitale Transformation an der Fachhochschule Graubünden: Case Studies aus Forschung und Lehre (pp. 30-38). Chur: Fachhochschule Graubünden.

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

- Baumgartner, C (2022): Sustainable Tourism in the European Alps. In: Käfer, F (2022): Sustainable Leadership in Tourism, Springer Nature; [https://doi.org/10.1007/978-3-031-05314-6\\_24](https://doi.org/10.1007/978-3-031-05314-6_24); ISBN: Print ISBN978-3-031-05313-9

### Podcast

- Baumgartner, C (2022, April 7). Ressourcenverbrauch: Unser Leben auf Pump. Vitalpin podcast. <https://podcast.vitalpin.org/1798889/10398647-ressourcenverbrauch-unser-leben-auf-pumpPublikationen>

### Conference papers/presentations:

- Baumgartner, C (2022, May 23). Nachhaltiger Tourismus geht das überhaupt? Reflexionen aus 30 Jahren Nachhaltigkeitsdiskurs. As part of the Brennpunkt Innovation forum at Salzburg University (AT)
- Baumgartner C. (2022, June 21). The Principles of Future Tourism Development and Tourism Education. Conference "The Future of Ecotourism", Zabala/Romania

- Baumgartner, C (2022, October 26). Nachhaltiger Tourismus: geht das überhaupt? Reflexionen aus 30 Jahren Nachhaltigkeitsdiskurs. As part of the Ethics Forum at the University of Amberg-Weiden (DE)
- Baumgartner, C (2022, November 28). Ehrliche Klimaneutralität für Destinationen. Vo, Fussabdrucks Monitoring zur Klimaneutralität. Annual meeting of the Deutsche Gesellschaft für Tourismuswissenschaft, Bern
- Capol, C. & Jacobson, C. (2022, May 10). Künstliche Intelligenz im Tourismus [poster presentation]. Turnea Grischuna, Ilanz.
- Merkle, T., Knaus, D. & Siegrist, C. (2022). An exploration of the Service Innovation Gap in Swiss Tourism. International Council on Hotel, Restaurant, and Institutional Education, (ICHRIE), Washington, DC, United States of America.
- Merkle, T., Knaus, D., Siegrist, C. (2022). Addressing the Service Innovation Gap: The Case of a Fast Food Chain. European Council on Hotel, Restaurant, and Institutional Education, (EuroCHRIE), Apeldoorn, Netherlands. Accepted conference contribution.

### Editorial work

- Editorial Board Member for the World Leisure Journal (Onna Rageth)

### Expert work/reports

- Expert report for a dissertation application for Lower Austria research funding: "Die Rolle von naturbasierten Bildungskonzepten und Achtsamkeit für naturtouristische Erlebnisse" (Christian Baumgartner)
- Reviewer for the academic journal Annals of Tourism Research (Jan Mosedale)
- Reviewer for the academic journal Sustainability (Jan Mosedale)

### Awards and recognition

Graubünden forscht 2022: Scientific Award for the presentation of the Master's thesis "Regulation of the Sharing Economy in the Accommodation Sector" (Selina Steiner)

## 8 Tourism Trend Forum (TTF) 2022

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 have the opportunity to expand their professional network. Participants are tourist stakeholders, tourism organisations and individuals interested in tourism in general.

### **Seeking and finding: how can businesses combat the shortage of skilled workers?**

The shortage of skilled workers in the tourism industry worsened during the pandemic, particularly in catering establishments and hotels. Increasingly, there is not just a shortage of skilled workers: there are not enough staff overall. The reasons for these developments are as diverse as the potential solutions to them.

During the 15th Tourism Trend Forum (TTF), an array of perspectives to resolving the shortage of skilled workers were explored. They included solutions relating to employer attractiveness, tapping into new labour markets and digitalisation.

In addition, the IT ran three online events, each with one focus topic, and invited fascinating speakers with practical experience in the field. The TTF was capped off with a high-calibre concluding discussion. Events were free for participants. A summary of the event series can be found via the following link: [https://www.fhgr.ch/fileadmin/events/veranstaltungsreihen/Tourismus\\_Trendforum/Events\\_Tourismus\\_Trendforum\\_Zusammenfassung\\_2022.pdf](https://www.fhgr.ch/fileadmin/events/veranstaltungsreihen/Tourismus_Trendforum/Events_Tourismus_Trendforum_Zusammenfassung_2022.pdf).

