

Saxion University of Applied Science

Bachelor Thesis QS Retake

**An Advice for the Implementation of an
Environmental Sustainable Product
Development Plan for Eurotours International**

Marnie Talena Scheider



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Bachelor Thesis

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Plan for Eurotours International

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Handelskade 75
7417DH Deventer
The Netherlands
+31 570 – 603663

Client:

Eurotours International

Kirchberger Straße 8
6370 Kitzbühel
Austria
+43 (0) 5356 606 0
office@eurotours.at

Author:

Marnie Talena Scheider
301915

First Examiner:

Mrs. Ellen Schulten

Second Examiner:

Kim Meijer

Research Teacher:

Geertje Tonnaer

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Preface

In order to graduate with a Bachelor degree in Business Administration in International Tourism and Leisure Management at Saxion University of Applied Sciences, a thesis project has to be conducted. The client for the thesis is Eurotours International and the goal is to elaborate an environmental sustainable product development plan for the company. To ensure the long-term effectiveness of the plan, consumer demands are analysed and relevant stakeholders are engaged.

Some difficulties were faced while conducting the quantitative research. It was really challenging to develop a questionnaire involving relevant information questions that only takes a certain amount of time. There is so much to consider while developing a questionnaire and it took several attempts until the final version of the questionnaire was finished. Another challenging aspect, while carrying out the quantitative research, was to receive a response rate that was high enough to draw conclusions from the result.

The qualitative research ran predominantly smoothly, sometimes it took some time to reach the person in the company who is the most qualified to give relevant answers. However, the execution and analysis of the qualitative data did not cause any difficulties.

The contact person at Eurotours International was Mr. Christian Groefler, the head of the department of operations and yield. I would like to thank him for supporting me during the execution of the process, providing me with information and giving me contacts for the qualitative research. Furthermore, I would like to thank Mrs. Andrea Pichler of the PR-department, who also supported me and provided useful and relevant information.

I also would like to thank Mrs. Ellen Schulten who always answered my questions quickly, gave me productive feedback and helped me to realise the project. Moreover, I would like to thank Mrs. Geertje Tonnaer, who supported me with any problems or doubts on executing the research for the project.

Furthermore, I would like to thank all interviewees for taking the time to prepare my questions and providing me with extensive and useful information and therewith supporting me with my research.

With best regards

Marnie Scheider

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Management Summary

The following thesis is written for the Austrian tour operator Eurotours International (EI) which is headquartered in Kitzbühel and deals with a suggestion for a product development plan on environmentally sustainable products in Tyrol as a holiday destination. The reasons for the project are the impact of climate change on the destination Tyrol, sustainability as added value to a product and the increased awareness of travellers for sustainability. At the moment sustainability as such is still a niche market but it grows. The tourism industry could be an important driver towards sustainable development and the raise of awareness of the topic.

The product development plan deals with the design of sustainable tourism products, involving the four core concepts product development, sustainable tourism, consumer demands and stakeholder engagement. These four core concepts are closely related to each other. Actually, an approach to each core concept is defined, nevertheless the approaches overlap and interconnect and the product development plan is the result of a successful combination and connection of the core concepts.

In order to gather relevant information on the four core concepts, a quantitative research study as well as a qualitative research study was carried out. The quantitative research aimed at the consumer demands on sustainable tourism. Therefore a tourism product is broken down in the three components, accommodation, transportation and holiday activities and entertainment.

The questions asked dealt with the importance of sustainability during the consumers' stay in Tyrol and their demands for sustainable tourism. The responses were in the form of a five-point likert-scale, in which consumers should rate the degree to which they agree with the statements, from strongly disagree to strongly agree. Additionally, the questions were supposed to deliver information on possible weaknesses of sustainable trips, the presentation or on the information given about these trips.

The qualitative research was carried out by means of interviews with important and conscious stakeholders in the area. Five stakeholders were interviewed. Two stakeholders within the accommodation sector, one of the transportation sector and two of the holiday activity and entertainment sector were consulted in order to gain an insight into each component of a tourism product. The interview guides were all similar and structured in the same way, but each guide was adjusted to the company. The main topics of the interviews were the importance of sustainability within the company and the way it is defined and realized, the awareness and demands of the consumers that are recognized, cooperation with other stakeholders aimed at sustainable development, the nature of cooperation including mutual trust, communication frequency, mutual goals and joint projects. Additionally stakeholders were asked about ideas for sustainable products and ways to create a rethink from price-orientation to sustainability.

The results of the field researches were analyzed and combined. Possible mismatches needed to be taken into consideration, and ways needed to be detected and defined to overcome them. Ultimately the results lead to solid advice on a product development plan by means of a PDCA-cycle (Plan, Do, Check, Act). In the cycle each step is explained in detail and an approach to each core concept is formulated. Nevertheless the advice results in a coherent and long-term effective product development plan.

An afterword gives a reflection on the day to day procedure, difficulties and challenges that were faced during the process and how they could be overcome.

The product development plan is presented to Eurotours International. Ultimately they decide, whether the product development plan is suitable for the company and if and at what point in time it is possible and effective to implement it.

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1. Introduction

1.1 Background Information About the Client and Reasons for the Project

Eurotours International (EI) is an Austrian Tour Operator founded in 1980 by Hans Dieter Toth and since then it is headquartered in Kitzbühel, Austria. In the beginning EI was mainly an incoming Tour Operator. Nowadays, EI markets a broad variety of touristic offers in Austria as well as to destinations worldwide. It covers the incoming and domestic as well as the outgoing market and has more than 1300 commercial partners in 64 countries (eurotours.at, n.d.). The company works together with various hotel suppliers, transportation companies and other service providers in the tourism industry worldwide. EI has a team of round 350 well-trained employees and belongs to the top 500 most dynamic companies in Europe (eurotours.at, n.d.).

The official mission of EI is:

“As a modern service providing company we want to exceed the expectations of our clients with the highest quality and professionalism and we act with economic, ecologic and social responsibility. We ensure the success of the company lastingly through the outstanding performance of our perfectly trained employees. The strategic goals of the organisation and values of the “Verkehrsbüro Group” are summarized in the company profile, in which proximity to customers and customer service are in the focus. Our daily work is determined by highest service quality, team spirit, result orientation and a sense for innovation. The development of the leading market position occurs profit oriented in the sense of a sustainable increase of the value of the organisation.” (Eurotours, n.d.)

From inbound and domestic perspective Tyrol is an important destination and source of income for EI (Christian Gröfler, Head of Department Operations and Yield Management, personal communication, 23.02.2015). The significance of tourism is high in Tyrol, since more than 53.000 people are directly employed in the tourism-industry and 16 percent of the GDP in Tyrol is generated from tourism (eurotours.at, 2015).

In the last few decades the significance of sustainable tourism increased. Sustainability in that respect can be broadly defined as permanent environmentally-friendly development (Promberger, Spiess, Kössler, 2006). One important reason for that is that destinations and people worldwide feel the impact of climate change (NASA, 2014). Also the destination Tyrol is affected. An increase in temperature in Tyrol is noted down. According to Ministerium für ein lebenswertes Österreich (2014), the temperature in Austria increased 2°C since 1880. This has the result, that glaciers will continue to withdraw leading to a loss in attraction, permafrost boundaries will rise along with the increase in temperature that will result in a higher risk for rock fall and this will have a negative impact on hiking trails and climbing routes and ski-areas will shift more and more upwards (BMWWF, 2012). The website lebensministerium.at (2010) developed basic scenarios for various cities in Tyrol. According to these scenarios, it can be seen, that for example the average temperature in Kitzbühel will rise 1,9°C between 2031 to 2040 in comparison to the period of 1991 to 2000. Also in Hart im Zillertal the temperature will be 1,9°C higher in the period 2031 to 2040 than in the period from 1991 to 2000. Also the maximum and minimum temperature will increase in those places, the diagrams for these predictions can be found in appendix A.

According to the Bundesministerium für Wissenschaft, Forschung und Wirtschaft (BMWWF, 2012), the increase in temperature is proportional to the emissions of greenhouse gases produced by humanity.

Climate change is also partly caused by tourism and 5% of the CO²-Emissions are provoked by tourism worldwide (BMFWF, 2012). Tyrol feeds off the nature and it is the USP of the region (Christian Gröfler, personal communication, 23.02.2015).

The summer tourism is affected in that way that vegetation zones are shifted, diversity of species is minimized and changes in the landscape will occur. Besides, extreme weather phenomena may cause rockfalls, floods or slope movements. Over a long-term period the nature in Tyrol will change significantly concerning summer as well as the winter period (Christian Gröfler, Head of Department Operations and Yield Management, personal communication, 23.02.2015). Therefore, people and stakeholders need to act and develop tourism in certain boundaries, to make it less harmful for the environment and therewith contribute to the international goal of diminishing the impacts of climate change. It is in the interest of EI to contribute to a sustainable development of the destination Tyrol and to help retain the beauty of nature (Christian Gröfler and Andrea Pichler, personal communication, 23.02.2015).

There is no possibility to make tourism entirely sustainable, as every industry has impacts. Nevertheless, it can be developed in the interest of sustainability (sustainabletourism.net, 2012). The demand for sustainable products is rising and cultural and natural authenticity plays an essential role for consumers (UNWTO, 2013). According to a study of the Hochschule Berlin (2014) many people inform themselves about sustainable issues of a product in a travel agency before they book their vacation. Despite of the rising environmental consciousness (BMFWF, 2012) and an increase in demand for sustainable products (UNWTO, 2013), sustainable tourism is still a niche market (UNWTO, 2010).

EI is aware of sustainability and puts effort in working towards sustainable tourism development. The building is exclusively heated by geothermal energy and due to energy saving lamps with motion sensor a lot of energy can be saved (eurotours.at, 2010). Moreover, EI started a Project named 'Greenerino'. It is an environmental award in Tyrol and EI works in cooperation with an extreme mountain climber, Peter Habeler and the environmental advocate of Tyrol, Johannes Kostenzer. The initiative is exemplary for other stakeholders. It is like a competition in which private persons or groups can participate, but also associations, schools in Tyrol, as well as classes and other school-groups in Tyrol. The idea of the project is, that the participants execute a sustainable project or action. These projects or actions do not require huge efforts in terms of material and money, the main idea is for instance actions for waste prevention or protective measures for threatened species. The selected winners can win money in order to financially support the projects and 30 persons can win a day in the 'Naturpark Zillertal'. The Project will end on the 16th June 2015. With this prize, EI wants to set a stepping stone for environmental awareness (eurotours.at, 2015).

EI also offers a few sustainable trips that are promoted as such, but according to Andrea Pichler (personal communication, 23.02.2015), who works in the marketing and PR department, it is in the interest of EI to further adapt to the trend and increase the number of bookings of sustainable trips. Therefore, consumer demands need to be analysed and stakeholders need to be engaged. The project aims for a product development plan taking both of these aspects into consideration. This product development plan is supposed to be developed to give an advice to EI, on how to constantly develop new products in an environmentally sustainable manner. Consumer demands have to be analysed first, to ensure that stakeholders are able to meet them and can be engaged in the development process.

1.2 Management Question and Objective

How can EI develop environmentally sustainable products while engaging stakeholders and meeting the demands of their consumers?

The objective is to elaborate a strategic product development plan for environmentally sustainable products through stakeholder engagement and taking the demands of EI's consumers into consideration.

2. Research Part

2.1 Research Objective and Research Question

The field research consists of two main parts, the investigation of the consumer demands and the engagement of the stakeholders. Therefore, two research objectives are formulated.

The objective of this research is to contribute to a product development plan for EI for environmentally sustainable products in Tyrol by collecting knowledge about the demands of the consumers of EI regarding an environmentally sustainable product in Tyrol.

The objective of this research is to contribute to a product development plan for EI for environmentally sustainable products in Tyrol by collecting knowledge about the possibilities of the stakeholders in Tyrol to meet the demands of EI's consumers and their engagement for a sustainable product development in Tyrol.

The research objectives can be translated into research questions for this project. The questions provide insight as well in the consumer demands as the possibilities of the stakeholders and their engagement.

1. What do consumers demand for an environmentally sustainable product in Tyrol?

Sub-questions:

1.1 What do consumers demand concerning environmentally sustainable accommodation?

1.2 What do consumers require concerning environmentally sustainable transportation?

1.3 What do consumers require concerning environmentally sustainable holiday activities and entertainment?

2. Do relationships between demographic and geographic characteristics of the consumers and their demands for environmentally sustainable products in Tyrol exist?

2.1 Do relationships between nationality of the consumers and their demands for environmentally sustainable products in Tyrol exist?

2.2 Do relationships between age of the consumers and their demands for environmentally sustainable products in Tyrol exist?

2.3 Do relationships between the educational level of the consumers and their demands for environmentally sustainable products in Tyrol exist?

3. What can stakeholders in Tyrol deliver concerning an environmental sustainable product that meets the demands of the consumers?

Sub-questions:

- 3.1 What can stakeholders deliver concerning environmentally sustainable accommodation that meets the demands of the consumers?
- 3.2 What can stakeholders deliver concerning environmentally sustainable transportation that meets the demands of the consumers?
- 3.3 What can stakeholders deliver concerning environmentally sustainable holiday activities and entertainment that meet the demands of the consumers?

4. What are the engagement requirements of the stakeholders in Tyrol?

Sub-questions:

- 4.1 What are the engagement requirements of stakeholders in the accommodation industry?
- 4.2 What are the engagement requirements of stakeholders in the transportation industry?
- 4.3 What are the engagement requirements of stakeholders that offer holiday activities and entertainment?

2.2 Theoretical Framework

2.2.1 Search Process

Four core concepts are of main significance for the project, product development, sustainable tourism, consumer demands and stakeholder engagement. To collect essential information on these concepts a literature research is carried out. To ensure that only reliable and relevant information is collected the right search engines, like Google scholar or Saxion biliotheek are used. Moreover, when looking for suitable sources, the AAOCC method is applied. By assessing a source using the criteria of this method it can be assured that the author who wrote or the institution that published the source, is qualified and reliable. It has to be checked whether the author has given an objective view on the facts and circumstances or whether the author integrated own opinions and perceptions. Additionally the source needs to be up-to-date, which means, they should not be older than ten years in order to ensure that it does not contain outdated information. In some cases, as for example definitions or concepts, the source may be older, but it needs to be weighed, if the given information is still relevant (LaFrancis, 2011).

2.2.2 Definitions of the Core Concepts

Sustainable tourism

Sustainability is a broad and complex term and various definitions for sustainable tourism exist. The definition of the World Tourism Organisation (WTO, 2004) is: "Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary. Sustainable tourism should also maintain a high level of

tourist satisfaction and ensure a meaningful experience to the tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them."

The United Nations Educational, Scientific and Cultural Organisation (UNESCO, 2005) defines sustainable tourism as a "form of tourism that respects both, local people and the traveller, cultural heritage and the environment."

Both definitions are valid and suitable for the project. The definition of the WTO is more comprehensive and also relates to the involvement of stakeholders. The UNESCO puts more importance on retaining the environment and cultural heritage. Sustainable tourism development is ecologically sustainable, economically viable as well as ethically and socially equitable. It respects the fragile environmental balance that characterises many tourism destinations, particularly in environmentally sensitive areas; and it is based on a long term perspective.

Sustainable development can be defined as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." (United Nations Environment Programme, UNEP, 1987). The definition relates to future generations, therefore sustainable tourism should involve long-term thinking of approximately ten to twenty years and finding a balance between limits and usage (sustainabletourism.net, n.d.).

In order to develop tourism sustainably, the ecological footprint of attractions, entertainment or activities should be reduced (Sisman, 2007). This involves the greenhouse gas emission and the carbon intensity of stakeholders in the tourism industry (Sisman, 2007). Sustainable tourism can be characterised by several aspects. It enhances the well-being of communities, which means that the cultural, economic and social well-being of local people of Tyrol needs to be ensured. Furthermore, sustainable tourism should support the natural and cultural environment. Sustainable tourism allows making use of natural and cultural resources in order to gain economic profit. Nevertheless, a limited use has to be guaranteed, so that these resources are not destroyed (UNESCO, n.d.). To ensure that tourism is developed in an ecological, economic and socially sustainable way, appropriate management and monitoring must be established. Various stakeholders in the tourism industry are responsible for the implementation of different parts of the principles. Governmental organisations, tourism businesses, local communities, NGOs and the tourists can all contribute to a sustainable development of tourism. In order to achieve the goals of sustainable tourism, the different actors should cooperate and communicate to put the principles into practice.

