CLIMALP TOUR EXPERT - SYMPOSIUM
FINAL REPORT

Climate change and tourism in the alpine space

Practical application of research results and adaptation strategies for tourism destinations

Munich University of Applied Sciences, Department of Tourism

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At a glance

◊ Day 1: Thursday, April 14th, 2011:
The tourism region “Alps” from a supra-regional perspective - Research results from the ClimAlpTour-project

Uncertainty dominates the discussion about actual impacts of climate change on tourism. What effectively changes on-site? What changes in the guests’ perceptions?

Strategic “solutions” pick up well-tried methods:

→ Flexible adaptation, no static formats
→ Support guests in their decision making process:
Moralistic finger wagging does not help, taking into account the variety of lifestyles, however, does

◊ Day 2: Friday, April 15th, 2011:
Local implementation - Expert dialogue and cooperation with ClimAlpTour-pilot sites

Regions of the alpine space not only differ in the actual effects of climate change, but also in the way they cope with and cooperate within change processes.

Local tourism strategies pursue three objectives:

→ Quality of holiday (for guests)
→ Cost effectiveness (for suppliers)
→ Quality of life (for local residents)

This CLIMALP TOUR EXPERT-SYMPOSIUM FINAL REPORT summarizes the results of the conference which took place on April 14th and 15th, 2011 at the Department of Tourism, Munich University of Applied Sciences, in the framework of the EU-project ClimAlpTour. Responsibility for the content of this final report: Prof. Dr. Felix Kolbeck and Dipl.-Betriebsw. (FH) Ilka Cremer as well as the lecturers mentioned within the chapters.

Publication of results only with reference to „HM CLIMALP TOUR EXPERT-SYMPOSIUM FINAL REPORT 2011“
Climate change and tourism in the alpine region

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EU-Project ClimAlpTour – Part of the „Alpine Space Programme 2007 – 2013“

Adaptation strategies for alpine tourism in the context of climate change

The ClimAlpTour-project is part of the Alpine Space Programme „European Territorial Cooperation - Alpine Space 2007 – 2013“ and analyzes the impacts of climate change on winter and summer tourism in the alpine region. All together 18 project partners from 6 alpine neighbouring countries under the direction of their Lead Partner, the Veneto region (Italy) are part of the project. Over a period of 3 years (from 2008 to 2011) and with a total budget of 2.8 million Euros they came together to jointly do research. The project aims at developing suitable adaptation strategies for pilot sites and tourism suppliers regarding the alpine region’s heterogeneity.

The project is divided into 7 different work packages (WPs). Work package 4 “Data Survey”, 5 “Impact Analysis” and 6 “Adaptation Strategies” are the key packages in terms of content and build on each other. The Department of Tourism at Munich University of Applied Sciences is responsible for work package 5. Taking into account the empirical data generated in work package 4 and the results from earlier research projects (e.g. ClimChAlp), the economic, environmental and social effects of climate change in the different pilot sites will be examined within this WP. The results will be used as a basis for the development of suitable adaptation strategies in WP 6.

The Expert-Symposium – Setting and objectives

Presentation and discussion of results for German-speaking alpine regions

Already within the first project phase in spring 2009 Munich University of Applied Sciences hosted an Expert-Hearing. 70 experts and stakeholders discussed the status quo regarding consequences of climate change in the alpine region and possible adaptation measures of the tourism sector. The objective was to show the different perspectives of nature conservation organizations, tourism businesses and the financial sector in the alpine region, using them as “strategic side rails” in the course of the project.

While the Expert-Hearing focused on the input of experts and stakeholders, the Expert-Symposium in spring 2011 turned around the point of view. Stakeholders were now informed about essential outcomes from project partners of the German-speaking alpine regions. These

1 Objectives and further projects of this programme can be found here http://www.alpine-space.eu
2 Further detailed information on the ClimAlpTour-Project cp. http://www.climalptour.eu
3 cp. www.climchalp.org
4 Result details from 2009 Expert-Hearing can be downloaded here: http://www.tourismus.hm.edu/die_fakultaet/forschung_projekte/climalptour.de.html
not only led to exiting findings, but also to intensive discussions which both should make the ClimAlpTour results usable beyond this symposium.

The symposium was planned for practitioners and all presentations were open to discussion. Detailed insights in academic proceedings and insights in the work of the project partners, within the different pilot sites, were given. Stakeholders from other destinations had the chance to compare the processes in the project pilot sites with their own regional situation, so they could draw proper conclusions for themselves. Therefore, with the help of applied research, the gap between sciences and practice could be closed a little bit more.

Round about 50 professionals were following the invitation of the Department of Tourism at Munich University of Applied Sciences. Scientists as well as representatives of important sub-sectors of the alpine tourism such as mountain railway operators, destination developers, hotel managers, event promoters, regional politicians, nature conservationists and consumers attended the symposium.

**Day 1 (April 14, 2011):**
The tourism region „Alps“ from a supra-regional perspective

The first day was supposed to bridge the gap between the findings of the Expert-Hearing 2009 and the implementation measures presented on the second day of the symposium. In this context applied research methods were being presented and the results gained were being discussed. The practical approach took into account both the tourism supply and demand-side.

**Presentation 1:**
Climate Change: Adaptation strategies in the alpine summer and winter tourism - Results of an alpine wide Delphi-Study to identify expert-assessments.

*Susanne Gessner (HSR - University of Applied Sciences Rapperswil, ILF - Institute for Landscape and Open Space)*

The University of Applied Sciences Rapperswil surveyed experts about changing demands, adaption strategies and key players in alpine summer and winter tourism.