### **Topics and speakers**

Date	Topic	Speaker
9 Nov 2022	Focus lecture 1: how can I, as a company, become more attractive to employees? Offering employees a better working and living environment	Content-related introduction on the shortage of skilled workers UAS Grisons “What’s your dream?” New pathways to successful employee management – Laura Vanessa Hofmann, Swiss Hospitality Collection Positive vibes – positive empowerment – Eva & Tanja Hauber, Haubers Naturresort “Lots of I’s create a we”. Our journey towards a mindful coexistence – Christiane Wöber, Hotel Schwarz
14 Nov 2022	Focus lecture 2: how can I reach new employees? Using new labour markets and concepts	Social Business Hotel/integration of refugees – Gabriela Sonnleitner, Magdas Hotel Career-changers in the tourism industry – Janine Bolliger, HotellerieSuisse



		Using new concepts and labour markets at Hyatt – Katrin Melle, Hyatt
16 Nov 2022	Focus lecture 3: how can I cope with fewer employees? Overcoming the shortage of skilled workers	LAAX people and culture – the human factor in the digital future – Haempa Maissen; Andreas Bleuler, Weisse Arena Gruppe The benefits of digitalisation for Meili Selection Hotels – Michael Böhler, Meili Selection Employer branding in the digital world? – Carina Geiger, Coca Cola HBC
22 Nov 2022	Discussion: which approaches are likely to lead to success? Views on overcoming the shortage of skilled workers from politics, business and society	Patric Arn, UAS Grisons Andreas Züllig, President of HotellerieSuisse Phillipp Niederberger, STV Roger Lang, Hotel Gastro Union Tabea Kaderli, Büro BASS

Table 13 Topics and speakers TTF

## 9 Press Articles

Publication date	Medium	Headline
23 Dec 2022	schweizerbauer.ch / Schweizer Bauer Online	Die Einstellung muss sich ändern
9 Dec 2022	lid.ch / Landwirtschaftlicher Informationsdienst	“Mit Agrotourismus sollte ein Zusatzeinkommen von 20 bis 30 Prozent generiert werden”
8 Dec 2022	presseportal.ch/de / Presseportal DE	Der Agrotourismus ist im letzten Jahr explodiert
6 Dec 2022	htr.ch/fr / Hotel Revue FR	Et si la robotisation était une réponse au désamour de l’hôtellerie-restauration?
2 Dec 2022	Davoser Zeitung	Lösungsansätze für den Fachkräftemangel im Tourismus
1 Dec 2022	gastrojournal.ch/de / Gastro Journal Online DE	Die Destination in den Fokus gerückt
30 Nov 2022	vilan24.ch / Vilan 24	15. Tourismus Trendforum der Fachhochschule Graubünden
28 Nov 2022	htr.ch/de / Hotel u. Tourismus Revue	Schluss mit frustrierenden Dienstleistungen
21 Nov 2022	Sarganserländer	“Verrucano”: Entpolitisierung birgt weitere Möglichkeiten
16 Nov 2022	abouttravel.ch/de / about Travel – DE	Hochschule entwickelt Tourismus-App für Davos
15 Nov 2022	Südostschweiz / Bündner Zeitung	App macht Davoser Kunst und Kultur erlebbar
9 Nov 2022	ATE Magazine	Renversement de vapeur réussi
3 Nov 2022	htr Hotel Revue	“Das ist ein ganz normales Restaurant”
31 Oct 2022	Bündner Tagblatt	Alles Steinböcke
27 Oct 2022	Südostschweiz / BZ+BT+GL	Tourismus & Wirtschaft
24 Oct 2022	St. Galler Tagblatt / St. Gallen-Gossau-Rorschach	“Tourismus muss Tiefgang haben”
21 Oct 2022	gastrofacts.ch / Gastrofacts	Homeoffice im Ferienparadies - Workation macht's möglich
13 Oct 2022	Salz & Pfeffer	Von Einzelkämpfern zur Einheit
11 Oct 2022	Davoser Zeitung	In die Davoser Geschichte eintauchen

11 Oct 2022	Radio SRF 1 / Regionaljournal Graubünden / Regjournal GR 17.30	Prättigau baut an touristischer Zukunft
4 Oct 2022	immo-invest.ch/de / Immo!Invest Online DE	Studie sieht Chancen für Bündner Tourismus in Flexlodges
4 Oct 2022	TV Südostschweiz / Rondo News	Studie zu Flexlodges der FHGR
28 Sept 2022	Gipfel Zytig	Graubünden forscht: Preise für 7 junge Forschende in Davos ausgezeichnet
28 Sept 2022	La Quotidiana	Star sur notg en jurtas
28 Sept 2022	Prättigauer und Herrschäftler	Flexlodges - neue flexible Beherbergungsformen
21 Sept 2022	SRF 1 / Schweiz aktuell	Sawiris baut Mega-Resort im Bündnerland
21 Sept 2022	Südostschweiz / RSO Info Abend 17.00 - 18.30 / News	Digitale Arbeitsmodelle als Chancen für den Tourismus
14 Sept 2022	Radio SRF 1 / Regionaljournal Graubünden / Regjournal GR 17.30	Mobil Arbeiten am Ferienort: Studie sieht touristisches Potenzial
8 Sept 2022	Il Grigione Italiano	"BregagliaLab": Funiversità arriva in Bregaglia
27 Aug 2022	Engadiner Post / Posta Ladina	Die Region Maloja muss Energie sparen - und produzieren
26 Aug 2022	Radio SRF 1 / Regionaljournal Graubünden / Regjournal GR 17.30	Fehlende Mietwohnungen und die Grösse des Problems
4 Aug 2022	Il Grigione Italiano	Bregaglia: laboratorio piccolo ma bello
4 Aug 2022	Swiss Engineering STZ	Roboter als Concierge?
18 Jul 2022	htr.ch/fr / Hotel Revue FR	Un projet pour promouvoir la résilience et l'innovation dans le tourisme suisse
12 Jul 2022	suedostschweiz.ch / Südostschweiz Online	Studentenfutter: Unser Consulting Projekt für Davos Klosters – eine Achterbahn der Gefühle
6 Jul 2022	suedostschweiz.ch / Südostschweiz Online	Neue Tourismusorganisation im Kommen
1 Jul 2022	Klosterser Zeitung	Region will mit "Prättigau Marketing" eine gemeinsame Tourismusorganisation
1 Jul 2022	Radio SRF 1 / Regionaljournal Ostschweiz / Regjournal Ostschweiz 12.03	Die Tourismusbranche und das Online-Feedback