Sustainability is a broad term, involves many factors and consists of the three pillars profit, people and planet (United Nations Conference on Environment and Development, UNECD, 2011). Profit refers to the economic aspect of sustainability. This aspect aims for creating and maintaining jobs for local people and to promote price or quantity changes that ensure economic growth, environmental health and social wealth (UNECD, 2011). The pillar of people is focussed on the well-being of locals and development that ensures the protection for communities. Stakeholders should be involved in the development process of the destination and participation of local communities. The pillar planet refers to the protection of the environment. This involves protecting, sustaining, and restoring the health of critical natural habitats and ecosystems like dealing responsibly with water and other important resources in the area (UNECD, 2011). In the project, the focus is put on the pillar of environment. Nevertheless, the others cannot be ignored and have to be taken into consideration.

According to Ion-Danut and Mariana Juganaru (2009), many forms of sustainable tourism exist: the ecological tourism (ecotourism), which is defined to be natural exploitation of natural resources for tourism products in a sustainable manner. Ecotourism takes place mainly in natural reservations and

national parks. Green tourism is characterized by all forms of tourism circulation, with a development in harmony with the natural and socio-cultural environment of the destination. Moreover, it is defined as the ensemble of tourism forms with the aim of decreasing the social, cultural and environmental impact of tourism.

Soft tourism is defined as being away from artificial and impersonal forms of mass tourism.

The rural tourism aims at harmonisation and refers to spending holidays in rural areas. Actually it presupposes certain behaviour of the tourist, namely to participate in the household or farming activities. Rural tourism involves tourist valorisation of rural spaces, natural resources, culture, rural constructions, village traditions, earth products and it is a good way to relax for the modern society in the country-side. Community-based tourism is about involving populations in the development of tourism and develops them to their benefit. Thus they build and manage the accommodation, as well as the local services and entertainment offered to tourists. Solidarity and responsible tourism or "voluntourism" means social movement that aims at valorising tourism economy, to the benefit of local communities at destinations. This form of sustainable tourism involves the responsibility of all the stakeholders involved: host population, intermediaries and tourists, the responsibility being based on the local customs and values respect and their environment, as well as a certain equitable redistribution of the generated revenues.

Product development

The product development is related to tourism products and can be defined as "The Process, by which the resources of a destination are shaped to meet the requirements of international and domestic customers." (COMEC Coordination Office, 2013). Or as "Assets of a destination are molded to meet the needs of customers." (Mac Nulty, 2014)

In the tourism industry a product consists of the three components accommodation, transportation and holiday activities and entertainment (Destination New South Wales, 2012). Tour operators usually offer a combination of these three components as a holiday package. Two important types of holiday packages exist. Primarily, the traditional packaging, which is created as a whole package by the tour operator, including a mean of transportation, an accommodation with transfers from and to the airport or station and sometimes it also includes activities and entertainment (Dale, 2011). Usually meals are also included, tourists can choose from different meal plans as for example all-inclusive or half-board. These products have several advantages for the consumer. It provides greater convenience to them and has mostly a more competitive price and provides therefore good value for money to the consumer. Since everything is included and tourists do not have to worry about anything, it fulfils their need for security, reliability and companionship (Destination New South Wales, 2014).

The second important type is dynamic packaging, which is much more flexible. People are able to build their own holiday packages by choosing each component separately in order to perfectly tailor the product to their needs. Dynamic packaging is also more flexible in time and consumers can choose to pay additionally for good travel times (Dale, 2011).

According to the cooperation for development (COMEC, 2013) the product development process starts with researching the market and demands of the consumers. Afterwards, the product has to be matched to the needs of the market. Suitable places and areas in the actual destination need to be identified. This can be based on the criteria of existing resources, attractions and entertainment facilities and infrastructure and transportation. Afterwards, involved stakeholders should be engaged.

The stakeholder engagement process will be further defined.

Also Datzira Development Services (DDS, 2006) defined different stages for tourism product development. The initial stage in which existence of a motivation to travel need to be detected, the basis of a destination including its resources and attractions, which includes infrastructure, facilities and services, in the creation process specific experiences for tourists are created by making use of the available services, infrastructures and facilities. Moreover, the communication stage involves distributing, positioning and communicating the product to the market. Ultimately, the result is measured by the consumption of tourism products in a destination.

DDS does not include the stakeholder engagement. However, it is an important step in the product development process, since the involvement of many parties raises the possibility to reach a long-term effective product development plan.

Consumer demands

The statement '...proximity to customers and customer service are in the focus.' (eurotours.at, n.d.) in the mission of EI, emphasises the importance of a careful investigation of consumer demands before elaborating on the product development plan.

Consumer demands relate to the satisfaction of the wants and needs of the consumers (AmosWEB, n.d.). Demand describes the ability and the willingness to purchase a range of quantities at a range of prices (AmosWEB, n.d.). This core concept can only be seen in connection with sustainable holidays, because the research project also aims to find out the demands of the consumers regarding sustainable products in Tyrol.

In Tyrol the winter season in 2013/ 2014, which lasts from November to April generated 57% of the overnight stays, the summer season from May to October 2014 generated 43% of the overnight stays. However, in 2003, 59% of the overnight stays were in the winter season. While tourists stay on the average of 3.8 days in Tyrol, in the summer, they stay with 4.8 days in the winter exactly one day longer.

Due to confidentiality it is not possible to receive data about the consumers of EI. However, the main source markets of Tyrol are Germany, the Netherlands and Austria. In appendix B the source markets of the summer season 2014 are presented in a pie chart. In the summer, the market share of Germans is 52.5%, the market share of domestic tourism is 10.8% and the market share of Dutch as third largest source market is 7.5%.

The tourism monitor Austria (T-Mona) is a project for a visitors survey which is executed every second year since 2004 with a sample size of about 36.000 visitors. The project is executed by the Austrian Marketing Organisation. According to the results of the visitor survey, Germans travel mostly with their partner and book via internet. The majority arrive by car and stay in a four or five star-hotel. In the winter they visit the destination to ski while in the summer the landscape is the most important reason to visit Tyrol and their main activity is hiking. Austrian guests are on average between 43 and 45 years and travel with their partner. The main reason for visiting Tyrol is relaxation. The majority of Austrian tourists books via internet, sometimes spontaneously or only a short period of time before their trip. They arrive by car and stay in a four or five star hotel.

The majority of Dutch guests have reached an educational level of the A-levels or higher. They visit Tyrol with their family or their partner. 60% of Dutch guests book by means of the internet, arrive by

car and stay on the camping ground in the summer and in four or five-star hotels in the winter. In the summer the reason for their stay are the mountains. The main activities are hiking or walking and in the winter they visit Tyrol to ski or snowboard. Thus, the landscape, the mountains and the winter sport facilities are the most important for the Dutch guests.

Consumer demands are closely related to consumer behaviour (Cooper, 2007). Birgit Pikkemaat and Klaus Weiermair (2009) define in their report 'The aesthetic (design) orientated customer in tourism implications for product development', 'the new customer'. According to their theory, 'the new customer' is hybrid, individual and critical. Multiculturalism in everyday life consequently leads to a higher acceptance of different cultures. Besides, consumers are more critical due to new and increased communication and information technologies. This increases competition between suppliers due to a large number and variety of travel destinations and offers. Moreover, people seek for more frequent breakaways from their daily life, meaning, they travel more often during the year and their trips become shorter. They demand relaxation and authenticity. 'The new customer' is experienced and demands a high degree of individualism during holiday, multi-optional offers and experiencing value. The theory of the 'new customer' should be taken into account while developing products in order to fit their needs.

According to UNSECO (2009), consumers are more travel-experienced and increasingly show awareness for sustainability. Moreover, the use of technology increased and tourists have become more physically and intellectually active. People take more but shorter trips throughout the year and increasingly want to visit places, which are environmentally friendly and socially just.

According to Zoë Chafe (2005), consumers put a special view on safety, cost, assured weather conditions, accessibility, and quality of facilities, while planning their vacation. However, their demand for ecologically sustainable products and eco-labels is growing. Also tripadvisor (2012) states, that the accessibility of transportation as well as accommodation and attractions is considered as important by consumers. Moreover, Zoë Chafe (2005) states, that the demand for sustainable tourism is growing and the many people start taking the issue of sustainability into consideration while planning their trips. They want to learn about these issues before their trip and while they are staying at their destination. Even though the interest in sustainability grows, the majority of the tourists still behave mainly passive. People, who are informed and educated about ecotourism, certification and eco-labels start to show interest and to support the concept of sustainability. Labelling becomes an important decision factor for consumers (Chafe, 2005). Thus, issues of sustainability and therewith learning about culture, accommodations run by local people and the opportunities to interact with local people becomes more important to tourists (Chafe, 2005). In terms of transportation, consumers focus on a practical, flexible, fast and favourable cheap way of transportation rather than a sustainable one (Tanaka, 2011).

According to a visitor survey of the national park "Hohe Tauern" (2013); a relationship between educational level and interest in sustainability exists, as the majority of the visitors have a rather high educational level and are very interested in the sustainable development of the park and the destination.

In order to develop products adapted to the demands of the consumers, possible relationships between age nationality and educational level need to be detected. This helps to target the appropriate group of people.

Stakeholder Engagement

For sustainable tourism development, the engagement of local stakeholders is an essential element of the planning process (UNESCO, 2009). The term stakeholders can be defined, according to Tyrol Tourism Research (TTR, n.d.), as “Every group or individual that is affected by the interest or an achievement of an organisation. The term STAKE marks a certain commitment that is fraught with risk. Additionally stakeholder means also groups that are affected by the organisational activity but reverse also a critical factor for the organisation.” Stakeholdermap.com (n.d.) defines stakeholders as ‘any group or individual who can affect or is affected by the achievement of the organisation's objectives’. The International Finance Corporation (2007) defines ‘Stakeholders as persons or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively. Stakeholders are locally affected communities or individuals and their formal and informal representatives, national or local government authorities, politicians, religious leaders, civil society organisations and groups with special interests, the academic community, or other businesses.’ UNESCO (2009) defines stakeholders in sustainable tourism development as ‘all the individuals who are interested in and/or affected by tourism development and biodiversity conservation.’

All of the definitions are similar and describe stakeholders as a group or individual, which is affected by an objective, a project or achievement of an organisation. The research deals exclusively with stakeholders in Tyrol and means the groups or individuals in Tyrol that are affected by the product development plan and critical to agree and cooperate and being involved while implementing the plan. Stakeholders of the accommodation sector, transportation companies but also various people that offer holiday activities and entertainment to the visitors in Tyrol are included.

Stakeholder engagement can be defined as ‘... the process used by an organisation to engage relevant stakeholders for a purpose to achieve accepted outcomes.’ (Deloitte, 2011).

There are various ways to engage stakeholders. However, ultimately, they all aim for successful cooperation. Stakeholder engagement always involves consecutive steps. The company Altria (2012) defines the six steps. The first step is “Prepare”. This step involves identifying issues, prioritisation of issues and identifying stakeholder categories. The second step is to “Plan”. This step involves establishing objectives, scope and accountability, to identify and research stakeholders, to map and to prioritise stakeholders, to determine an engagement mode and to establish evaluation criteria. The third step is “Design” with reviewing principles, conducting initial outreach, establish mutual objectives, identifying technique and need for facilitation, the design of engagement and to consider assurance options. The next step is to “Engage”, which involves preparing staff, to provide stakeholders with background information, conduct engagement and confirming next steps. The fifth step “Evaluate” involves the determination for further engagement, to evaluate the process and the results and to perform assurance. The sixth and last step is “Apply”, this step includes assessing applications and sharing internally and to reporting back to stakeholders. Altria defines tools to apply for each step.

The SLDS (statewide longitudinal data system, 2013) also defines six steps for stakeholder engagement “State Desired Outcomes”, “Determine Purpose”, “Build a Plan”, “Implement the Plan”, “Monitor and Adjust the Plan” and “Reach Desired Outcomes”.

Neil Jeffrey (2009) defines seven stages of stakeholder engagement. The first stage involves identifying basic objectives and issues in order to address and prioritise the right stakeholders. The second stage “Understand” is about understanding the urgency of the stakeholders they feel for their issues and the power of influence they have. Moreover, the wants and needs of the stakeholders (SWANS) should correlate to the wants and needs of EI (OWANS). To identify this correlation, it is helpful to prioritise them. The third stage is “Internal Preparation and Alignment”. This step is about preparing internally to engage, which means to dedicate the appropriate time and resources to identify commonalities between the stakeholders and EI. They should agree on the commitment and ways to create a win-win-situation should be discussed. The fourth stage “Building trust” aims at communicating in a way that increases the trust in the company. Moreover, honesty, openness and an open contact-person is very important. The fifth stage is “Consult” and involves regular communication and contextualising information in a way that stakeholders get a detailed holistic picture. In the sixth stage “Respond and Implement” a course of actions needs to be defined, to understand and to respond to possible reactions of stakeholders and to solve possible misunderstandings. The last stage “Monitor and Evaluate the Document” involves frequently reporting back to stakeholders, transparency of the process is greatly aided by accurate documentation. Success, benefits but also possible risks and failures need to be analysed on a regular basis in order to constantly improve the process or engage additional stakeholders.

The stages are similar and all involve a preparation or planning stage, in which the stakeholders need be identified and prioritised. Therefore, various approaches exist. One approach is the stakeholders’ quadrant (Deloitte, 2011). Appendix C shows an example of the stakeholders’ quadrant. The key focus should be on the top right quadrant (high influence and high dependence). Obviously, other stakeholders are not unimportant, but engagement with these stakeholder groups will be approached at different levels and forms. The quadrant gives information on the level of interest and the level of influence of the various stakeholders.

When prioritisation is done, it is important to decide on who is critical to engage first and define the reasons. Usually, priority should be given to stakeholders that are directly and adversely affected by the changes of the project (International Finance Corporation, 2007). To ensure an effective relationship, regular and close interaction is necessary (International Finance Corporation, 2007, Deloitte, 2011). Interests of stakeholders might change over time and EI regularly needs to ensure that company objectives and the objectives of the stakeholders still aim in the same direction. Appropriate two-way communication and methods which actually help to achieve this is of great importance (Deloitte, 2011). The probability of the occurrence of a conflict is high and EI also needs to develop processes with these conflicts (International Finance Corporation, 2007).

Moreover, EI should offer a certain degree of transparency on their actions to the involved stakeholders. Stakeholder engagement also involves giving them the possibility to give feedback on the outcomes (International Finance Corporation, 2007).

2.2.3 Relationships among the Core Concepts

The four core concepts are of main importance for developing a long-term-effective product development plan. An Asian saying says “Tourism is like fire, you can cook your dinner on it but it can burn down your house” (Kuoni, 2013). This means, that tourism is only profitable and effective if it is developed in certain borders. Tourism is the fire in Tyrol, as it generates a big part of the GDP in Tyrol.

It was 16% in 2007 and there is an increasing tendency (TTR, 2012). Nevertheless, if the tourism is not developed in a sustainable manner, the possibility of a loss in attraction of the destination increases. The product development plan, which is supposed to give an advice to EI on a new product, needs to take all of the core concepts into consideration. Certain aspects that are required for sustainable tourism need to be defined and met. Therefore, features of an environmentally sustainable trip are researched and should be part of the developed new product.

Relevant stakeholders need to be identified and approached in the right way. Objectives and definition of sustainable tourism should be made clear to them, to ensure, they work in the same direction (UNEP, 2012). Stakeholders need to be identified and chosen by means of certain criteria. Low emission is an indicator for sustainability and should not exceed the relevant assimilative capacities of ecosystems (Rennings and Wiggering, 1996). Also regionality is a certain indicator for sustainable tourism (Baumgartner, 2008) and the efficiency of waste and energy management (DG Enterprise and Industry, 2013).