**Method: Delphi-Study**
The Delphi-Study is a method of qualitative social research. In a multi-level process a group of experts is being consulted concerning one specific topic. Summarized information and feedbacks from the first survey period are picked up in a second and (if applicable) in further periods. Thus, experts are able to respond (anonymously) to statements given by other participants. Researchers can go into detail with new aspects gained during the survey and put them up for discussion. The survey aims at systematically gathering expert-statements on one defined topic. At best this leads to a “consolidated expert opinion”.

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Proceeding:

A wide range of different experts/ stakeholders from 6 alpine countries built the basis for the study. Researchers, tourism destinations, administrations, NGOs and representatives from the travelling industry were questioned online in 2 survey periods (March 2009 and October 2010). The questionnaires were available in German, French, Italian and Slovenian. Whilst in the first period 39 experts took part in the survey, the second period was only attended by 18 experts.3

Results:

According to the overall expert opinion the majority of guests in the alpine region show little willingness to change their holiday patterns. The experts believe that the majority of visitors do not want to deal with climate change aspects during their holiday. Besides that there is a “big minority” of visitors eager to approach climate change problems by adapting to climatic changes in their everyday life and during their holidays. Nevertheless, this only applies assuming no greater restrictions.

In the future, those target groups which are very demanding, will increasingly ask for authentic holiday destinations, regional products, individual culture and regional business circles.

Visitors longing for specific holiday activities might act differently. Winter sport tourists are more flexible regarding their holiday destination, switching to skiing-areas with reliable snow conditions. According to the experts, those who are keen on other winter activities (especially snow-independent offers) tend to stay in their usual holiday destinations.

Summer tourism will keep on having a strong relevance. Nonetheless, the focus should be on developing tourism also in the springtime and autumn. By extending the season, the often-times very low added value in summer tourism can be balanced.

Among the surveyed experts regulative strategies like prohibitions are seen critically. They prefer strategies based on voluntariness such as incentives given by the market. As per the experts the most important stakeholders are communities, regions and tourism destinations.6

Presentation 2:
The guests at home - A source market analysis gives information on travelling decisions in the German source market and the perception of the Alps as a holiday destination

Prof. Dr. Felix Kolbeck/ Ilka Cremer (Munich University of Applied Sciences, Department of Tourism)

In 2010 the Department of Tourism at Munich University of Applied Sciences did not interview experts or tourism suppliers but asked tourists for their opinion: “Do prospective visitors of the Alps change their travelling decisions due to climate change?”

Figures show that the German source market is the most important one for many tourism destinations in the alpine region. That is especially true for Austria, Southern Tyrol, Upper Bavaria and parts of Switzerland.7 Therefore, the German source market was chosen as a reference.

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3 A reason for this decrease apparently was the sinking motivation of Italian and French participants.
6 cp. Gessner, Susanne: Presentation on April 14, 2011 „Climate Change: Adaptation strategies in the alpine summer and winter tourism - results of an alpine wide Delphi-Study to identify expert-assessments.”
**Method: Visitor survey in the source market**

In terms of a holistic market analysis only looking at the supply side won’t do. In addition to that also the consumers of upcoming products and services have to be taken into account. Their attitudes and expectations need to be analysed, also for giving suppliers the reliability they need when planning investments.

The ClimAlpTour project initiated a survey for visitors spending their holiday in the alpine region. So visitors where questioned during their holiday in one of the different pilot sites. However, only relying on this survey would deliver distorted results because the visitors are “already in the destination”. It would be unclear how all the prospective visitors of the alpine region evaluate the development in context of climate change. This group of people can only be surveyed “at home” – in the source market (= native region of the visitor)

The visitor source market analysis aims at gaining representative statements. It shows how, in the upcoming centuries, prospective visitors of the Alps change their travelling decisions in consequence of climate change.

**Proceeding:**

In preparation of the study modelling and hypotheses building were used in order to define the research topics to be addressed. It was assumed that climate change has both a direct and indirect impact on the travelling decision of holiday makers. On the one hand an indirect impact of climate change through changing lifestyles was supposed, on the other hand a direct impact of climate change was expected if necessary preconditions couldn’t be met (e.g. snow guarantee, heat protection, ...). One important factor also taken into consideration was the current phase of life of the potential guest since it is common understanding that the phase of life has great influence of the life style.

As the hypotheses were too vague for a representative and quantitative population survey, a qualitative pre-study was conducted in autumn 2010. In explorative one-to-one-interviews 25 test persons (prospective visitors of the Alps from 5 different age categories, 4 regions and 4 social classes) were questioned. The pre-study provided a series of valuable results, which can be used for designing the quantitative questionnaire.

**Results:**

Different symbolic dimensions of the „Alps“ and associations to „alpine holiday“ were systematically defined and assigned. It became apparent that referring to alpine tourism some of the holiday orientations are dependent on the phase-of-life (exploring, culture, fun & activity). However, other holiday orientations are not related to a specific phase of life at all (e.g. experience nature). In the next step a quantitative survey needs to analyze how these correlations shift if exogenous effects like climate change appeal.