29 Jun 2022	Südostschweiz / RSO Info Abend 17.00 - 18.30 / News	Schrumpfkurs für den Prättigauer Tourismus
23 Jun 2022	Bündner Tagblatt	Einsatz für Naturwege im Schanfigg
16 Jun 2022	htr Hotel Revue	Inspiration in Form eines Bar-Camp-Formates
14 Jun 2022	booster-magazine.ch / booster-magazine online	Innovative Tourismus-Projekte erhalten Förderung
8 Jun 2022	Bündner Tagblatt	Bauen eines zukunftsfähigen Tourismus erlernen
3 Jun 2022	leaderdigital.ch / LEADER digital	Destination St.Gallen-Bodensee stellt sich neu auf
17 May 2022	suedostschweiz.ch / Südostschweiz Online	Flexible Beherbergungsformen – Potenzial für innovative Geschäftsideen
13 May 2022	Novitats	ROBOTER ALS HOTELANGESTELLTE
13 May 2022	Sarganserländer	Spezielle Mitarbeitende mischen die Hotelbranche auf
26 Apr 2022	eastdigital.ch / Eastdigital	Können sich soziale Roboter in der Hotellerie behaupten?
25 Apr 2022	suedostschweiz.ch / Südostschweiz Online	Roboter als Ersatz für Hotelangestellte
29 Mar 2022	suedostschweiz.ch / Südostschweiz Online	Klimaneutrale Destinationen in Graubünden
28 Mar 2022	Bündner Tagblatt	Klimaschutz geht alle etwas an
22 Mar 2022	Schaffhauser Nachrichten	Positive Signale für Rheinauer Museumsprojekt
11 Mar 2022	RSI Rete Uno / Radiogiornale 12.30 / Rete Uno Sport	Dieci anni di Lex Weber
10 Mar 2022	htr Hotel Revue	“Es fehlen Junge, die mit ‘erfahrenen Hasen’ die Zukunft der Branche gestalten”
8 Mar 2022	suedostschweiz.ch / Südostschweiz Online	Service Design? Ja klar, Service Design!
23 Feb 2022	watson.ch / Watson	Influencerinnen schwärmen von Dubai – und die Schweizer reisen in Scharen ins Emirat
19 Feb 2022	RSI LA 1 / È già domani - Beijing 2022	Grigioni Turismo punta sui turisti cinesi
16 Feb 2022	htr.ch/de / Hotel u. Tourismus Revue	Speed-Dating für Touristiker
16 Feb 2022	SRF 1/Telesguard	China: Ein differenzierteres Bild des Landes

10 Feb 2022	travelnews.ch / TRAVELNEWS	Können Kirchen und Tourismus voneinander profitieren?
1 Feb 2022	Bündner Tagblatt	Neue Arbeitsmodelle am Berg
28 Jan 2022	Novitats	ABSCHIED MIT ZWEI LACHENDEN AUGEN
16 Jan 2022	SonntagsZeitung	Eine 25-Jährige sorgt auf der Lenzerheide für Action
12 Jan 2022	Gossauer Nachrichten	Expertisen noch und noch
10 Jan 2022	tagblatt.ch / St. Galler Tagblatt Online	“Wir sind der Meinung, dass das Potenzial dieser Gästekategorie unterschätzt wird”: Die Frage zu Wohnmobil-Stellplätzen in der Stadt St.Gallen polarisiert
6 Jan 2022	Il Grigione Italiano	Destinazioni grigionesi climaticamente neutrali

Table 14 Overview of publications

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**University of Applied Sciences of the Grisons**

Pulvermühlestrasse 57

7000 Chur

Switzerland

Phone +41 81 286 24 24

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

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