The Austrian Eco-Label provides consumers with guidance for choosing products or services that are the least hazardous to the environment or health and a large number of products, services and accommodations in Tyrol are already certified. Moreover, it draws the attention of the consumers to aspects of environment (Ministerium für ein Lebenswertes Österreich, n.d.). This involves for example using solar-charged batteries to power low-energy light bulbs, sustainably sourced wood for heating or combination of filtration and composting to process toilet waste (Austrian Tourism Board, n.d.).

Moreover, it is important to put a special view on the wishes and demands of the consumers, when developing a new sustainable product. Consumers and travel companies show strong support for sustainable tourism. The willingness to pay more for sustainability, to contribute to community projects, and to support certification rises (AmosWEB, n.d.).

It should be found out what features a sustainable product needs to have and which values need to be engaged, in order to make sustainable tourism more attractive and sellable (Reino and Schröder, 2013). Therefore, consumer involvement, by conducting a survey, is an essential part in the product development process (Reino and Schröder, 2013).

According to Reino and Schröder (2013), consumer needs are not satisfied when a sustainable product is expensive, involves a greater effort than usually or provides substandard performance. The wishes and demands refer to the components of the product, like accommodation, transportation and holiday-activities and entertainment. For each component consumers can and will have demands that need to be taken into account when elaborating the product development plan.

Besides, not only the wishes and demands of the consumers are significant when developing a product, but also engagement of stakeholders in Tyrol. The willingness to become sustainable and meet these wishes of the stakeholders has to be researched. Stakeholders can elaborate policies, tools and act according to certain sustainability standards to increase the industry's positive impact while decreasing the negative impacts (UNEP, 2005). Thus, stakeholders need to take consumers' demands and environmental sustainability into consideration. Product development needs to take supplier and demand side into consideration as well as the core concept of sustainability.

Stakeholder engagement means to involve them in the process and to listen to their interests. Two-way communication on a regular basis is therefore very important. It needs to be made sure, that all stakeholders and the company have the same understanding of sustainability and all reach for the same goals (Ellis and Sheridan, 2014). Ultimately a common ground for all core concepts needs to be found in order to develop a successful product that is accepted by the stakeholders in Tyrol as well as attractive for consumers and meets the standards of environmental responsible tourism.

2.2.4 Operationalisation

The operationalisation is shown in form of a tree diagram showing how core concepts are broken down into measurable indicators. It is a simple visualisation of the relationships among the core concepts. The tree diagram of the operationalisation can be found in the appendix D.

2.3 The Research Strategy

The research strategy applied consists partly of quantitative and partly of qualitative research. Primary data concerning the needs and wishes of the consumer are collected. This is done by making use of quantitative research. Therefore, the development of a questionnaire is the chosen instrument. The execution of a survey is chosen for gaining insight in the demands of the consumers regarding sustainable tourism. This instrument enables the collection of data of a large number of people and to retrieve relevant information on the requirements of the consumers for sustainable trips.

Simultaneously, data on the possibilities of the stakeholders in Tyrol to contribute to sustainable tourism and how they can and are willing to engage need to be collected. Therefore, qualitative research is applied.

For the demands and wishes of the consumers', generalizable and representative data are needed and therefore a large group of people is going to be required. The research is descriptive, since it builds up on the statement of the UNWTO (2013) that the demand for sustainable products is raising. Since sustainable tourism is such a broad topic it needs to be broken down in order to investigate, what consumers really demand. Thus, this research is aimed to find information to give further explanations and background information on this topic. In order to collect this type of information, quantitative research is the suitable approach.

In order to collect data on the possibilities and willingness of the stakeholders in Tyrol, to meet the wishes and demands of the consumers of EI concerning sustainable tourism more in-depth information are needed. This can only be retrieved by a qualitative data collection method. Qualitative research leaves room for follow-up question and gives therewith the option to further elaborate on a topic (Brotherton, 2008). In the project, the qualitative research is explanatory, due to the fact that it advances knowledge about an underlying process and elaborates on the results of the quantitative research.

2.4 Methods of Data Collection

2.4.1 Quantitative Data Collection

Quantitative data collection is applied for investigating consumers' demand for sustainable tourism and their expectations concerning sustainability from stakeholders like accommodations, transportation companies and holiday activities and entertainment in Tyrol. Quantitative data collection is the most suitable method, because, a large amount of data is needed to reflect the characteristics of the population more reliably (Concept Stew Ltd, n.d.). Everyone from Austria, Germany or the Netherlands who is currently visiting Tyrol belongs to the population. Therefore, the population includes more than 3 million people, who arrived in Tyrol in the summer-season in 2014, who were from Germany, Austria or the Netherlands (Tirol Werbung, 2014).

The sample size is dependent on several things; the size of the population; budget and the intended time-frame (Brotherton, 2008). Due to limited time and budget the chosen sample size is 200 respondents. The data of 200 respondents is collected within eight weeks from 18th May to 12th July 2015. The chosen sampling method is the stratified random sampling, which is a probability-based sampling-method. Thus, the population is divided in the three groups that are distinguished by their geographical origin (Brotherton, 2008). The three groups are the main source markets of Tyrol, German tourists, Dutch tourists and Austrian tourists. Ratios between the groups of the whole population are maintained in the sample (Brotherton, 2008). Since the survey is conducted in the summer-season, the ratios are based on the data from the summer-season of 2014, which are retrieved from "Tirol Werbung" (2014). About 52% of the tourists in Tyrol are from Germany. Therefore, Germans should be the biggest group of respondents. In order to identify the percentages of German, Dutch and Austrians, all overnight stays in the summer-season 2014 of these three source markets are summed up, this is 100%. Overnight stays from other source markets are irrelevant for the research. The total number of overnight stays of the three groups in the summer season is 13.416.943. Taking only these three source markets into consideration, Germany has a share of 74.2%. Austrian guests have a market share of 15.2%. Dutch guests are 10.5% of the total number of overnight stays of these three source markets. At best, these ratios should be maintained in the research. However, because it is hard to influence, a tolerance range of 2% more or less is acceptable. Thus, 72.2 to 76.2% of the respondents are German, 144 and 152 respondents. Between 13.2 and 17.2% are Austrian, thus 26 and 34 respondents and between 8.5 and 12.5% of the respondents, thus 17 to 25 respondents should be Dutch. By that, the ratios between the predetermined groups are maintained.

A possible bias is that the majority of the respondents are not from Germany but from Austria, the Netherlands or even other countries. Moreover, when too many guests from other countries fill in the questionnaire it is also a bias, since the three source markets, Germany, Austria and the Netherlands, are supposed to be investigated. Another bias is that it is possible, that the response rate is too low or respondents leave out questions, so that, even if the sample size was reached, there is too little information on a specific topic, which leads to a decrease of validity of the outcome.

The questionnaire is based on the elaborated tree-diagram. The questionnaire is semi-structured and includes mainly closed questions with predetermined answers, only four questions are open, to further elaborate on some closed questions. The questionnaire starts with a short introduction in order to give

the respondents an overview on the topic. In the introduction, the purpose and the content of the questionnaire are explained. Furthermore, the definition of the word “sustainability” in the context of the questionnaire is given. Sustainability is a broad term that can be interpreted in different ways. It has to be ensured that all respondents have the same understanding of this term. Otherwise, validity of the research is decreased. Moreover, an approximate time frame is mentioned and the fact that the survey is anonymous. The time frame was tested beforehand with an outside test-person, as soon as the questionnaire was finished.

Most of the questions are closed, so that the questionnaire is easy to complete. Open questions are more difficult for the respondents and it is more likely, that they decline to complete the questionnaire or leave out some questions.

The questionnaire is divided into two main sections. The first section includes questions about general information on the characteristics of the respondents. In this section the respondents are supposed to give information on their nationality, age, the purpose of their current stay, the persons they are travelling with, the kind of accommodation they are staying in, if they have been to Tyrol before, if “yes” they also have to indicate the purpose of the previous stay and the season in which they visited Tyrol. For these data a nominal scale is used. The given answers are mutually exclusive and collectively exhaustive. The information is collected to classify or group the respondents. By analysing the data, possible relationships between a specific group of respondents and a certain answer to another question can be identified (Brotherton, 2008).

The second section of the questionnaire is about the role of sustainability for the respondents during their holiday. This section is then again divided in four sections. Questions about their opinion on sustainability in general and questions about each of the three components of their holidays.

Most of these questions are developed into a bipolar five-point scale the so-named likert-scale (Brotherton, 2008). In this scale the respondents can indicate their agreement or disagreement to a certain aspect. Therefore, a statement is formulated in a positive manner and respondents have to indicate whether they agree or disagree with the statement. Since, people sometimes have no strong opinion on a certain topic, in the middle of the five-point-scale, the option “neutral” is given, so that the respondents are not forced to decide for agree or disagree. Moreover there are two negative options “strongly disagree” and “partially disagree” and the two positive options “Strongly agree” and “partially agree”. It is also possible to have more than two positive and two negative options and produce therewith finely differentiated responses. However, it was decided on a five-point-scale, because respondents mostly find it difficult to produce such differentiated answers, since they might almost merge (Brotherton, 2008). The answers are arranged from positive to negative, thus from “strongly disagree” to “strongly agree”.

In the section about sustainability in general, in the second and the third question the answers are arranged in a nominal scale. The questions deal with the topic in what kind of sustainable trip they are interested and on what kind of trip they are willing to spend more. Giving a likert-scale would be much more time-consuming for the respondent, since he would have to indicate his level of interest or the level of willingness to spend more for each type of sustainable trip. Also for the kind of transportation the respondents used is asked by arranging the answers in a nominal scale. Furthermore also four open questions are formulated. One is to gain information on the moving causes for people using a specific kind of transportation. The other open questions are follow-up questions to the closed

questions, in order to give people a chance to make additional comments on the topic and share what is not covered within the closed questions.

The questionnaire was tested by three outside test-persons. The time needed to fill in the questionnaire was measured. It was tested in comprehensibility, simplicity and other points that could decrease validity and reliability. The questionnaire was adjusted based on that feedback. The questionnaire was developed in German and English. If respondents fill in the questionnaire in a, for them foreign language, validity of the outcome can be decreased. This will be further explained in 2.7 *Reflection the Reliability and Validity of the Research*. An example of the questionnaire as well in English as in German can be found in appendix E.

2.4.2 Qualitative Data Collection

The qualitative data collection is based on the operationalisation and includes basically the same topics as the qualitative data in order to be able to compare the two researches in the end. However, additionally the topic stakeholder engagement is included in the qualitative data collection. In order to gain insight in the possibilities of the engaged stakeholders in Tyrol regarding contribution to sustainable tourism, qualitative data collection is more reliable. Qualitative data collection gives the possibility to receive more comprehensive data by a higher flexibility and the option to ask follow-up question on a certain topic. The data collection is limited to a specific population and the focus is put on depth rather than breadth (National Science Foundation, 2002).

The the chosen research strategy is the conduction of interviews. Important stakeholders are interviewed face-to-face or via some form of technology like telephone or video-conferencing (Brotherton, 2008). The purpose is to receive more in-depth information on the ways and possibilities of stakeholders in Tyrol to meet consumer demands as well as environmental sustainability standards. It is a multiple-case-study, because more than one stakeholder is interviewed. Only one person at a time is interviewed. Also stakeholders, who are already partners of EI can be interviewed. The interviewed person should have worked in the company for at least two years and worked at least for three years in the Tourism industry. This is supposed to ensure that the person has enough expertise to give a reliable insight in the topic. Moreover, the person should have lived in Tyrol or at least in Austria for three years. This ensures that the person has a realistic view on the situation and has experienced the developments in the past years. At least three of these criteria should be met by the interviewee. Two accommodations are interviewed. The "Family Alm" located in Biberwier and the "Zapfenhof" in Zellbergen. Both are family businesses and are extremely aware of sustainability. In both accommodations the owner of the hotel was interviewed. For the transportation sector, the CSRmanager was interviewed. And for the activity and entertainment sector someone from the administration of the national park "Hohe Tauern" was interviewed and the managing director of the tourism association Pillerseetal.

The interviews are guided through an interview guide. This guide gives the interview a certain structure. However it is structured in a way that leaves a certain degree of flexibility and a less structured interaction between the interviewer and the interviewee. To develop the interview guide, a

goal of the interview needs to be determined (Borghuis, Logger, Tonnaer, Verwijmeren, 2013). For each sector a slightly different goal is formulated and each interview guide is adjusted to the company.

The goal of the interviews with the accommodation companies is: "The match between the sustainable development of the accommodation X and the consumer demands regarding a sustainable accommodation and the successful engagement in a sustainable product development plan".

The goal of the interviews with the transportation companies is: "The match between the sustainable development of company X and the consumer demands regarding a sustainable transportation to and at the destination and the successful engagement in a sustainable product development plan."

The goal of the interviews with the companies, which offer holiday activities and entertainment, is:

"The match between the sustainable development of company X and the consumer demands regarding sustainability during their holiday activities and entertainment visits and the successful engagement in a sustainable product development plan."

The three core topics of the interview guides are:

- The sustainable development of the company in general
- The match with consumer demands
- The engagement of the company in a sustainable development plan

These core topics are based on the tree diagram of the operationalisation and are broken down until an indicator level is reached. Based on the tree diagram, the interview questions are formulated.

Indicators, which belong to the same topic can be summarised into clusters. For each cluster, a central question is formulated and for each central question follow-up questions are formulated (Borghuis, Logger, Tonnaer, Verwijmeren, 2013). The follow-up questions enable the interviewer to elaborate on certain answers the interviewee gives. When for each cluster at least one central question is formulated, and also follow-up questions are formulated, it is checked if the questions actually cover all the topics and enable the interviewer to receive all the information needed.

The interviews take place in German. Each Interview starts with thanking the person for taking the time and a short introduction of the interviewer. Also the interviewee introduces himself. The topic and the purpose of the interview are explained by the interviewer and important facts are explained, as for example that the interview is recorded and the approximate duration is given. Then the interview guide starts with some questions on sustainability, as for example, how sustainability is defined within the company. Afterwards, questions specifically based on the outcomes of the quantitative research. For the last core topic, questions of the willingness and possibilities of the engagement are asked. These deal with the requirements to engage and cooperate as for example mutual goals or mutual trust and with already existent cooperation. The interview ends with a closure in which the content of the interview is summarised by the interviewer and the interviewee gets the possibility to add something they did not mention before. The interviewer thanks the interviewee and asks whether they would like to receive a copy of the outcome of the research. The interview guides can be found in appendix F.

2.5 Data Analysis and Results

2.5.1 Quantitative Data Analysis and results

A low response rate influences the validity of the research. It will be further discussed in 2.7 *Reflection of the validity and reliability of the research*. However, a response rate below 70% should be a warning that the research is not valid (Simmons and Sutter, 2011).

The questionnaires, which were completed are almost all usable, except for three questionnaires that were completed by people from other nationalities than Austrian, German or Dutch. These three are not included for in the analysis of the data. Thus, the actual usable response rate is 77% with 154 completed questionnaires.

After all questionnaires are completed, the answers of the questionnaire are coded. Thus, all answers receive a code, in this case a number, in order to be able to enter them in the analysis software.

Example: "What is your nationality?"

1= Austrian, 2= German, 3= Dutch, 4= Others

A coded version of the questionnaire can be found in the appendix figure E1 and E2. All usable questionnaires need to be typed in the SPSS, which is used as analysis software. Therefore, the defined codes are used.

There are only a few questions, which were not answered by all of the respondents. However, since the number of non-responses is low it can be simply ignored (Brotherton, 2008). The question with the most non-responses is the last closed question if people think that the places they visited were clean and if there were enough trashcans around. Seven people did not give an answer to this statement.