The pre-study also revealed the test persons` optimistic, open/ undecided or pessimistic/ fatalistic attitudes. One interesting question arose from these findings: Which changes in travel behaviour could be expected from these attitudes? Abandonment was not an alternative at all. Changing travel patterns were mentioned as was the “now-more-than-never”- attitude (increasing consumption as long as still possible). Changes in terms of a “positive” adaption of the travel behaviour, e.g. by reducing emissions, were rarely mentioned.
Overall, the qualitative pre-study in the source market Germany helped to generate the following model:

![Diagram of correlation between travelling decisions and climate change]

**Fig. 1: Correlation of travelling decisions and climate change**

**Next steps:**

Due to this structure it is possible to categorize visitors for the main-study in summer 2011. Furthermore, specific questioning with regard to potential new products is possible. These products of course need to suit the particular visitor category and need to be profitable in terms of demand. Referring to economic efficiency of upcoming tourism offers in the alpine region, further analyses have to be made. On the one hand it is important to figure out people’s willingness to pay for new, possibly more expensive products. On the other hand it has to be analyzed how the actual travel behaviour differs from people’s awareness of climate change.

**Key Note 1:**

*From the concept of sustainability to specific and attractive tourism products*

*Ron Schmid, MBA (BIO-Hotels, acquisition & partner-holiday-programme Germany, Austria, Southern Tyrol)*

The insecurity of consumers and the gap between awareness and acting were also mentioned by first day’s key note speaker. Ron Schmid of BIO-Hotels pragmatically stated: “We cannot leave our guests with their uncertain fear. If necessary we have to make the decision for them and just do it.” What makes this assessment so important for tourism suppliers? Climate change and climate neutrality are not the main aspects the association BIO-Hotels is promoting. They rather integrate the issue of organic food (no agro-chemicals, animal-welfare, no genetic-engineering, integrated and authentic control system) in two different respects:

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7 Own graphic

8 Schmid, Ron: in his presentation „From the concept of sustainability to precise, attractive tourism products“ on May 14th, 2011 at the ClimAlpTour Expert-Symposium.
• addressing guests in a positive way (unlike the climate issue → see presentation 2, day 1: source market analysis) and
• integrating this aspect into the holistic concept of sustainable tourism and thus, helping to achieve a reduction of negative climate impacts.

This shows that the prospective guests should not directly be confronted with the topic of “climate change” when trying to promote a more climate friendly travel behaviour. The term activates feelings that guests do not want to have in their holidays such as fear, a bad conscience or even a feeling of guilt. It is far better to integrate climate aspects into topics that are seen positively by the guests. In case of the BIO-Hotels it is food, but in this regard also health or nature can be seen as proper topics.

The share of food-consumption on harmful greenhouse gases is being analyzed in detail since some time. The study of the WWF Germany “carbon footprint of tourism” gives comprehensive information on this.\(^{10}\) Different holiday scenarios are presented with their individual carbon footprint, also paying attention to the CO2-emissions emitted by food.

However, these footprints only refer to CO2-emissions, not taking into account other relevant environmentally damaging aspects. This gap was closed by a study from the WWF Switzerland introducing the “method of economic shortage”.\(^{11}\) In this study also the usage of pesticides within the food production chain was taken into consideration, so that higher impacts on the climate and on the environment were detected than in the first study.\(^{12}\)

This might lead to the following conclusions:

a) If indeed in the future trips to nearby destinations will increase due to the shortage of energy, the percentage of food-induced negative climate and environmental impacts will rise as well.

b) In this respect organic products from regional production generate two positive outputs. On the one hand there is lower climate impact through reducing transport distances. On the other hand health and sustainability are strengthened through reasonable ways of producing food.

Consequentially the association BIO-Hotels closely cooperates with greentravelclub, which developed a system for certifying ecological-sustainable hotels.\(^{13}\) Altogether it shows that climate protection in the tourism and hotel industry can reach a proper standing. Yet it is a precondition to integrate the topic into a world of experience and appealing products which give the guests an overall positive feeling.


\(^{12}\) cp. see above, p. 12-14, e.g. product „Wellness Österreich“.

Day 2 (15 April, 2011):
Alpine destinations in discourse on climate change - Cooperation of ClimAlpTour pilot sites and research institutes

Topics and presentations of the second symposium day centred the practical on-site relevance of the ClimAlpTour research. Implementation measures and arising challenges in the pilot regions were presented by means of selected examples.

Presentation 1:
Expert dialogues and workshops: comparing Austrian and German results (focus: economy)
Prof. Dr. Mike Peters/ Andreas Strobl (University of Innsbruck, Department of Strategic Management, Marketing and Tourism)
Ilka Cremer (Munich University of Applied Sciences, Department of Tourism)

Workshops with stakeholders and local experts display a special key aspect of the ClimAlpTour project. This kind of method was used by almost all project partners to get in touch with destination representatives and to broach and discuss the issue of climate change and its impact on alpine tourism.

**Method: Workshop**

In moderated workshops groups of people are gathered in order to work conjointly on a certain topic, solve problems and/or develop strategies. The focus lies on entering into a dialogue joined by all participants. Ideally, the collective decision making process helps to reach a higher acceptance of solutions.

The workshop-method is suitable for preparation and implementation of changing processes in destinations/regions. The integration of local people leads to higher acceptance and a better level of information.

Workshops can be held in different phases of a project: to raise awareness, to develop strategies or to define implementation measures of compiled solutions (see Fig. 2: ClimAlpTour-Approach: Workshop Phases).
Fig. 2: ClimAlpTour-Approach: Workshop Phases

The Expert-Hearing conducted by Munich University of Applied Sciences in 2009 led the focus on the supra-regional perspective, with participating stakeholders like reinsurance companies, international tour operators, transportation and infrastructure companies, as well as NGOs. In contrast to this, the Austrian workshops were based on a regional level, working with stakeholders like hotels, local insurance and mountain railway companies. Nevertheless, the conceptual approach and the main focus with regard to content were similar in both countries, making results comparable between both countries.