A univariate and a bivariate analysis are executed. In the univariate analysis the frequencies of the variables is investigated. From the 157 respondents were 16 Austrian, 124 German, 14 Dutch and 3 others. Thus 10.2% of the respondents are Austrian, 79% are German and 8.9% are Dutch. The desired percentages in order to maintain the ratios between the variables are not completely reached. It was supposed to have between 13.2 and 17.2% Austrians completing the questionnaire, thus there are too less Austrian respondents. Moreover, 72.2 to 76.2% of the questionnaires should have been completed by Germans. The number of Germans completing the questionnaire is too high. Only the Dutch group is with 8.9% within the intended percentage of between 8.5 and 12.5%. The research is still valid, because it still gives EI an insight in the different demands different nationalities have. And since they sell a lot of travel packages to the German market, the outcome will still be conclusive for them. A pie chart and a table with the numbers of the nationality are provided in the appendix figure G1.

Concerning the age groups, the majority of the respondents are between 21 and 60, only 5.1% of the respondents are younger than 21 and 7.1% are older than 60. A table with the distribution of the age groups and a related pie chart can be found in the appendix figure G2.

The educational level is divided in lower educational level, which is no degree or completed school without qualification for university entrance and higher educational level, which is a qualification for university entrance and completed study with Bachelor, Master, Doctor or something comparable. The reason for the division is that it can be investigated, if there is a relationship between educational level and the demands for sustainability. In a survey that was published by the national park "Hohe Tauern" (2013) qualification for university entrance and higher is considered as a high educational level. All in

all, more people of a high educational level answered the questionnaire. A table with the distribution of the level of education and a bar-chart is provided in the appendix Figure G3.

The main purpose of the respondents' current stay is "Active summer holiday". Since it was possible to choose more than one answer it is possible, that they indicated several purposes for their holidays.

The majority, namely 35.7%, travelled with their partner, 29.9% with friends and 27.3% with their family. The related bar-chart can be found in the appendix figure G4.

Concerning the number of stays, 42.2% of the respondents were in Tyrol for the first time, while 31.8% of the respondents had been to Tyrol from one to three times, 11% of the respondents had been to Tyrol between four and five times and 14.3% of the respondents had been to Tyrol more than five times. A table with a related bar-chart is provided in the appendix in figure G5.

The majority of the respondents see sustainability as an important aspect when they choose for their holiday destination. This can be identified by the negative skewness of -0.90 . While 65 respondents agreed to the statement, that sustainability is important when they go on holiday, 53 disagreed and 34 respondents chose neutral. A table with the distribution and a bar-chart in the appendix figure G6 shows the importance of sustainability for the respondents when they are on vacation. However, even if many people realise that sustainability is of importance during their holiday, only the minority of the respondents indicated to inform themselves before their trip, as a bar-chart in figure G7 in the appendix shows.

In the opinion of many respondents it is not easy to recognise if a trip is environmentally sustainable. Furthermore they disagreed with the statement, that tour operators provide sufficient information about the environmentally sustainable part of the holiday. The related bar charts can be found in the appendix figure G8 and figure G9.

Moreover, 61 respondents partially agreed to pay more if a trip is sustainable and 11 even strongly agreed. While 31 of the respondents chose neutral, 43 partially disagreed and 8 strongly disagreed. The related bar-chart can be found in the appendix figure G10.

The majority of the respondents are interested in bicycle trips and hiking and climbing trips. 92 of the respondents indicated to be interested in hiking and climbing vacation and 77 indicated to be interested in bicycle trips. However, only 48 people specified that they are willing to spend more on hiking and climbing trips and just 34 respondents are willing to spend more on a bicycle trip. Also Eco-hotels and eco-friendly trips scored relatively high with 62 and 65 of the respondents. The majority of the respondents would also be willing to pay more for these trips. Moreover, 40 respondents are interested in fair-trade-trips and 37 are willing to spend more on them. The tables for the interest in trips can be found in the appendix figure G11.

If a certified accommodation costs the same price for an overnight stay as a not certified accommodation, 48.7% of the respondents partially agreed and 29.9% strongly agreed, that they would rather decide for the certified accommodation. Figure G12 shows the distribution of the percentages. Furthermore, 39% partially agreed and 13.6% strongly agreed that they perceive it as important that their accommodation is run by local people. In total, 78.6% agreed that it is important to them that their accommodation offers local food. More than 60% of the respondents would like to have an accommodation in a central location, so that they can reach everything without a car. The bar-charts that represent the outcome can be found in the appendix figure G13, figure G14 and figure G15. The table in figure G16 in the appendix shows, that the majority of the respondents think, that accommodations are not transparent enough with their efforts for sustainability.

The majority, 69.5% of the respondents, came by car to Tyrol. 17.5% used the train, 7.8% the bus and 5.2% came by plane. The result shows, that many people do not use public transport to get to their holiday destinations. The respondents were asked to indicate a reason, why they are using the specific mean of transport. Almost everyone who travelled by car indicated, that flexibility is a main priority to them, in terms of stopping and taking a break or the time they would like to travel. Moreover, some respondents stated that if they travel with the whole family it is more cost-efficient by car. It is more comfortable if they have a lot of luggage or want to bring their own bikes. Respondents who came by train indicated that they found a reasonable offer, they wanted to travel environmentally friendly, it is more comfortable or that they avoid traffic jams. In the appendix G17, a table with the frequency distribution of means of transportation used can be found. 73 of the respondents indicated that they used their car also at the destination. Moreover, 29 of the respondents used the train at the destination, 67 persons used the bus, 78 of the respondents indicated that they used the Bike or E-Bike during their stay and 31 persons used other means of transportation like mountain railways, walking, mobile homes or motorcycles. At the destination, people would rather choose public transport than for the journey to the destination, but still 47.4% use the car at the destination. The majority of the respondents partially agreed that they would use public transport more frequently if it was included in the package price they paid and if it was easily accessible from their accommodation. Moreover, they would also rather ride a bicycle if it was included in the package price. For all of the three variables, the mode, thus the most frequent chosen value, is 4.

The majority of the respondents do not inform themselves about sustainable aspects of the activities they do during their holiday. Only four people strongly agreed and 34 partially agreed. 62 indicated that they would not inform themselves, thereof 28 partially disagreed and 34 strongly disagreed. The bar-chart can be found in the appendix in figure G19. Most of them are also willing to pay more for an environmentally sustainable activity (appendix, figure G20I). For the majority of the respondents it is important that the activities they do are environmentally sustainable, connected to nature and do not produce much waste. Moreover, many respondents partially agreed that they act responsibly towards the nature during their activities. Most of the respondents indicated that there were sufficient trashcans around when they visited places in Tyrol. The related bar-charts can be found in the appendix figure G23 to figure G24.

In order to define a general awareness and interest in sustainability, an additional variable is created that is measured with scale. This determined overall mean on how demanding respondents are concerning sustainability is 3.27. Thus, there is a tendency of the respondents towards interest in sustainability. However, 3.27 is only marginally above neutral, therefore awareness and demand for sustainability should still increase and be of higher importance for people during their holiday. The negative skewness value of $-0,350$ also shows that the distribution of answers is skewed to the right. This value indicates the clustering of the data to the right side of the distribution and the higher the mean, the higher were the answers that were indicated by the respondents. Thus the respondents chose more often "partially agree" and "strongly agree". A table and a bar-chart in the appendix figure G25 show the overall-sustainability mean and the frequency of the means throughout the respondents.

The questionnaire does also include open questions. The first open question is about wishes and recommendations people have for sustainability in accommodations. The second is about wishes or recommendations people have concerning sustainability for activities and entertainment and the third questions deals with other wishes and recommendations related to the topic. The response rate of

open questions was low and only 21 of the respondents have answered at least one open question. The reason for the high non-response in open questions is that closed questions are quicker and easier to answer (Brotherton, 2008). Therefore, people feel more willing to answer them. Open questions require them to think and to formulate their thoughts.

For accommodations, the respondents recommended to offer more regional food and buy furniture and other material from regional suppliers. It was stated, that meals should not be offered as a buffet anymore, since too much food is thrown away. They wrote comments about the water consumption and three respondents state that they wish towels and bed-linen should only be washed once a week or if guests especially ask for it. For example, only laundry that lies on the floor should be cleaned. Moreover, some respondents wished for an internal or included bike-rental and shuttles to the ski lifts. One respondent also recommended cooperation with public transportation companies. Also waste management was addressed. The respondents recommended trying to avoid plastic waste. Especially during breakfast, waste production can and should be reduced. Thus, it is an idea to offer marmalade or butter not in small plastic packages but put them on plates or bowls and drinks should be served in glass bottles or glasses instead of plastic bottles or cups. Moreover, respondents suggested that the possibility to separate waste in the rooms should be given.

Some respondents recommended investing in good isolation in order to heat more efficiently. Other respondents stated, that it is mostly too warm in the hotels in the winter and therefore the heating can be turned down.

Concerning activities and entertainment three respondents wished for more information and more transparency on the topic of sustainability. The respondents recommended again, selling and serving drinks in returnable beakers instead of plastic bottles.

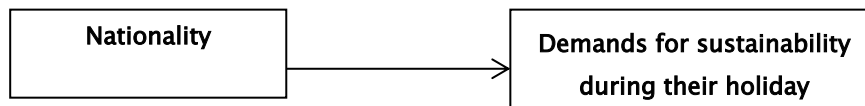
Only two respondents wrote recommendations about their demands or suggestions for sustainability in general. Both stated that there were too few trashcans at the places they visited and they wished for more. However, 67 respondents chose "partially agree" when they were asked if there were enough trashcans at the places they visited and "partially agree" was therefore the most chosen answer for this question. Therefore, this recommendation is not very reliable and concerns probably only a few spots that were visited by the two respondents who perceived the number of trashcans as too less.

The second research question deals with the relationships between nationality, age and educational level and the demands of the consumer for environmental sustainability during their stay. The bivariate analysis is used to detect if there are connections or associations between two or more variables (Brotherton, 2008). By taking the results into consideration, consumers of different nationalities, age groups and educational levels can be addressed with suitable products. Since demands are closely related to consumer behaviour, the demands also show how aware people are of sustainability and how they behave towards the environment during their stay. Conceptual frameworks are elaborated and hypotheses on the relationships are formulated in order to be verified or rejected. The main characteristics that were detected from the respondents are "Nationality", "Age" and "Educational level". Therefore, these three variables are independent variables. Relations between these three characteristics and the demands for sustainability and their willingness to spend more for sustainability during their holiday are analysed. The conceptual model is correlational and the hypotheses are tentative and aim at testing whether a relationship exists or not (Brotherton, 2008). Possible cause-effect relationships will be discussed later in the analysis.

In the following, the conceptual frameworks with related hypotheses are represented:

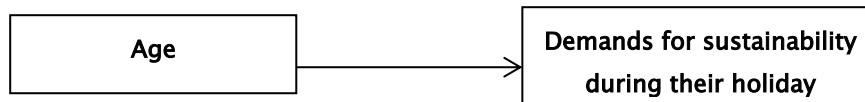
Independent variables

Dependent variables



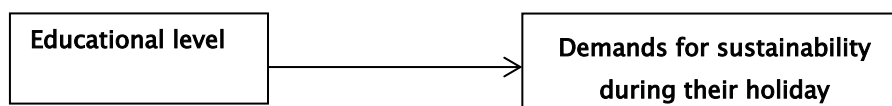
Alternate hypothesis: The nationality of the respondents has an influence on the demands they have for sustainability during their holiday.

Null hypothesis: The nationality of the respondents has no influence on the demands they have for sustainability during their holiday.



Alternative Hypothesis: The age of the respondents has an influence on the demands they have for sustainability during their holiday.

Null Hypothesis: The age of the respondents has no influence on the demands they have for sustainability during their holiday.



Alternate hypothesis: The educational level of the respondents has an influence on the demands they have for sustainability during their holiday.

Null hypothesis: The educational level of the respondents has no influence on the demands they have for sustainability during their holiday.

Independent as well as dependent variables are all nominal or ordinal. Therefore, the measure of association used is the Cramér's V and the applied method to test the hypothesis is the chi-square test with the correlation coefficient p-value. In order to analyse the association between the characteristics of the respondents and the demands for sustainability all variables that deal with the demands of the consumers are analysed. The tables in the appendix figure H1, H16 and H35 show, which variables were investigated concerning possible relationships with the three characteristics.

In the first alternate hypothesis it is assumed, that the nationality, the age and the educational level of the respondents have an influence on the demands they have for sustainability during their holiday. Thus people from different nationalities, of different age-groups and of different educational level have different demands for sustainability. In the alternate hypothesis it is assumed, that there are relationships between the characteristics and in the null-hypothesis it is assumed that there are no relationships between the characteristics and the demands for sustainability.

The alternate hypothesis is rejected and the null hypothesis is verified. In order to investigate this fact the relationship for each variable that deals with the demands for sustainability was tested by determining the Cramér's V value and the p-value. The Cramér's V value indicates how strong a relationship between two variables is. The p-value indicates, if the relationship is significant, meaning, whether the relationship was detected by chance. If the p-value is higher than 0.05 it occurred by chance and is not statistically significant. The table in the appendix figure H1 shows the Cramér's V values and the p-values for a relationship between nationality and demands for sustainability.

For the majority of the relationships, the Cramér's V resulted in only very weak relationships. Thus there is only a weak relationship between the nationality and the demands for sustainability and as the p-value shows only three relationships are of statistical significance. However, since the sample of Austrians and Dutch is considerably small the outcome might change if the research was repeated with a bigger sample. Thus only the weak relationship between nationality and the interest in Fairtrade-trips, the weak relationship between nationality and the opinion if accommodations deliver sufficient information on their efforts for sustainability and the relationship between nationality and the motivation of the respondents to inform themselves about sustainability before choosing an activity are of statistical significance. The other relationships might also have occurred by chance.

43% of the Austrians, who filled in the questionnaire partially agreed that they consider sustainability as important when they go on holiday. Also the majority of the Germans agreed that they perceive sustainability as important when they go on holiday. So indicated 34.4% of the Germans that they partially agree and 10.7% strongly agreed to the statement. The majority, 54.5% of the Dutch respondents partially disagreed to the statement and 18.2% of the Dutch partially agreed to the statement. The majority of all three nationalities came for active summer-holidays.

The respondents of all three nationalities are rather interested in bicycle trips and hiking and climbing trips. Eco-hotels or eco-friendly trips are also relatively favoured except from the Dutch, they are not that interested in eco-friendly trips. Trips like CO²-neutral trips or volunteering is rather uninteresting for the respondents. Only 13 respondents (12 German and one Dutch) indicated not to be interested in any of the trips. This shows that there is a general interest for sustainable trips if they are offered in the right way. The tables with the exact numbers can be found in the appendix figure H3. Moreover, the bar-charts from figure H4 to figure H15 show the demands for sustainability for each nationality. Due to limited space, the results are not discussed in detail.

The second independent variable that was tested on relationships to other variables was the age of the respondents. If a relationship can be detected, products can be adjusted to different age groups. However, the relationships between age and the other variables are mostly very weak. Only six of the relationships are significant.

The weak relationships between age and interest in volunteering, between age and if it is easily recognisable if a trip is sustainable, if the respondents think that there is enough information given by tour operators, if people would use bicycles more often as an activity are significant. Moreover, the relationship and the willingness to spend more for sustainable trips and the very weak relationship between age and low waste production of an activity are significant. The other relationships, if weak or very weak may have occurred by chance. Thus also here, the alternate hypothesis is rejected, while the null hypothesis is verified. The table with the values of Cramér's V and the p-value can be found in the appendix figure H16. Due to the fact, that most of the relationships between age and the demands are weak or very weak, it is not further discussed. Related bar-charts and tables can be found in the appendix figure H17 to figure H34.

Also the third relationship is very weak. The alternate hypothesis is rejected and the null hypothesis is verified, since there is no significant relationship between the educational level and the demands for sustainability. The majority of the relationships are very weak. The weak relationship between educational level and the overall importance of sustainability when deciding for a holiday is significant. While 33 respondents with qualification for university entrance chose partially agree and 6 people

strongly agreed on that, 19 partially disagreed. Only one person that graduated from university or has a higher degree strongly agreed that sustainability is of high importance. However, while 11 partially agreed or indicated neutral, there are 13 who partially or strongly disagreed. Thus according to the executed quantitative research the assumption, that the educational level influences the awareness of and the demands for sustainability, is not proven.

All of the alternative hypotheses are rejected, while all null-hypotheses are verified and therewith it is proven, that there is no relationship between the nationality, age or educational level and the demands for sustainable tourism. Nevertheless, it should be checked within the qualitative research if this outcome is true, since almost none of the weak relationships are significant and the sample was rather small.

2.5.2 Qualitative Data Analysis and results

In order to analyse the qualitative data, the executed interviews were summarised. Afterwards the summaries need to be checked on content correctness by the interviewees. Due to the fact that assumptions on the topic already existed and the interviews built up on the results of the questionnaire, the qualitative data had been collected inductively with a pre-existing conceptual framework, which can be found in the quantitative data analysis.

In order to organise the information, the interviews are coded. In the open coding each text segment that deals with a certain topic receives a code relating to that topic. Afterwards, in the axial coding the codes from the open coding are organised in superordinate codes from the tree diagram. There is an axial coding for each group of stakeholders, accommodation, transportation and holiday activities and entertainment. In the appendix I the coded summaries of the interview can be found, together with the confirmation of the interviewee. In appendix J the axial coding for each tourism sector can be found. All questions aim at the product development plan. Moreover, all questions are related to the core concept of sustainability. In most of the interviews sustainability in general was discussed, afterwards the demands of the consumer were addressed and in the end, stakeholder engagement was discussed. The topics interconnect with each other and therefore it is impossible to completely separate them during the interview.

Accommodation

After the introduction, both accommodations were asked to shortly explain what sustainability means for the company. The "Family Alm" sets its focus on maintaining the beauty of nature and to pollute the environment as little as possible and the "Zapfenhof" perceives responsible usage of resources as very important. Future generations should have the same possibilities to make use of them as we have now. Both accommodations use exclusively biological produced food from local farmers to ensure regionality of the products and support local farmers. By doing this, the environmental aspect is covered as well as the economic. The "Family Alm" does not offer artificial soft-drinks but self-made lemonade and juices. Moreover, accommodations try to keep their energy consumption low and build and reconstruct the buildings in an energy-saving way. The swimming pool of the "Zapfenhof" is chemical free. Both accommodations aim for the protection of the nature, therefore, both of the hotels received a certification. The "Family Alm" is certified as a BIO-Hotel. BIO-Hotels function similar to a tour operator. Certified hotels are distributed through them. The "Zapfenhof" is certified with the AMA-

Gütesiegel. In order to receive this certification, food may only be purchased from local farmers. Both accommodations state, that food is a good tool to attract people and push them in the direction of sustainability. Many people ask special questions about the origin and processing of the food. An increasing number of people pay attention to good nutrition, many people have decided to live vegan or vegetarian and an increasing number of people have developed allergies or intolerances. Therefore guests are increasingly interested in food and ask for information. Moreover, a certification creates a good and trustworthy image for accommodations and it is for some people a reason to book.

The main target groups of the accommodations are Germans, Austrians, Dutch and sometimes also Swiss. The main activities, visitors do are hiking, climbing, cycling in the summer in the winter skiing, tobogganing and langlauf.

One interviewee stated, that Dutch are a little less attentive to sustainability than Germans or Austrians. Moreover, people that are conscious about traditions are more responsible for sustainability. The accommodations are both partners of EI and EI distributes them as holiday destination.

Transportation

The ÖBB see sustainability from various angles and define it on the basis of the triple-bottom-line. Thus, they see the economic, environmental and the social aspect of sustainability. However, since the research aims at the environmental pillar, the interview was mainly based on this pillar.

The transportation sector constantly reflects on its actions and wants to further improve in terms of sustainability. With the ÖBB 3 million tons of CO² are yearly saved. They describe sustainability as a never-ending process and have various projects each year to motivate people to go by train more often. They aim on simplifying the operation of the ticket vending machines and to improve the connections to make changing trains as comfortable as possible.

The ÖBB had to take tests of environmental compatibility and they publish a yearly sustainability report. Although Austria is the country in the EU with the highest frequency of train usage, but the number of people going by train could still increase. The arrival of tourists by train is an important issue to work on. All of the interviewed stakeholders agreed, that too many tourists arrive by car instead of using public transport. The main reasons for that are flexibility, comfortability, and costs. However, the ÖBB think that ticket costs cannot be compared to fuel costs. The costs of a car also include taxes, insurance and maintenance and repair costs. People can be motivated to travel by train by including the ticket in their holiday package. Another idea that could be a motivation can be an offered luggage service that brings the luggage directly to the accommodation at the destination. That way, people can travel more comfortably and might rather choose for an arrival by train.

Also the ÖBB have various cooperation partners and they work also together with the Deutsche Bahn to be able to develop good rail connections. Sometimes they cooperate with companies depending on the project they are currently working on.

Activities and Entertainment

The tourism association Pillerseetal defines being sustainable as having a long-term-effect. Therefore all projects and activities are evaluated before they are implemented. This evaluation is based on financial sustainability, on environmental effects and if effort and benefit are in the same ratio. The national park "Hohe Tauern" focusses on the environmental aspect of sustainability, since they are a non-profit organisation the economic aspect does not play an important role. They want to make

nature accessible for humans in a sustainable manner and environmental protection is important to them.

The tourism association Pillerseetal offers rentals, where people can rent the equipment for their activities. By that, people need less luggage to carry and might decide for an arrival by train.

Many families come to Tyrol, the main target group of the national park “Hohe Tauern” is 50+. Mostly people with a good education and who are conscious about the environment visit Tyrol. Many of the guests have a healthy lifestyle, a special nutrition and are very sporty. The majority of the guests does not just leave their trash but take it with them in order to throw it away in the next trashcan. The guests are inspired by sustainable activities, from baking bread up to guided hiking tours. The guests are open and many start to inform themselves about sustainability before their holiday. Even though according to Florian Phleps (personal communication, 03.08.2015) sustainability is not a decision making factor when people go on holiday.

The communities are perfectly adjusted to the activities of the guests. The Pillerseetal tries to make these activities even more attractive by building and providing highlights in the area, for example a viewing platform in the shape of a cross and a new ski lift that connects two important ski regions in the area. The national park offers guided ranger tours and snowshoeing which are activities that are a USP. Also these activities are well accepted, whereby an increasing number of tourists are interested in snowshoeing.

A big problem in Tyrol is the decrease of snow each winter. Therefore, each year artificial snow is produced and the snow cannons consume a lot of energy. Although the technique is improved each year and the artificial snow is not detrimental for the soil, they still harm the environment. However, guests want to ski in the winter, therefore it is inevitable to avoid snow cannons. Otherwise, it will have the consequence that the winter-tourism will decrease significantly. The cannons can only be used from the 1st December to the first week of March and if it is below 3°C.

It is problematic that many people are still very price-oriented. People that are highly educated (A-levels or higher) are interested in sustainability. However, people with a high education level have in many cases also a higher salary and have the possibility to pay higher prices for their vacation. Some people simply have to pay attention to the price.

Since the national park “Hohe Tauern” has the mission to educate, they cooperate with almost all schools in the immediate surroundings: Rangers visit the schools and educate pupils on sustainability. Additionally, they have the ‘House of the water’. In this house, project weeks for groups of young people are organised. They are educated on sustainability. The topic areas that are covered during the projects are facts about the climate in general, human influences on the climate, historical development and future scenarios, processes and phenomena of the weather and the climate and water distribution on earth and changes in the sea level. Thus, education and awareness of sustainability are closely related. On the one hand, because educated people are more conscious, on the other hand, because education can be used as a tool to increase awareness and create a rethink.

The Pillerseetal works with the majority of the accommodations, mountain rails, rentals for equipment and other companies that have to do with tourism. They also cooperate with the Deutsche Bahn and the ÖBB and they have the goal to increase arrivals by train by 5% in the next 5 years. The national park “Hohe Tauern” has also partner companies, for example some hotels and renters of cottages, which are in or close to the national park. These partner companies should have the same idea of sustainability as the national park and follow certain sustainability rules in their daily working. Moreover, partner

companies offer trips to the national park and these accommodations have the national park logo on their website.

There was not much information received on the distribution of the park. Generally, advertisement has a lot of power and can be used to bring sustainable trips on the market. Florian Jurgeit (personal communication, 22.07.2015) from the national park "Hohe Tauern" explained, that national parks in Austria or Germany have a very different awareness level than national parks on other continents as for example the Krüger's national park in South Africa. Therefore marketing and distribution could be increased also by the accommodations in the region.

Conclusion

To conclude, five very different stakeholders were interviewed and in fact, they have different understandings of the term sustainability and in the ways to realise it. However, they all agree on the inevitability of efforts for sustainability in order to increase success. They see sustainability as a never-ending process and to think in the long-term. Furthermore, they agree on the fact, that sustainability is not the main reason for people to choose a holiday, but it adds value. All in all, stakeholders in Tyrol should be more willing to join together in order to reach their goals for sustainability. All of the companies have cooperation with other companies. If more stakeholders in Tyrol would head in the same direction, it would be easier to adapt to climate change and ensure a responsible dealing with resources. In general most of the stakeholders in Tyrol rather work for themselves since it is a highly competitive industry. Examples of that are the differing goals of the Pillerseetal and the national park "Hohe Tauern". Both consider sustainability as important, but the Pillerseetal aims for increasing capacity and the connection of two ski regions. The national park is against increasing the number of beds or build new ski-regions since they want to maintain the beauty and unaffectedness of Tyrol's nature (Florian Jurgeit, 22.07.2015). However, Florian Phleps (personal communication 03.08.2015) argues that they increase the number of beds in a sustainable manner not exceeding carrying capacity of the Pillerseetal and the connection lift is only a small interference with nature.

Moreover, all stakeholders agreed on the fact, that education is closely related to awareness of sustainability and that highly educated people have a better understanding for sustainability. If children were educated on sustainability already early in school, people would be more aware, act more responsible and if they have the possibilities they would also be willing to spend more on sustainability.

Opinions differ on the question, if it is true, that travelling sustainably is more expensive. Some agreed, others stated that it is not actually true.

All interviewees agreed, that sustainability adds value to a destination and that nature, mountains and the culture are the main reasons for people to spend their holidays in Tyrol. Moreover, the tourism in Tyrol in general is a relatively sustainable type of tourism and all interviewees mentioned, that sustainability can be an important success factor and having an authentic sustainable image can help companies to succeed.

Therefore, all of the interviewed companies strive for a sustainable development to improve their image, but the main goal is to contribute to the maintenance of the beauty of Tyrol's nature and the resource securing.

In two interviews, it was also mentioned, that there is a relationship between the age of people and their awareness for sustainability. Younger people seem to be more interested in sustainability, due to the fact that sustainability is nowadays an omnipresent topic and is a subject of discussion in schools,

jobs and the in media. Moreover, younger people do not want to feel the increasing impact of climate change in the future. Young people are probably raised with this topic and are therefore better informed. Generally, in order to raise and increase awareness, children should have education on sustainability early in school. The interviewees agreed on education on sustainability as a helpful tool to create a change.

In order to build trust with cooperation partners, for all stakeholders it was very important to have mutual goals, honesty, openness and transparency. Even if both companies aim for the same goals, disagreements might arise or discussions may occur on the way to reach the goal. However, in most cases these can be solved by communication and debating.

2.5.3 Similarities and Differences of the Outcome

Quantitative and qualitative data collection is completed and analysed. In order to answer the research question and give a solid advice to the client it needs to be analysed, in which way the consumer demands match with the information gathered through the interviews.

As it was already found out in the literature research that the main source markets of Tyrol are Austrians, Dutch and Germans. Germans are with more than 50% the largest source market. The second largest group are Austrians and the third largest are the Dutch. In the qualitative analysis the percentages were slightly different, but largely, the ratios were remained. Also the accommodations and the tourism association in the Pillerseetal confirmed, that these three are the main target groups of Tyrol . The “Zapfenhof” named as additional source market the Swiss.

Only the national park “Hohe Tauern” mentioned a specific age group namely 50+, the respondents of the quantitative study were younger. However, reasons for that are that the data collection was not conducted in the national park but in other parts of Tyrol. Moreover, younger people might be more ready to fill in the survey since they are students themselves.

A few respondents mentioned that they wrote their thesis recently or that they have children who are currently busy with writing a bachelor or master thesis.

In some interviews it was stated, that younger people are more interested in sustainability, since they are more future oriented. In the quantitative data analysis only a very weak relationship was detected, however in most cases the relationship was not significant. Thus, the outcome might also have occurred by chance. In answer to the question about the importance of sustainability when they go on holiday the majority of the respondents under 21 partially disagreed to the statement, while the majority of the respondents between 21 and 40 and 41 and 60 partially agreed. Thus, there is a mismatch between the quantitative and the qualitative data and a relationship between age and sustainability cannot be confirmed.

Furthermore, it was supposed to be tested to see, if there was a relationship between educational level and demands for sustainability. For that the quantitative analysis shows again only a very weak relationship but the p-value implies that most of the relationships are not significant. Thus, it cannot be assumed that the outcome is convertible to the population. Most of the interviewees confirmed that there is a relationship between these two variables. People, who have a higher educational level have a better understanding for sustainability and therefore are demanding on sustainability during their holiday. Also the survey that was conducted by national park “Hohe Tauern”, confirmed this assumption. Most of the respondents find sustainability important when they go on a holiday. In the

interviews it was confirmed, that a sustainable thinking is a driver for the success of a destination. Nevertheless, they all agreed on the statement, that sustainability is not a main decision factor for people when they go on holiday. Therefore, visitors should be attracted in another way. In the quantitative data analysis it was found out, that the majority of the respondents is actually willing to pay more for sustainability during their holiday. In the qualitative data analysis, the willingness to spend more was also associated with the level of education. Since people who have a higher level of education are mostly more aware and demanding in terms of sustainability. Moreover, with a higher level of education they are qualified for a better job with a higher salary. Thus, they are more demanding and they have more money to spend on their holiday. The majority of the respondents partially disagreed, that accommodations and tour operators give sufficient information on the efforts for sustainable tourism and many wished, that more information would be given. It was also discussed in the interviews, that some stakeholders could give more information on the topic and could be more transparent.

The majority of the respondents in the quantitative data collection stated that they find it important, that the accommodation they stay in is operated on a local basis. The qualitative analysis resulted, that it is less important for people if the accommodation is operated by local people, but that many people prefer to stay in a family business, because of the Tyrolean charm of a family business. Jürgen Helfinger (personal communication, 11.06.2015) said that it never encountered any negative reactions that they are not from Tyrol. However, in many cases people that operate a family business in Tyrol are also local people.

Furthermore, 53.9% partially agreed and 24.7% strongly agreed, that they perceive local food in the accommodation as really important. Also the interviews with the accommodations resulted, that many guests ask questions about the origin and the processing of the food, about nutrition and other questions. Food is a good way to attract guests. Therefore, the information from qualitative and quantitative data analysis matches.

The majority of the respondents indicated, that they would rather choose for a certified accommodation, under the condition that it is not more expensive than the not certified accommodation. Also the interviews resulted that certification can increase the success and many people rather choose a certified accommodation.

Quantitative as well as qualitative analysis resulted, that the majority of the guests arrive by car. The reasons for that are flexibility, comfort and costs. However, the ÖBB are always ambitious to improve the conditions in a way that more people are motivated to use public transport. Moreover, the tourism association Pillerseetal has the goal to increase the arrival by public transport by 5% in the next five years. The accommodations do not cooperate with public transport since it is still too expensive (Ingrid Eberharter, personal communication, 12.06.2015). In the opinion of the ÖBB, it is not expensive because one needs to see whole costs of a car including insurance, taxes and maintenance and repair and not only the fuel costs (Herbert Minarik, personal communication, 09.07.2015). However, the increase of the arrival by train is a goal, but it is impossible for the ÖBB to approach each hotel, but hotelier associations should approach the ÖBB in order to find a common solution.