In Germany three different workshops within one workshop round were held at the above mentioned Expert-Hearing. In Austria in each of the three pilot sites (Wilder Kaiser, Stubaital and Brandnertal) two workshop rounds with different workshops were held. The first workshops took place in March 2010, the second in March 2011.

Objective:

In Germany, as well as in Austria, the first workshop round aimed at working out the impact of climate change on tourism in the alpine region in general and for single destinations. Another task was to conceive the consciousness of the tourism sector regarding the climate change issue. Strengths and weaknesses as well as opportunities and threats of the alpine tourism were supposed to be identified. Beyond that in Germany possible adaptation measures in the tourism industry were already requested within the first workshop round. In Austria a second workshop-round helped to identify and to discuss adaptation strategies.

Proceeding:

Both countries initiated their first workshop round with three key note speeches. The intention was to sensitise the participants with regard to "climate change and its impacts on tourism" before conducting the actual workshop sessions. Furthermore, the presentations provided the

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14 Own graphic
The key notes covered the topics, which were discussed and worked out in detail in the workshops afterwards:

<table>
<thead>
<tr>
<th>WS 1:</th>
<th>Germany: Nature and Sustainability</th>
<th>Austria: Nature and Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>WS 2:</td>
<td>Financing, Risk Management and Insurance</td>
<td>Economy</td>
</tr>
<tr>
<td>WS 3:</td>
<td>Regional and Supra-Regional Product Development</td>
<td>Society</td>
</tr>
</tbody>
</table>

During the workshops the participants discussed and assessed which kind of impacts climate change already has and will have on the above mentioned fields in general and with regard to tourism (within the destination) in particular.

Using cards the participating stakeholders were asked to write down their ideas. These ideas were collected on a pin board, presented by the participants and assorted by topic. Afterwards the participants had the chance to weight these ideas by assigning points. This method then showed prospective (short- and/or long-term) needs for action.

Finally the results of the 3 workshop groups were presented in the plenum.

**Results Germany:**

Workshop 1 „Nature and Sustainability” was attended by nature conservation organizations, NGOs and spatial planning organizations. The sinking attractiveness of the alpine region due to soil erosion, the instability of slopes and the deteriorating snow conditions were named as possible consequences of climate change. According to the experts, changes of landscape, biological variety and water supply will lead to conflicts in land use among agriculture, tourism and nature conservation. Furthermore, they expect a rising public concern for nature and environmental protection topics.

Current and future adaptation measures can be seen here:

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Current adaptation</th>
<th>Necessary adaptation for the future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Communities</td>
<td>All eyes and curtains</td>
<td>Better coordination of development planning</td>
</tr>
<tr>
<td>Tourist Businesses</td>
<td>Only adaptation within marketing no substantial adaptation</td>
<td>Development of new, sustainable products without ignoring existing products</td>
</tr>
<tr>
<td>Tourists</td>
<td>I take a certain standard for granted, do not want to think critically</td>
<td>Change of generations could be an opportunity and have positive influence on the shift of awareness</td>
</tr>
<tr>
<td>Carriers</td>
<td>Safely through technological development</td>
<td>Handling the volume of traffic, optimizing gateways, transportation alternatives besides the car</td>
</tr>
<tr>
<td>Local population</td>
<td>Co-determination only by means of conventional tools like e.g. public decision</td>
<td>Expensive co-determination</td>
</tr>
</tbody>
</table>

**Fig. 3: Current and future adaptation measures with regards to climate change**

In workshop 2 „Financing, Risk Management and Insurance” banking institutions, insurance companies and tour operators were asked about their perception of climate change. They mentioned increasing weather extremes and new risk factors as consequences resulting from climate change. Banking institutions are expecting shifting investments towards other regions. This will happen due to the fact that severe test of climate risks within reliability and credit checks will lead to higher insurance rates. Direct insurers and re-insurers acknowledged constraints of insurability and a stronger risk aversion due to increasing risk factors. Due to growing risks the financial industry reacts with rising prices and with the support of ecologically sustainable product-investments. In this context it was pointed out that there is an urgent

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need for closer cooperation and coordination between the tourism and financing industry when implementing new tourism products. Representatives of the financing sector point to the fact that some of the destinations/communities need to work on developing and innovating snow-independent tourism products.

Workshop 3 „Regional and Supra-Regional Product Development“ was mainly attended by representatives of tourist agencies, tourist offices, hotels and destination management organizations. Together they worked out six main impacts and consequences due to climate change:

- Media coverage has influence on the choice of holiday destination
- Increasing protection measures for tourists and locals (short-term)
- Change in perception of the alpine region ➔ from the “sporting arena” to an “authentic and soft recreation and nature area” (long-term)
- Increasing amount of holidaymakers, congestion of alpine regions during peak times
- Changes in preferred holiday activities ➔ less winter sports, increase of „quiet“ winter experiences such as snow-shoeing or winter walks
- Shifting the own mind set: climate change as driver for product developments

Sustaining local agriculture was mentioned as one major aspect for adaptation measures, leading to more independence through regional and local supply. Another aspect was the guarantee for ecologically efficient mobility to avoid a gridlock within the alpine region. Besides that the need for a stronger diversification of winter products in the destinations was stated. Reinvestments of mountain railway companies should therefore not only relate to winter tourism. Due to the experts the rebirth of “summer retreat” and the expansion of spring- and autumntourism can be seen as a development potential. However, the micro- and macroeconomic added value has to increase, as currently the added value is much higher in winter than in summer.