Concerning the transportation at the destination, still 47.4% chose to use the car. However, far more people chose for public transport at the destination. And also the majority of the respondents agreed they would rather use public transport or rent a bike if it was included in the package price. In fact, in many accommodations or communities it is for free to use public transport and according to qualitative data collection, the offer is mostly well accepted by the guests.

2.6 Answering the Research Questions

In order to draw a conclusion on the outcome of the quantitative as well as the qualitative analysis the research questions with related sub-questions are answered.

For accommodation, consumers mainly demand for local and self-prepared food. Also authenticity is important. Family businesses are preferred and in best case, the accommodation is run by a Tyrolean family. Since guests come for the Tyrolean charm and to experience the culture authentically, they prefer local run accommodations. Also sustainability is an aspect that is seen as important. However, sustainability is not of main importance for the guests, but it adds value to an accommodation.

Moreover, many consumers would rather choose a certified accommodation, but it should not be more expensive than a non-certified hotel. People are willing to spend more on sustainability, if they have the possibilities.

The main priority for the guests is flexibility and the car often provides the desired degree of flexibility, which public transport cannot offer. However, many people use the car for arrival, since it is rather expensive to arrive by train with the whole family. Moreover, people mostly bring a lot of luggage, especially in the winter. Many people bring their ski equipment. Breaks can be taken, whenever they want to and they have their own car on-site.

However, at the destination, many guests decide to use public transport. At many destinations the usage of public transport is free. In the quantitative data collection, the majority of the respondents indicated that they would decide to take public transport if it was included in the package price. The same applies to bike rentals. Thus, if the usage of public transport and bikes is already included for the guests, they are more convinced to use it. The CO₂-emissionrate does not play an important role for the decision for a specific mean of transportation.

For sustainable holiday activities, consumers prefer sporty activities, like riding the bike, hiking, climbing or similar. Many consumers come for active holidays in the summer and also in the winter, Tyrol is known for a destination with many possibilities to do winter sports. Therefore, many consumers would be interested in bicycle-holidays or hiking-trips. There are not many consumers who inform themselves on sustainability before they decide on an activity, but just like for accommodations it adds value to the activity. Still, many people consider it as important that the activities are sustainable, connected to nature and do not produce much waste. People have become more conscious on about waste disposal and separation, since the majority of guests take their trash with them to the next trashcan.

Concerning relationships between demographic and geographic characteristics, a relationship between nationality and demands for environmentally sustainable tourism products cannot be proven. People from various cultures with different views of sustainability come for holidays to Tyrol. The decision to spend the holidays in Tyrol is an indicator that they are interested in holidays connected to nature. This interest is independent from the origin of the guest.

Also a relationship between age and demands for environmentally sustainable tourism products cannot be proven within the research. Nevertheless, the assumption that younger people are more aware and therefore are also more demanding of sustainability than older people, exists. This is due to the omnipresence of the topic in school, job and media.

In the quantitative research, a relation between educational level and demands for sustainability cannot be proven. However, within the qualitative research several interviewees confirmed this assumption. They also named an important fact, which is closely related to the level of education. People with a higher educational level have better chances of a good job with a high salary. Therefore, they have the possibility to pay more for sustainability and are not compelled to only think price-oriented.

Stakeholders in the transportation sector are constantly working on their improvement for sustainable development. They try to provide as much flexibility as possible in order to motivate more people to go by train. They want to simplify the operation of the ticket vending machines, and improve rail connection. Moreover, they aim for cooperation with hotelier associations, so that it will be possible to include the arrival by train. With projects, the ÖBB tries every year to motivate people especially tourists to travel by train. They cooperate with several other companies, but some hotels are not that willing to work together with the ÖBB since they perceive it as too expensive. The ÖBB cannot cooperate with each accommodation company. It would be important for accommodations to join together and to approach the ÖBB. Furthermore, the ÖBB want to think about a luggage service that brings the luggage from the station of departure to the accommodation at the destination in order to motivate people to travel by train more often. The Pillerseetal wants to care about an improved rail connection between Berlin and Munich and with this and other measurements they want to increase the arrival by train by 5% within the next five years.

Many accommodations in Tyrol are very conscious and sustainable and put a lot of effort into sustainability. In many cases, local food is used and sometimes even ingredients from their own production. To save energy and be sustainable in terms of waste management is of main importance for the accommodations. There are many family businesses in Tyrol, however political circumstances make it increasingly difficult to bequeath the family business to the children.

Consumers respond positively on the efforts of accommodations, they ask questions and inform themselves on the website before their trip starts. Locally and biological produced food adds value to an accommodation.

Sustainability is also important during holiday activities and entertainment. According to the survey executed by the national park "Hohe Tauern", the majority of the guests stated, that their reasons to visit the destination are the landscape, to be away from mass tourism to see typical plants and animals and to explore the nature and culture of the area. However, people who visit the national park are a special target group who are especially interested in sustainability and demand it during their holiday. According to Florian Jurgeit (personal communication, 22.07.2015), the guests of the national park do not have to make compromises. The tours through the national park are not expensive and the rules of conduct that are valid in the national park are also valid in the rest of Tyrol. Thus, since consumers demand for a cost-efficient, environmentally friendly activity and experience, the national park definitely meets these demands. However, the national park should be better distributed and communicated by other stakeholders in the area.

The Pillerseetal offers many sustainable activities that aim towards health and wellness. They cooperate with rentals for equipment, because people might decide to travel by public transport more likely, if they do not have to carry a lot of luggage. Moreover, they build the "Jakobskreuz" as viewing platform with a small interference with nature in order to make hiking more attractive. In general, the activities in the Pillerseetal, as for example biking or hiking are all sustainable, connected to nature, usually not

expensive, neither consume much energy nor produce a lot of waste and therefore meet the demands of the consumer.

Stakeholder engagement is an important part of the product development plan, therefore requirements for engagement need to be defined. In general, there are no differences in the requirements between the different types of stakeholders. Thus actually, the requirements for the accommodation sector, transportation sector and stakeholders that offer holiday activities and entertainment are all the same. The willingness to engage needs to be high: They have to have an understanding for sustainability, it has to be important to them and it should be realised within the company. Moreover, the stakeholders do not have to be from the tourism industry as the administration of the national park "Hohe Tauern" is not a direct tourism company either. Also ministries, other governmental institutions or educational institutions play an important role.

The engaged stakeholders should be honest, open and transparent on their actions. A high level of influence is not that important but a high level of interest and stakeholders should feel affected. If many stakeholders join together to work towards the same goal, the level of influence and power will be increased. Thus, the level of influence of each stakeholder is not that important but that they are interested in working towards a long-term strategy for sustainable tourism and that they communicate frequently and on the same level.

2.7 Reflection on the Validity and Reliability of the Research

2.7.1 Internal Validity

Quantitative Research

The internal validity is about the degree, to which the results of the survey are real and not caused by extraneous factors (Cambridge University, 2011).

The validity of the research is influenced by many factors, like surroundings, if people are stressed or the language in which they fill in the questionnaire (Bieger and Gerlach, 2012). Dutch people, who filled in the questionnaire in English, might have chosen different answers due to problems of comprehension or different interpretations. This influences the validity of the research, because answers were filled in another language and they might have chosen other answers if the questionnaire was developed in their native language.

According to Altermate (2010) the so-called "demand characteristics" can influence the validity of the research. This means that respondents give a certain answer, because they think that researchers might "demand" a certain answer from their respondents. This may have occurred in the quantitative research. Due to the fact, that sustainability is, for the society, an important and present topic (UNESCO, 2009), people might assume, that it is desirable, that they answer in favour of sustainability. They think that it could give a bad impression on them and decide to answer sustainably instead of honestly. The risk of "demand characteristics" can be reduced by designing the study as anonymous. Therewith respondents are encouraged to answer the questions honestly since there is no way in the end to retrace individual persons, who filled in the questionnaire. So they are just one among many. Since the relationships are rather weak and in most cases not significant, the level of internal validity for the quantitative research is rather low.

Qualitative research

With the interview, which is recorded, an unnatural situation is created. The conversation is different than if it was a discussion in daily life. The interviewee would like to reveal himself in the best possible light and therefore hold back or distort information (Brink, 1993). It was tried to avoid an unnatural situation and the interviewer tried to act as natural as possible even if the conversation was recorded. The questions are not asked and answered one after another but an almost natural open discussion is developed.

Moreover, it is important to inform interviewees about the topic and the company interviewed in advance. By that, the risk of invalid interpretation of data is reduced.

2.7.2 External Validity

Quantitative research

According to Bieger and Gerlach (2012), external validity is dependent on internal validity. The external validity is determined by the ability to generalise the results from the research to the population. The sample is rather small and only a response rate of 77% was reached, which is a reasonable response rate, but due to the small sample size just a small amount of people.

As already mentioned, respondents might realise, that they are involved in a study and answer differently, than they would have otherwise (Bieger and Gerlach, 2012). Certain answers are given due to societal pressure. This obviously can reduce reliability and therewith the possibility to generalise it to the whole population. It is also possible that the researcher sometimes unintentionally influences the answers of tourists. Already the fact that the questionnaire was developed by a student in order to develop a sustainable product development plan might give the respondents the feeling, that they have to give answers in favour of sustainability. In order to increase external validity a random selection of participants has taken place (Bieger and Gerlach, 2012).

Qualitative research

The qualitative research is relatively generalizable, even if the qualitative data is far more in-depth and interpretable. Nevertheless, five stakeholders were interviewed on partly the same topics and questions have been adjusted to the company. All of them gave similar answers to the topics. Obviously, some interviewees had different opinions on several issues, but they all lead to the same result. To increase the level of external validity multiple sources of information can be used (Brink, 1993). Therefore, the interview guides are based on the results from the literature research.

In the accommodation sector especially sustainable hotels were interviewed and that might not apply for all accommodations in the area. In order to be sure more accommodations of different categories should be interviewed. However, the product development plan is especially focussed on sustainable accommodations, activities and activities and entertainment and not all accommodations in Tyrol should be involved in the plan. Therefore, the two accommodations are representative and the qualitative research is externally valid.

2.7.3 Reliability

Quantitative research

Reliability refers to the fact if the research would lead to the same result if it was repeated (Brotherton, 2008). Actually, it cannot be completely assured, that a repetition of the survey would lead to the same results. By repeating the research, different people participate in the survey and they might have another opinion on the topic. The results may also vary along with the season. Since according to several surveys, as for example the T-Mona survey, which was described in the literature research, visitors in the winter-season have different characteristics and come for different reasons to Tyrol than visitors in the summer-season. Since the activities done in the summer season (f.e. hiking and climbing) are more sustainable than the activities in the winter season (f.e. skiing and snowboarding), visitors in the summer season rate the importance of sustainability higher than visitors in the winter season. The reliability of the quantitative research is rather limited.

Qualitative research

The interviewee might be influenced by the outward appearance, gender or personal attributes of the interviewer (Brink, 1993). Moreover, answers may be influenced by the mood, motivation, constitution and the sympathy he has for the interviewer (Brink, 1993).

Basically, it is impossible to create exact the same conditions and reach for exactly the same result. However, the interview guides were structured in the same way. The interviewees gave in general very similar information on the consumer demands and sustainability in general. Obviously, information varied according to the industry they worked in (accommodation, transportation or activities and entertainment).

In general, the reliability of the qualitative research is rather high and it is more reliable than the quantitative research.

In order to measure reliability of the research, the results can be compared to other evidences or comparable, previously executed researches. Some similarities to the literature research could be detected and the quantitative research is therefore reliable and will probably end in a similar result in the end.

3. Advisory Part

3.1. Alternative Solutions on the Approach of the Core Concepts

The advice is based on the information gathered during the field research. Before final advice can be given, various solutions for each of the core concepts are given. For each core concept the best solution is given and justified.

3.1.1. Sustainable Tourism

In the literature research, various types of sustainable tourism are defined: the ecological tourism (ecotourism), the green tourism, the soft tourism, the rural tourism and agro tourism, community tourism, equitable tourism, solidarity and responsible tourism. In the beginning of the product development EI should focus on only one type to ensure a goal-oriented mode of operation. If this proves to be successful, it can be considered to extend the product development on more than one type. The criteria to decide on a certain type, is suitability with the destination, suitability with the

SWANS and OWANS and suitability with the demands of the consumers.

Tyrol is a destination that is dependent on tourism, but still not a destination with mass tourism. Many accommodations and family businesses are spread all over the area, personnel and individuals care about the guests. This characterizes the tourism in Tyrol. The nature is the most important USP Tyrol can offer, accompanied by a hospitable atmosphere with local people who are really cultural aware. Stakeholders do not want to change Tyrol into a mass tourism destination. The interviewed stakeholders are all interested in developing the destination in a really sustainable manner, raise awareness and cooperation in order to develop Tyrol sustainably. EI wants to maintain as destination with beautiful nature that offers activities connected to nature and is not a mass-tourism destination. Consumers love activities connected to nature, away from mass tourism and outdoor activities like hiking, climbing or biking. Soft tourism is a connection point between these criteria and therefore the most suitable tourism product to offer for the destination of Tyrol.

Product Development

Two ways of packaging a tourism product exist. The traditional holiday packaging and the dynamic holiday packaging. In the traditional packaging, fixed packages are already created, the dynamic packaging leaves more flexibility and people can choose the components of a package that fit their needs best. Therefore, they can tailor the product perfectly to their own needs, holiday plans and budget.

The criteria to assess, which options are most suitable for the project, are level of flexibility, convenience, and value for money. The chosen packaging method is dynamic packaging, since it allows the consumer more flexibility and the possibility to tailor the product to their own needs and budget. Therefore, price-oriented consumers have the chance to book a sustainable trip fitting to their budget since even in dynamic packaging the individual components are offered for package prices, can be paid and confirmed in advance.

3.1.2. Consumer Demands

For investigating consumer demands no options need to be given, since a survey is the most suitable tool to do so. The content and relevant questions for the product development plan are decided by EI and adjusted each year according to the offer or internal or external changes.

3.1.3. Stakeholder Engagement

As discussed in the literature research, there are several possibilities to approach stakeholder engagement. The six stages defined by Altria (2012): Prepare, Plan, Design, Engage, Evaluate, and Apply. The six stages defined by SLDS (2013): State desired outcomes, Determine purpose, Build a plan, Implement the plan, Monitor and adjust the plan and Reach desired outcomes. And the seven stages defined by Neil Jeffrey (2009): Plan, Understand, Internal preparation and alignment, Consult, Respond and implement, Monitor and Evaluate and document. All of the approaches are similar, involve six or seven stages and aim all at successful stakeholder engagement. The criteria to evaluate the alternative solutions are amount of time, practical applicability, comprehensibility and amount of effort. Obviously, the amount of time and effort are always dependent on several circumstances as for example the stakeholders, the degree to which the goals match, issues and internal and external

circumstances. However, if an approach is practical to apply and formulated in a comprehensible way, it already saves time and effort.

The approach by Neil Jeffrey is formulated in the most comprehensible way and gives specific instructions on each step. Moreover, it defines a detailed alignment of SWANS and OWANS, which can save a lot of time in the end, since it avoids misunderstandings and disagreements. The stages are arranged in a circle. Therefore, the approach of Neil Jeffrey (2009) is the chosen approach to apply. An image of the arrangement of the seven stages can be found in the appendix figure K1.

3.2. PDCA-cycle

3.2.1 Plan

The implementation of the product development plan is based on the PDCA-cycle (Plan, Do, Act, Check). In the planning phase, the advice is broken down in several sub-objectives. For each sub-objective, the actions, performance indicators and specific targets are formulated and given in order to make the success of the achievement of each sub-objective measurable. The sub-objectives cannot be seen completely separated from each other, but they interrelate and ultimately aim at the overall objective.

Sub-objective: Developing products environmentally sustainable

The product development plan is focussed on soft-tourism products, which means to be away from mass tourism and have an authentic trip that is connected to nature (Juganaru, 2009). Thus, the related target is to increase the number of bookings of sustainable trips by 3% within the next two years without exceeding carrying capacity. Therefore, a capacity limit needs to be set. However, carrying capacity cannot simply be defined by the number of visitors, but develops over time and along with the growth of tourism and can be influenced by management controls and techniques (Collovini, Konstandoglou, Mexa, Parpairis, 2001). Basically, it needs to be ensured, that resources like food, water and entertainment facilities are available on-site for the number of tourists. This also includes, that slopes, lakes and hiking trails are not too crowded. Limits have to be set individually by the communities and defined each year since circumstances change from season to season. In order to ensure the trips are sustainable, a situation analysis needs to be executed. In this analysis the three components of a tourism package need to be considered. Thus, concerning the accommodation sector, it has to be checked, how the offer of sustainable accommodations is, what is the carrying capacity of each community, if it is within the or if it is already exceeded, if the accommodations are certified and how, if they offer local food, the height of the energy consumption and the waste management, if they offer a shuttle from and to the station, if they have any cooperation related to sustainability and any other efforts they offer. For transportation the general infrastructure needs to be analysed. Therefore, it is important to check, whether communities are connected to each other. It needs to be analysed if the guests are mobile and flexible by only using public transport. This includes the frequency of do the trains and busses in each community, the times of first bus or train in the morning and the last in the evening, the train connections from Germany, the prices and if they cooperate with tourism associations, accommodations or similar companies.

For the entertainment sector the available offer needs to be analysed on prices, sustainability, the number of hiking trails and the suitability of them, the of hiking trails impact on the nature, the offer of bike rentals etc. This analysis needs to be written down and possible weaknesses or gaps should be detected. The criteria for the analysis are further explained in the planning of stakeholder engagement.

Sub-objective: Meeting the demands of the consumers for environmental sustainability

The related targets are to increase the number of bookings for sustainable trips within the next two years. EI needs to set a specific target as for example by 3%, in order to be able to measure afterwards, if they reached their goal. Moreover, consumer satisfaction rate of 80% should be reached, since a satisfaction rate of below 75% is regarded as cause for concern (World Health Organization, WHO, 2000). The tool to find that out is a survey. It has to be relevant information to be gathered by consumers.

Sub-objective: Successful stakeholder engagement

The approach of Neil Jeffrey (2009) proves to be the most suitable one. The very first step of the stakeholder engagement process is to clarify the wants and needs of their own organisation (OWANS), the related objectives and to identify the basic issues to address.

The criteria of the stakeholders are that they are directly or indirectly related to the tourism industry and have a certain awareness and understanding of sustainability. Moreover, stakeholders from the accommodation sector, the transportation sector and companies that offer holiday activities and entertainment have to be engaged. Based on these criteria stakeholders can be chosen. In order to choose stakeholders to engage, general information of the mission, the views, the efforts and their needs and wants (SWANS) should be researched and all available sources need to be checked. Based on the available information stakeholders can be prioritised. A very convenient method to do that is the stakeholder's quadrant. An example of the quadrant can be found in the appendix figure C1. By means of the quadrant stakeholders are prioritised by their level of power and their level of interest. This prioritisation needs to be repeated on a yearly basis in order to check if the prioritisation is still relevant. Some stakeholders may be not that important anymore or have gained more importance. It is also possible that stakeholders become completely unnecessary to engage or additional stakeholders can be engaged. EI should engage at least seven accommodations that have a low CO₂-emissionrate, offer local food, that are certified in any way related to sustainability as for example as a BIO-Hotel, that are willing to engage, have the same understanding of environmentally sustainability as EI and have in the best case already a cooperation with a bike-rental, public transport and works closely together with the local tourism association. Moreover, they should engage with the ÖBB and the VVT (Verkehrsverbund Tirol), which is the company for public. These are the most important transportation companies in the area. And they should engage at least seven stakeholders of the entertainment sector in the surroundings of the hotels that are engaged. OWANS need to be defined. Basically the OWANS of EI arise from the demands of the consumers resulting from the survey. In order to trust the engaged stakeholders, they should be as transparent with their actions as EI is to them. Regular two-way communications should be ensured and expectations and OWANS need to be taken serious.

Sub-objective: Develop products financially profitable

The related target is to receive 10% of commission fee (Tani, 2014).

All costs that are related to the product development plan should be listed and the average costs for

the product–development calculated. In the beginning, EI will have to invest in order to realise the plan, since there are costs for the survey, for new engagements, packaging the products etc. a table with financial implications and costs that need to be considered when implementing the plan can be found in the appendix figureL1.

3.2.2 Do

Sub-objective: Develop products environmentally sustainable

In this stage the actual packaging takes place. Dynamic packaging is the chosen packaging method. Based on the analysis stakeholders are chosen in order to be a part of the package. The contracting with the hotels happens as usual by the purchasers of EI and with the contracts of purchase. Additionally, people can choose the components of their trip according to their demands and budget. First, they can choose whether they would like to arrive by public transport or not. Obviously they will have to pay a surcharge for travelling by public transportation. It may be an idea to offer people, who arrive by train more discounts on rentals for equipment than those who arrived by car. Guests who arrived by train, receive a discount card, by that, people should be motivated to travel by train. If the ÖBB decides to offer a luggage service again in the future also this can be offered to the guests, however it is not ensured that they can make use of it without paying a surcharge. They choose for an accommodation they like out of the engaged accommodations. Also activities can be booked already on the site EI offers. They can choose various attributes and tailor it exactly to their needs. All components of the trips are then packed in a virtual “shopping basket” and can be paid in the end. The advantage for consumers is here, that they still receive it to a package price due to the contracts of EI. They do not have to visit extra sites or book everything on-site. It can be paid and confirmed immediately (Destination New South Wales, 2012). The results of the survey showed, that consumers think, that sustainable products are not easily recognisable and that tour operators do not give sufficient information on it. Therefore each attribute of the trip should be labelled. The labelling can be for example a green circle in one of the corners, the consumers can click on it and a window will open in which information on the sustainability is provided on the sustainable aspects of the trip like for example the certification of the hotel, the origin and processing of the food, the isolation, the environmental friendly activities to do in the area etc.

Sub-objective: Meeting the demands of the consumers for environmental sustainability

In order to measure, that the numbers of bookings are exclusively from sustainable products need to be analysed.

If the target is not reached, the reasons need to be detected. This can be done by means of a survey, which should take place every two years. The survey can be similar to the survey used in the quantitative analysis, but some questions might have to be changed, adjusted, deleted or added. Additionally, questions about consumer satisfaction can be added. Since EI has the database of consumers who already booked a travel–package with them it will be easier to reach people. The sample should therefore be a third of the consumers of EI and a minimum response rate of 75% should be reached. The surveys can be sent via E-mail or post. In order to ensure a higher response rate, the participation in the survey could be connected to a prize competition in which a little prize can be offered to people who actually participated in the survey.

Sub-objective: Successful stakeholder engagement

When the stakeholders are mapped and prioritised it is important to approach and inform them in the right way. There are several ways to do so. They can either be reached via E-mail, telephone, post or they can be invited to a personal meeting. The most convenient way to reach them would be by means of telephone-contact, if they are interested in engaging, additional information can be sent to them via E-mail. If they are actually interested, they will be invited for a personal meeting can be arranged in order to discuss and compare SWANS and OWANS of the cooperation. Ultimately, the SWANS and OWANS need to go in accordance with the demands of the consumers and therefore need to be adjusted to them.

It is important to understand the motivation, objectives and urgency for their issues. Therefore, the right ways and frequencies of communication are very essential. In order to build trust, stakeholders need to be contacted on a regular basis. A possibility that all stakeholders have access to the information a platform can be an useful tool to ensure that all stakeholders receive the same information. The platform can be interactive, so that stakeholders can post their ideas, comments, issues or development. Additionally it is useful to arrange a meeting with all stakeholders, if possible once a year. SWANS should be taken seriously and stakeholders should have a say about actions and packaging process and packages. Therefore, transparency on operations and finances are very important. This can be done by means of a tourism management plan, in which all actions are listed, the reasons for them, how they were taken, who was responsible for that and the related costs. This management plan can be disclosed to all stakeholders involved. It gives them an overview and possible conflicts can be avoided. This management plan should be updated as soon as something changes and immediately disclosed to stakeholders. Stakeholders should be able to change things or give suggestions, by that, mutual trust is ensured. It is important to be responsive and to provide and suggest information and proposals responding to their expectations and interests. Thus, sometimes, compromises need to be made. According to the qualitative research, mutual trust is based on honesty and openness, therefore it is important that EI is transparent with their information and provide complete background information to them, so that they can draw relevant conclusions and get a detailed view on the operations of EI.

3.2.3 Check**Sub-objective: Developing products environmentally sustainable**

It has to be checked, whether the dynamic packaging is the right tool for each target group. It might be possible that elderly people prefer to have their package all-set instead of choosing each component themselves. Along with time, more ways can be chosen to distribute and package sustainable products. In order to check if the objective is reached, a good monitoring system needs to be elaborated and specific criteria for measuring needs to be defined.

One important criterion is carrying capacity, which is again dependent on the three criteria, the amount of resources available, the size of the population, and the amount of resources each individual is consuming (sustainablemeasures.com, 2014). Thus, it is important to check whether carrying capacity is not reached or even exceeded before deciding to increase capacity. This should be done together with tourism associations and accommodations.

Moreover, it needs to be checked, whether the engaged accommodations still fulfil the set criteria of

exclusively offering local food, still fulfilling the requirements of the certification, cooperating with public transport, and the CO²-emission-level needs to be checked. Therefore, mutual trust and transparency is extremely important for both parties.

Each engaged stakeholder should hand in a sustainability report every two years, containing the development of the average emission rate, used material and ingredients, percentage of materials used that are recycled, set limit of carrying capacity and actual capacity rate and other topics they consider as important to report. By checking the development in equal time intervals, changes can be considered gradually in the course of time (UNESCO, 2009).

Sub-objective: Meeting the demands of the consumers for sustainability

With the survey, the demands for sustainable tourism and the satisfaction with the current range of offer can be checked every two years. The results of the survey will be analysed and strengths and weaknesses are detected. The results can be used to improve the product development process and the products itself. Moreover, it can be used to see, if it is necessary to engage further stakeholders in the process. It should be checked, whether the satisfaction rate of a minimum of 75% is reached and the set percentage of increase in bookings.

Sub-objective: Successful stakeholder engagement

In the yearly meetings it should be checked, whether all stakeholders have the same expectations of the cooperation and that all stakeholders work in the same direction by comparing SWANS, OWANS and to discuss results and further processes. Every two years they should meet right after the analysis of the survey results in order to discuss them and improve weak points. SWANS, OWANS and consumer demands should be prioritised in order to determine on which issues solutions need to be found first. Afterwards decide on a course of action for each issue. Results, progress and the effectiveness of the solutions should be closely monitored.

Sub-objective: Develop products financially profitable

Also the financial performance should be checked and should be disclosed each month on the internal platform. The responsible person is one assigned person for accounting exclusively for the sustainable products. For the check at a specific point of time a balance sheet is used to check if income and expenditures are in balance. In order to check the financial development and performance over a certain period of time, a profit and loss account can show how much profit was made and a cash-flow-statement records the money that came in and the money that was spend. A profit and loss account and a cash-flow-statement should be done once a month in order to check whether they are on the right track with the product development. Moreover, checking financial performance regularly can help to identify seasonal differences. If profit constantly decreases or they even make a loss with the project it is a reason for concern.

3.2.4 Act

Sub-objective: Developing products environmentally sustainable

If the results of the place or a community in Tyrol exceeds the carrying capacity, which means that more tourists visit the destination than resources are available, measurements have to be taken. The number of visitors needs to be reduced and it has to be ensured that there are enough resources like food, water and that slopes, hiking trails or lakes are not too crowded. The carrying capacity rate is

measured for each community, thus if one community has already exceeded the level, less products to this specific destination should be offered in the following season. If there are communities, that have still a very low level of capacity, the product offered for this community should be increased. The other measurements that have to be taken are discussed in the section stakeholder engagement.

Sub-objective: Meeting the demands of the consumers for sustainable products

If the results of the survey show, that there are inconsistencies between the offer and efforts of the stakeholders or there are certain points the majority of respondents are dissatisfied with, EI has to act on this. The stakeholders need to be informed and the results of the survey are disclosed to them anyway. As further explained in the section on stakeholder engagement, a meeting with all stakeholders will take place shortly after analysing the results of the survey. Further measurements on the discrepancies can be discussed. This is further explained in the section about stakeholder engagement.

The changes that are agreed upon will be adapted for the coming season. An implementation plan needs to be elaborated including the steps to be taken for the change, the targets, people to be involved and a distribution of tasks. In the following results of the survey a special attention needs to be paid, whether the issue improved or not.

Sub-objective: Developing products financially profitable

The financial performance is one important indicator for the success of the implementation of the product development plan. Therefore, it is crucial to keep an eye on the finances. However, if the financial performance is not as desired, this can have several reasons. Consumers might perceive it as too expensive or they do not think to receive a good value for money but it is also possible that they are simply dissatisfied with the actual offer. As discussed before, a survey is the tool to detect the issues that should be improved or solved. A new calculation for the costs and the income need to be made, including the necessary changes based on the implementation plan.

Sub-objective: Successful stakeholder engagement

Actually, stakeholder engagement is a circle that repeats every two years. When the solutions on the issues are implemented, they need to be closely monitored. The progress should be documented and reported back to stakeholders. Thus, detailed documentation simplifies transparency. Additionally, sustainability reports of stakeholders need to be checked. On the one hand, if they meet the set criteria of being sustainable and on the other hand, if the offer and the sustainable development match with the demands of the consumers. If weaknesses or mismatches are discovered, stakeholders need to be consulted and a way to change the situation needs to be discussed. If the stakeholder disagrees on the mismatch or weaknesses a discussion has to take place, with the goal of finding a compromise. If there is no way to make a compromise SWANS and OWANS should be compared again. If a gap or insoluble mismatch is discovered, a termination of the cooperation can be discussed. In general, if SWANS and OWANS mismatch and also after several discussions they cannot be agreed upon, a termination of the cooperation should be taken into consideration.

And then the circle starts again with the consumer survey, the results can be compared to the results of the previous year and analysed on improvements and points that deteriorate. Changes of the demands also have to be analysed in order to adjust products perfectly to the needs of the consumer

and to give stakeholders suggestions to adapt to them. If demands changed, it should be considered to engage additional stakeholders or stop cooperating with a specific stakeholder.

3.3 Conclusion of the Advice

To conclude, the product development plan by means of a PDCA cycle is a very convenient way to develop products long-term effectively. Four core concepts are involved and approaches and targets for each of them are defined. All of the core concepts have the same importance in the product development. By monitoring each of them closely and regularly checking on the targets the plan can constantly be improved and adjusted to a changing environment. It takes a sustainable development, the demands of the consumer and stakeholder engagement into consideration and needs a lot of people involved in the project. However, the implementation of the plan and staying tuned in the further development is an important step towards sustainability and a sustainable development of tourism can be taken.

4. Afterword

This thesis is elaborated for Eurotours International. It is a suggestion for a product development plan on the basis of a PDCA cycle. In order to collect relevant information, a quantitative field research as well as a qualitative field research was conducted. Support was received from teachers from Saxion University of Applied Science in Deventer and from Christian Groefler, who is the head of department operations and yield management from Eurotours International.

During the whole working process, the work has been executed fully individual with occasional feedback from the first examiner and the research teacher. Christian Groefler did not give actual feedback on the content but he provided relevant information and contacted suitable experts for an interview.

Feedback from the first examiner was helpful to find ways to approach the whole project and sub-projects.

Due to the complexity of the whole project, it was challenging to come up with relevant research objections and questions and it needed several attempts until the ultimate objectives and questions were elaborated.

Concerning the quantitative field research, several difficulties were faced. Quantitative data collection was executed in the period from 18th May until 12th July 2015. Within this period 200 respondents were supposed to fill in the questionnaire. Various hotels, restaurants, tourism associations and other companies that are frequently visited by tourists were contacted with the request to display the questionnaire. Many companies that were requested in written form denied participation. Most of the companies, which were asked personally agreed to do so. However, people were not interested in completing the questionnaire. Thereupon, an online-survey was created, in order to ask tourism associations in Tyrol to post it on social media in order to reach a higher number of respondents. All tourism associations refused to post it. Another measurement in order to increase the response rate was to address tourists personally. On different events in Tyrol, people were asked personally to fill in the questionnaire. With that method 84 questionnaires were completed. People feel more persuaded to take the time if they are addressed personally.