Results Austrian workshop-round 1:

Within the first workshop „Nature and Environment“ all Austrian destinations discussed the extension of summer tourism as an opportunity resulting from climate change. Like in Germany also the current problem of a low added value was mentioned. Beyond that the destinations stated that a new strategic positioning towards nature and environment would be quite reasonable. The destination itself, as well as the nature experience combined with the support of regional products and services should therefore be put into focus.

Depending on the destination different key aspects were stated. The Stubaital named the need for an innovative mobility concept, while the Brandnertal wanted to focus on the added value challenge. Changes in water supply are the most urgent problem at Wilder Kaiser.16

Summer tourism and regional development were also discussed intensively during the second workshop “Economy”. The unique landscape characteristics were pointed out by every destination and are rated as biggest potential in terms of selling proposition. Due to increasing transport costs, the experts also anticipate a growing significance of nearby-destinations.17

While the Brandnertal assumes negative impacts of climate change in the winter season, the Stubaital expects to benefit because of its glacier.18 At Wilder Kaiser future investments and subsidies are seen as a chance to create a profitable and innovative tourism supply structure also in the summer season.

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17 cp. ibid., p. 23.
18 cp. ibid., p. 21f.
The third workshop referring to „Society“ was all about quality, environmental compatibility, regional development and sustainability. Every destination stressed the need for raising awareness among the local population. Also a strengthening of quality in supply through new investments and innovations was postulated.

For the Stubaital the experts predict a growing social instability as well as cultural changes. In the Brandnertal creating a new climate consciousness among the local population is rated even more important than the introduction of new products. The main focus at Wilder Kaiser lies in a considerate use of (energy) resources and nature on a long-term perspective.

Results Austrian workshop-round 2:

Due to the short time between the Austrian’s second workshop-round (end of March 2011) and the symposium, only tentative results from the Austrian pilot sites could be presented at the symposium. All 3 destinations focused possible strategies and adjustments on the key aspects “health”, “sustainability”, “nature” and “authenticity”.

All in all it became apparent that in the alpine region the on-site-discussions on climate change can head in very different directions even though the proceeding (moderated focus-group workshops) and the thematic input are almost identical. Reasons for that are different altitudes, tourism and governance structures as well as different site-specific ways of discussing things.

Presentation 2: Regional development at Zugspitze/ Karwendel region (focus: nature/ sustainability)

Carolin Scheibel (Alpine Research Institute, Garmisch-Partenkirchen)

The Alpine Research Institute (AFI) is the second German project partner in the ClimAlpTour project and cooperates with the pilot site Zugspitze/ Karwendel.

While the workshops in Austria were still part of raising awareness and just reached the starting phase of developing strategies, the Zugspitze/ Karwendel region is already dealing with a new strategic orientation for some time. Here, support in the implementation phase was needed (cp. Fig. 2: ClimAlpTour-Approach: Workshop Phases).

General framework:

- Manifold, attractive and diversified natural and cultural landscape with high potential for different ways of recreation, activities and nature-based experiences
- Unreliable snow conditions/ missing snow-guarantee puts winter sport tourism at risk (most skiing areas are at an altitude between 800 and 1700 m, cross-country-ski-runs also at very low altitude)
- Region’s image is very winter oriented, marketing focuses mainly on classical winter sports (especially in the Garmisch-Partenkirchen area)
- Focus on classical winter sports does not fit the costumers needs
- Discrepancy to actual figures of arrivals and overnight-stays, most arrivals and overnight stays are in summer (e.g. Grainau: 66% arrivals, 59% overnight stays)
- Lack of future viability in times of climate change and unreliable snow conditions

19 cp. ibid., p. 26
20 cp. ibid., p. 29.
21 cp. ibid., p. 26, 30.
22 Scheibel, Carolin: Presentation on 14 April, 2011 „Adaptation strategies in the Zugspitze/ Karwendel region“, p. 3.
So the development of strategy focused on the following challenges:

- Creating a supply that is available all-season and independent of climate
- Supporting the region’s future viability as an all-season destination
- Responding on changing customer needs: trends => experiencing nature, recreation, winter walks instead of skiing
- Pointing out and putting emphasis on the marketing of existing potentials in natural landscape (diversified nature and cultural landscape, manifold types of scenery, untouched nature, sunshine duration etc.)
- Focusing on alpine nature experience

These considerations led to the idea of developing a nature park as a tool for a sustainable regional development in the Wetterstein/ Zugspitze - Karwendel region\(^{23}\) Political discrepancies, organizational problems and missing resources resulting from upcoming sports events (Ski World Cup 2011 in Garmisch-Partenkirchen, bid for the Olympic Games in 2018) caused the reorientation on two sub-projects. For the community of Grainau a nature experience park was planned and is now being implemented, while for the Karwendel region a feasibility study for the new nature park “Bavarian Karwendel” is being conducted.

Nature Park Grainau:

In this park the interaction of nature and living space in the Alps shall be experienced by visitors. Therefore, taking into account the different seasons, a region-specific and target group oriented supply will be created. Theme routes as well as exhibitions are planned. To get to know what is interesting for the target group a source market analysis was conducted. 5 topics turned out to be the key aspects: “experiencing forest”, “climate change”, “agriculture”, “history of the village” and “water in the alpine region”. Since autumn 2010 the AFI is working on the implementation process, accompanied by a conception group from Grainau. Workshops resp. meetings are held on a regularly basis. Currently the positioning of the single stations and the predefinition of the routes are being made. Also a detailed development of single stations is being realized step by step.

Feasibility study nature park „Bavarian Karwendel“:

The feasibility study occurs in cooperation with the communities of Mittenwald, Krün, Wallgau, Kochl a. See, Jachenau and Lenggries. These communities want to enhance the value for existing potentials in the natural landscape. By means of the nature park concept, the communities see the opportunity to realize the goal of a sustainable regional development. Furthermore, a common marketing platform should be built up.

The first step, an analysis of the region’s potential, generates the (non-binding) basis of decision-making for pursuing the outlined idea. Within this framework the feasibility study should then estimate advantages and disadvantages of a nature park and should define potential thematic key aspects. With regards to a better coordination and incorporation regular meetings with the six community mayors, informative meetings for stakeholders and workshops with agricultural representatives were held.

At the moment the results of the study are presented in each community and will be followed by a resolution about the further course of action. In case of affirmation, the second phase will be about pursuing the building of a development plan in coordination with necessary authori-
ties (especially nature conservation). Thus, by the end of 2011 a decision about this plan and about the associated formation of the nature park “Bavarian Karwendel” can be taken.

Presentation 3:  
Experiences from the Swiss pilot sites Disentis/ Sedrun and Andermatt (focus: society/ cooperation)  
Prof. Dr. Markus Schuckert/ Dr. Tobias Luthe/ Romano Wyss (University of Applied Sciences HTW Chur, Institute for Tourism and Leisure Research)

The HTW Chur, one of the Swiss project partners, also decided to conduct moderated workshops in their pilot sites. Besides the formulation of a consistent climate adaptation strategy for the tourism sector, the improvement of communication and cooperation of local stakeholders was focused.

Due to the problems and challenges occurring within the current destination building process, the Surselva was chosen as pilot site for the ClimAlpTour project. At the moment the region is affected by conflicts of the different communities and also by a missing overall tourism concept. The abandoned project Porta Alpina 25 put the region in some „state of shock“, which has to be overcome. Furthermore, a connection to the project Swiss Alps Andermatt is desired. In order to get some support for the realignment and problem solving in the region.

Besides the workshop-method a social network analysis was applied in order to generate more information on the communication problems within the region.

Method: Social network analysis
The network analysis helps to discover and to analyze relationship patterns among stakeholders (individuals, companies, states). Therefore, the communication behaviour is analysed by intensity, type and direction. In preparation to this the collection of relevant data is necessary, for example by surveying stakeholders. 26

The results of the Swiss workshops showed distinct communication problems among the stakeholders. Supporting the communication processes is therefore seen as the main priority, although the ClimAlpTour project actually aims at generating adaptation measures facing climate change. Besides this fundamental step, a more sustainable use of resources and the support of summer tourism are seen as future vital fields of action.

In addition to the workshop results, depth and semi-structured interviews were conducted and analyzed. Based on the information of local tourism organizations, 170 questionnaires were sent by post to regional stakeholders.

**Fig. 4: Survey details of the network analysis**

Based on the primarily low response rate (20 questionnaires) a following up by phone was initiated. By recruiting an employee able to speak the regional tongue Rhaeto-Romantic, the telephone interviews led to a much better response rate (71 responses after intervention, means almost 42%). The first analysis showed that the stakeholder’s networking and communication in the region widely differs in terms of frequency and direction. This can be visualized graphically:

![Network Analysis Graph](image)

**Fig. 5: Cross-community networking of tourism stakeholders**

Further analysis showed the best linked, as well as the most active stakeholders in the region. In most of the cases these active stakeholders do not have a central position within the network (see Fig. 5). Although they welcome a destination building process (particularly as they describe working within the existing networks as very frustrating) they do not have the scope of action to initiate transformation processes due to their limited network. The well linked and centrally-located stakeholders did not show great interest in workshops and analysis of the ClimAlpTour project. Developing a nature-oriented, climate friendly summer tourism, coming along with appropriate cultural offers does not appeal to the region’s drivers. They rather favour enhancements in existing winter sports infrastructure, which is characterized by ski-orientation and a good added value.

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27 Schuckert, Markus; Wyss, Romano: Presentation on 15 April, 2011: „Experiences from the Swiss pilot sites Disentis/ Sedrun and Andermatt“, p. 16.
28 Also including local politics
Conclusion: On-site the growing problems through climate change are often undeniable or at least can be presented in an objective manner. At the same time, options for adaptation measures can diverge widely: The well-linked, centrally-located stakeholders are primarily interested in enhancing the ski-activities, as they offer a good added-value. Other stakeholders, who are convinced about the importance of long-term, alternative developing strategies, do have a rather small network. These stakeholders need to be focused on - on the one hand by improving their networking and on the other hand by diminishing the social distance between these stakeholders and other centrally-located decision-makers – e.g. by further, widely supported workshops in the region.

Transferring the results of this ClimAlpTour network analysis to the large-scale projects Swiss Andermatt and San Gottardo, offers the stakeholders the opportunity to initiate an open innovation process. This bottom-up process can be supported by enlarging the number of interested stakeholders through further workshops and events (also after the ClimAlpTour project). In the course of this process the important gatekeepers should be integrated. Reviewing the progress a further network analysis should be carried out in 2012.

Presentation 4:
The heterogeneity of the alpine region – pilot sites from the perspective of stakeholders and guests
Ilka Cremer (Munich University of Applied Sciences, Department of Tourism)

In cooperation with the French leader of work package 4, the Institut de la Montagne (Université de Savoie), a primary and secondary data collection was conducted. In the following, parts of the results will be presented.

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29 ibid., p. 17.
**Method: Primary data collection**

The primary data collection is a method of collecting data that helps to generate new, not yet existing data. Therefore people can be surveyed by interview or by written questionnaires. Further methods are group discussions, observations or experiments.

**Method: Secondary data collection**

Unlike the primary data collection, the secondary data collection uses existing (statistic) data. Those are for example from statistical offices, companies and/or other institutions and are then analyzed on purpose of the own research. This kind of data collection is cheaper and less extensive. It should be done before setting up a concept for the primary data collection.

**Proceeding:**

Both primary and secondary data collection were conducted from December 2009 until April 2010. With the primary data collection, different expert groups (majors, local tour operators, restaurants, hotels/guest houses, water supply companies, lift companies, NGOs, legal advisors, local tourist offices, destination management organizations and project-related companies) were surveyed. The questioning was either face-to-face or via online-questionnaire. The secondary data was collected by the project partners directly at the pilot sites. Three topics had to be covered:

- Climate change (natural and technical data, sustainability management)
- Destination (supply/demand, structures, capacities, management, accessibility)
- Adaptation elasticity/capacity (economy, nature/sustainability, society)

**Objective:**

For Munich University of Applied Sciences, responsible for work package 5 (impact analysis), primarily the data of adaptation elasticity/capacity had a high relevance. That is why the main focus was put on business-management ratios such as for example the investment climate in the region, the workforce structure, influencing factors on holiday decisions, as well as the price-elasticity. Furthermore, the assessment of co-determination, the role of the local NGOs and opportunities of a potential strategy change were analyzed.

**Results:**

Due to the heterogeneity of the alpine region the pilot sites were classified based on altitude and seasonal focus.
In the course of the impact analysis the above mentioned six classifications were reduced to only three categories: summer, winter and all-season destinations. The comparison of the results was based on these three categories. It became apparent that differences especially appear between summer and winter destinations. For example the investment climate in winter destinations is assessed better than it is in summer destinations. A possible explanation might be the higher added value of winter sports, as it is quite capital-intensive and therefore abets investments (see Fig. 8: Comparing the investment climate in summer and winter destinations).

Fig. 8: Comparing the investment climate in summer and winter destinations

In winter destinations the percentage of workforce that needs to be recruited from outside the region/country is much higher than in summer (see Fig. 9: Comparing the percentage of workforce in summer and winter destinations). Destinations, which cannot meet their labour requirements with local people, run the risk of losing authenticity.

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20 cp. Rutter, Sarah: ClimalpTour Pilot site analysis – Building of categories and detection of recurring features, p. 2.
Comparing the percentage of workforce in summer and winter destinations

Besides comparing summer, winter and all-season destinations, also a comparison of stakeholder and guest statements was given. 47% of the guests in summer destinations confirm to stick to their region, despite higher prices in tourism due to climate protection. In contrast stakeholders expect a significant reduction of regular guests (see: Fig. 10: Assessment of price-elasticity: guests vs. stakeholders (summer destinations)).

As expected) this does not apply to winter destinations. Over 50% of the guests in winter destinations stated they would change their holiday site because of higher prices due to climate protection. The local experts assume the same (see Fig. 11: Assessment of price-elasticity: guests vs. stakeholders (winter destinations)). In winter destinations the guests are significantly more price-sensitive than in summer destinations. That probably relates to the fact that guests in winter destinations primarily are there for skiing. So their holiday budget is already at its limit, also without additional costs for climate protection measures. (also see presentation 3, day 1: Delphi-Study).
Moreover, the survey aimed at assessing the importance of different influencing factors on the choice of holiday destinations. Again, the assessments of guests and stakeholders in winter destinations are quite similar, while there are differences in summer destinations. Measures on environmental protection are also more likely to appeal summer tourists than winter tourists. Furthermore, there are discrepancies with regard to the relevance of costs, transport/transport links and variety of activities (summer destinations), as well as to recommendations from others (summer and winter destinations) and the importance of environmental protection measures (winter destinations).

In summary it can be stated that there are significant differences between the survey results from summer and winter destinations. The answers of stakeholders from all-season destinations are similar to the ones of stakeholders from summer destinations. In addition to that, the assessments of visitors often differ from the assessments of local stakeholders.
Besides a general comparison of results from summer, winter and all-season destinations and the comparison of stakeholder and visitor statements, the output will also be used to create product portfolios for every single pilot site (see Fig 13: Exemplary product portfolio). Those show the current structure of tourism offers in general, as well as the vulnerability of single tourism products. Beyond that they can be used as a basis for discussions to develop possible alternatives/reorientations in tourism. Additionally, with the help of these portfolios, a strengths and weaknesses profile of the region, regarding the touristic product range, can be created.

![Current Product Portfolio](image)

Fig 13: Exemplary product portfolio

**Key Note day 2:**
**Sustainable tourism - Ecologically sustainable, economically feasible and ethically and socially just**

*Johannes Reißland (CEO forum anders reisen e.V., Freiburg)*

This second symposium day clearly showed the challenge of bringing together the three perspectives of ecological, economic and social sustainability in tourism. At the end of the symposium the second key note speaker Johannes Reißland, CEO of forum anders reisen e.V. (far), displayed this challenge by reporting from his practical experience in the tourism business.

The association forum anders reisen e.V. consists of 130 tour operators. They all follow the premise of a tourism that is “ecologically sustainable, economically feasible and ethically and socially just” in the long-term. They create their product portfolio accordingly. The members oblige to regard environmental and social aspects within the offered journeys, without missing out on the economic aspects. Therefore, all members of forum anders reisen e.V. are pledged to participate in a CSR-process, which is audited with the help of a comprehensive set of criteria. During the process the compulsory sustainability report gives information about the environmental, social and economic responsibility every participating company bears in its core-business. The CSR tourism certificate and the accompanying reporting-system was developed by the Centre for Ecology and Development (KATE e.V.), in cooperation with the Church Development Service (EED) and forum anders reisen e.V.. In 2009 it was awarded to 15 tour operators.

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31 The portfolio shows the 10 most important tourism products of the region.
32 Product portfolios are being developed in the framework of WP 5 from Munich University of Applied Sciences
34 CSR: Corporate Social Responsibility.
Therefore the following core-indicators are taken into account:

<table>
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<tr>
<th>Indicator</th>
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<tr>
<td>1. CO2-emissions per guest/day</td>
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<tr>
<td>2. Company ecology: CO2-emissions per staff member</td>
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<td>3. Percentage of journey’s price that stays in the destination country</td>
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<td>4. Quality of customer information</td>
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<td>5. Index of customer satisfaction (incl. return rate)</td>
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<td>6. Corporate culture: index of staff satisfaction</td>
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<td>7. Corporate success: cash-flow to turnover</td>
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<tr>
<td>8. Index of sustainability: partner agencies</td>
<td></td>
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<tr>
<td>9. Index of sustainability: accommodation</td>
<td></td>
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<tr>
<td>10. Index of sustainability: tour guide</td>
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**Fig. 14: Core-indicators of the CSR-process**

Within the framework of ecological sustainability, environmental friendly means of transport are preferred. Depending on the distance to the chosen holiday destination, flights should be abstained from or the stay should at least reach a certain number of days. Beyond that those accommodations are favoured, which care about sensible procurement, optimize their energy consumption and use cleaning supplies in an environmental-friendly way. The integration of locals in planning and conducting tours, as well as the encounter between travellers and the local population (including mediators) covers the social dimension of sustainable travels. Moreover, the code of conduct on the protection of children against sexual exploitation (ECPAT) applies. From the economic point of view the members of forum anders reisen e.V. strive for fair payment and the financial participation of the local population. In order to compensate the negative effects of emissions resulting from air traffic, forum anders reisen e.V. cooperates with *atmosfair*. This initiative invests in projects which support the reduction of CO2 emissions in the fields of solar power, hydro power, biomass and energy.

Referring to tourism in the alpine region, Johannes Reißland expects that suppliers will adapt according to the changing conditions. In this context he quotes the climate and tourism expert Daniel Scott, who once said that “weather can ruin a holiday, but climate can ruin a destination”. Johannes Reißland calls upon the supplier’s sense of responsibility in order to protect nature and climate the best way possible. In addition to adaptation measures he also considers mitigation strategies as a reasonable possibility due to the fact that every “adaptation has its limits”.

**Perspectives and policy recommendations:**

**The interaction of mega trends - (Reciprocal) actions between climate change and other prospective developments**

The so called „mega-drivers“ like climate, economic cycle, demography, energy and technological progress will have a serious impact on society and environment within the next centuries. Conflicting objectives will appear between different fields. As soon as the population faces a certain/ real threat like e.g. Fukushima the government reacts by actionism. The discussion about operating times of nuclear power plants gets attention in the media again and the topic (re-)appears on the political agenda. However, the more abstract the threats are, the less po-

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36 Vgl. ebenda, S. 27ff.
tential they have to be pushed and prioritized by politics. This is also true for the climate change issue. Furthermore, international blockings prevent the implementation of adaptation and mitigation measures on an international level.

The Expert-Symposium’s presentations and discussions lead to a number of recommended procedures, as outlined in the following:

Politics:

- Due to the alpine region’s heterogeneity a standardized adaptation is not favourable ⇒ need for different ways of adaptation
- CO2-neutral Alps as the only (mitigation) objective is insufficient ⇒ promoting/developing adaptation strategies has to be focused on

Tourism industry/ regional development:

- Improving the communication of local stakeholders within the own destination as well as with other destinations ⇒ “talking to and learning from each other”
- The three fields of economic, social and ecological sustainability need to be transferred to the tourism market ⇒ striving for cost effectiveness (for suppliers), quality of holiday (for guests) and quality of life (for local residents)
- No taboos ⇒ besides innovation of new and improvement of current tourism concepts, also the withdrawal of unprofitable or climate critical business segments should be discussed ⇒ also the concentration of mass tourism in certain destinations should be thought of, thus, supporting nature-based tourism and nature conservation in other destinations.
- Considering financing options with regard to new projects ⇒ risk protection, consultation with banks and investors

In general:

- From the guests’ perspective climate change has a negative connotation and is associated with fear ⇒ climate change/climate neutrality should not be used as a sales argument, better to target guests with central (positive) holiday themes and attractive topics (e.g. organic food, health through activity, slowness, recreation, nature experience)
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Further lecturers and ClimAlpTour project partners

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<td>University of Applied Sciences Rapperswil, Institute for Landscape and Open Space, Switzerland</td>
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<tr>
<td>Reißland, Johannes</td>
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<td>Schuckert, Markus</td>
<td>University of Applied Sciences HTW Chur, Institute for Tourism and Leisure Research, Switzerland</td>
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