The response rate is the proportion of people, who returned the questionnaire (Brotherton, 2008). More than 200 questionnaires in hardcopy were distributed. Additionally, an online-survey was created in order to increase the response rate. The chosen sample was 200 respondents. If 200 people would have filled in the response rate would be 100%. A 100% response rate is in most of the cases unlikely and should not be expected (Baruch, 1999). The actual response of the questionnaires is 78.5% with 157 completed questionnaires. There are several reasons for the non-response. From the questionnaires, which were distributed to accommodations, restaurants, tourist information and other places that are frequently visited by tourists, only 12 questionnaires were returned. Possible reasons for that are, that people just pass the questionnaire, sometimes, they do not even realise it, if nobody points it out to them. Only a specific target group is interested and informed about the topic. Thus, people might see the questionnaire but the topic is just not appealing to them. From the online-survey 61 responses were received and 84 persons completed the questionnaire after asking them personally. Also while distributing the questionnaires personally, many people refused to complete it. According to Yehuda Baruch (1999), people are not willing to fill in questionnaires, due to their stressful and competing working life. And actually many stated, that they were on vacation and did not want to fill in papers during their leisure time. Moreover, filling in the questionnaire did not bring any advantages or benefit to them. If people do not have a proper motivation, they are less willing in to fill in a questionnaire (Baruch, 1999). Retrospectively, the quantitative research was not that necessary. The outcome was somehow helpful, but information could have been gathered through literature. Especially due to the fact, that many relationships were rejected in the analysis and also not significant.

The qualitative data proceeded rather satisfactory. Interview partners were conveyed by Christian Groefler. Nevertheless, difficulties were faced when trying to reach some of them. The interviewees from accommodations were reached immediately and were also willing to give interviews. The dates could be set rather quickly. One interviewee was really prepared, but both could give relevant information. Although the hotels were both family businesses, the "Zapfenhof" has existed for years already, while the "Family Alm" just opened two years ago.

For the transportation industry it took a while until someone was found to give the relevant information and he was located in Vienna. However, he agreed on doing a telephone interview. Herbert Minarik was really prepared and thought about the answers before the interview took place. Another advantage was, that he had already worked for the company for 34 years, so that he had a lot of relevant information and expertise on the topic.

For the entertainment sector, it was hard to find a suitable and willing interview partner. Several calls had to be made in order to reach the right interview partner. Also to set a date for the interview was not that simple, since it was already holiday time and the interview partners went on vacation. However, ultimately both interviews took place and both were prepared and able to give interesting, new and relevant information.

All in all, information could be gained and the interviews were very revealing. The only topic not so much information was given was stakeholder engagement. Mostly the interviewees gave superficial or general information. However, some revealing examples were named. From the ÖBB a contact was forwarded, but unfortunately the person could not be reached. Therefore, the information about stakeholder engagement used for the advisory part is mainly gained from literature research.

Also the advisory part was hard to approach. A very hard part was to think about options. In order to define options, the product development plan is broken down in its core concepts. There exist several options for each of them and an option for each core concept is given resulting in the final product development plan. Defining a whole product development plan requires a lot of literature research and thinking on how to perfectly integrate the results of the analysis of the field research. The PDCA gave a helpful structure and ultimately the difficulties could be overcome.

This thesis is relevant for the tourism industry, because Tyrol is a really favoured tourism destination, especially for Germans, Dutch and Swiss (TTR, 2012, Ingrid Eberharter, personal communication, 12.06.2015). Moreover, 16% of the GDP in Tyrol is generated through tourism (TTR, 2012). The conducted research deals with the topic sustainability with a focus on environmental sustainability. Sustainability is an omnipresent topic nowadays in every industry. However, it is extremely important for the tourism industry, since destinations change due to human influences, but also due to climate change. The travel behaviour has changed over the years and the development of technical devices and new and faster ways of travelling have opened up new possibilities to travel. Tourists are flexible and prefer to travel several times throughout the year instead of taking one long vacation each year.

However, despite the fact, that sustainability becomes increasingly important in daily life, it is still not a main decision factor when people go on vacation. Sustainable tourism remains a niche market. Away from their stressful daily life, people do not want to think about saving the environment, but want to enjoy their leisure time without limitations.

Therefore, awareness needs to be increased in order to avoid huge changes of the nature of Tyrol and other destinations. The product development plan is supposed to give EI an incentive to develop more attractive and practical tourism products. People should be motivated to travel sustainable and they need to receive more information about sustainability.

This product development plan could be adapted to other tour operators as well. And since many stakeholders in the destination are engaged in the plan, it can be an important step towards sustainability for the whole industry.

All in all writing the thesis was a really hard part of the studies, since it has to be worked out individually and the support given is mainly restricted by mail and some set skype-meetings. The chosen topic was extremely comprehensive and it required a lot of discipline and research to elaborate on the topic.

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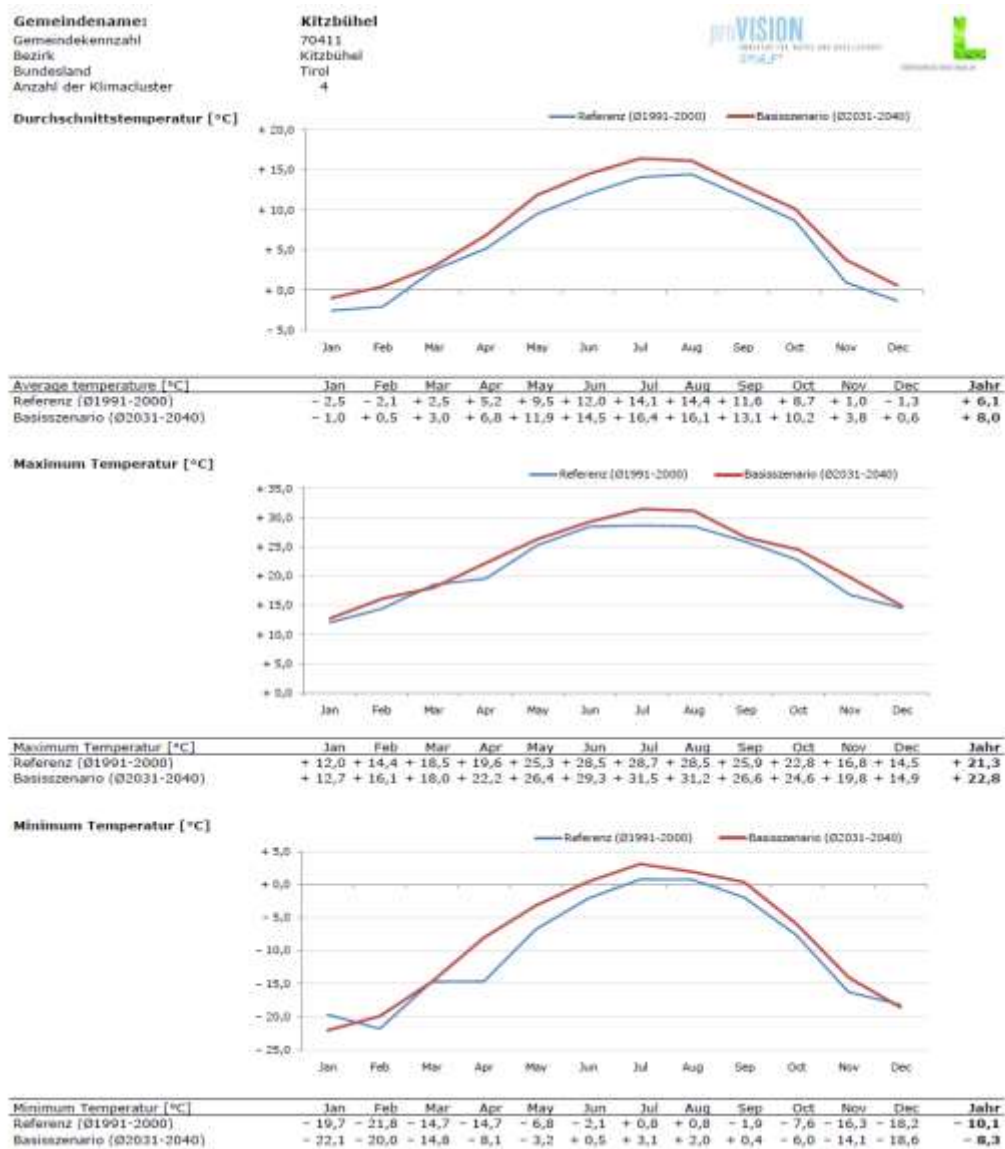
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Appendices

Appendix A: The Increase of Average, Maximum and Minimum Temperature in Tyrol

Figure A1: The Increase of Average, Maximum and Minimum Temperature in Kitzbühel



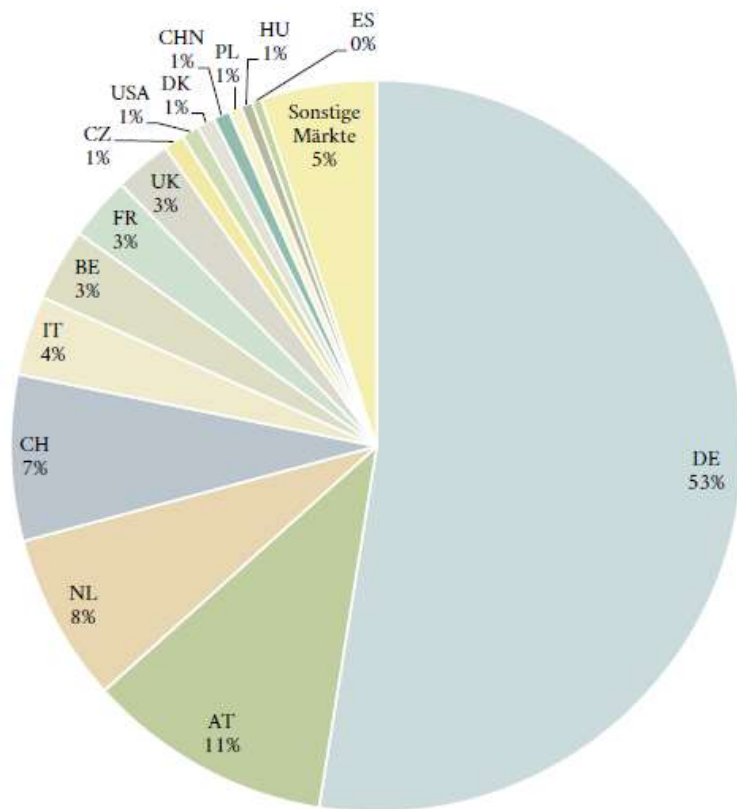
Source: Sinabell and Weinberger (2010)

Figure A2: The Increase of Average, Maximum and Minimum Temperature in Hart am Ziller



Source: Sinabell & Weinberger (2010)

Appendix B: Source Markets in the Summer 2014



Source: Tirol Werbung (2014)

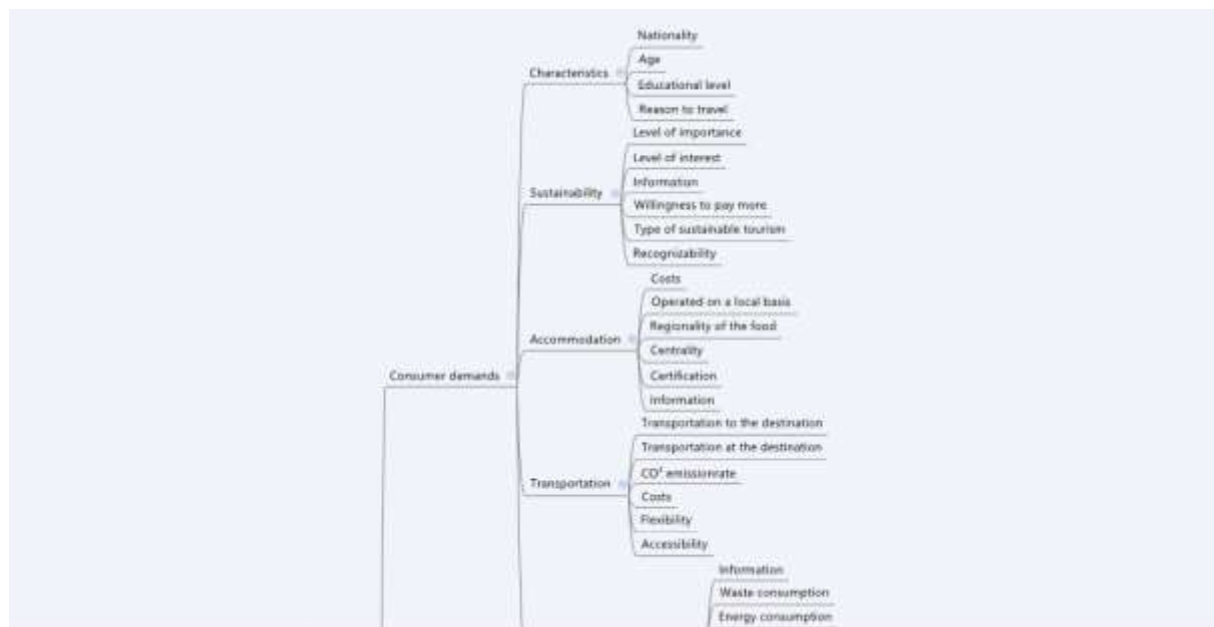
Appendix C: Stakeholders' Quadrant

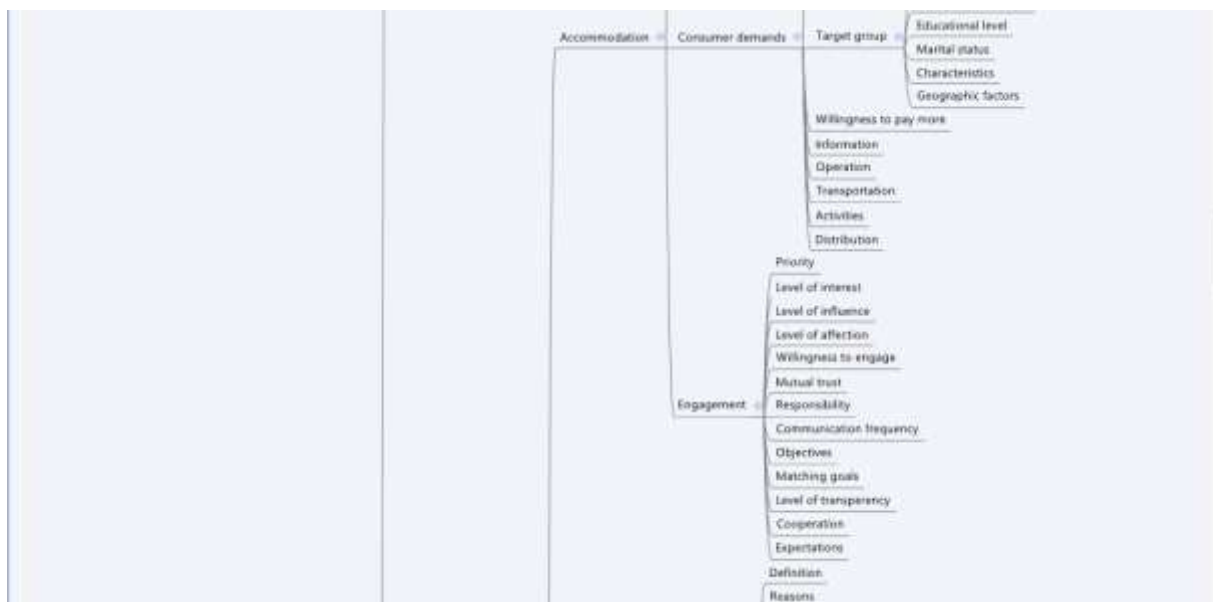
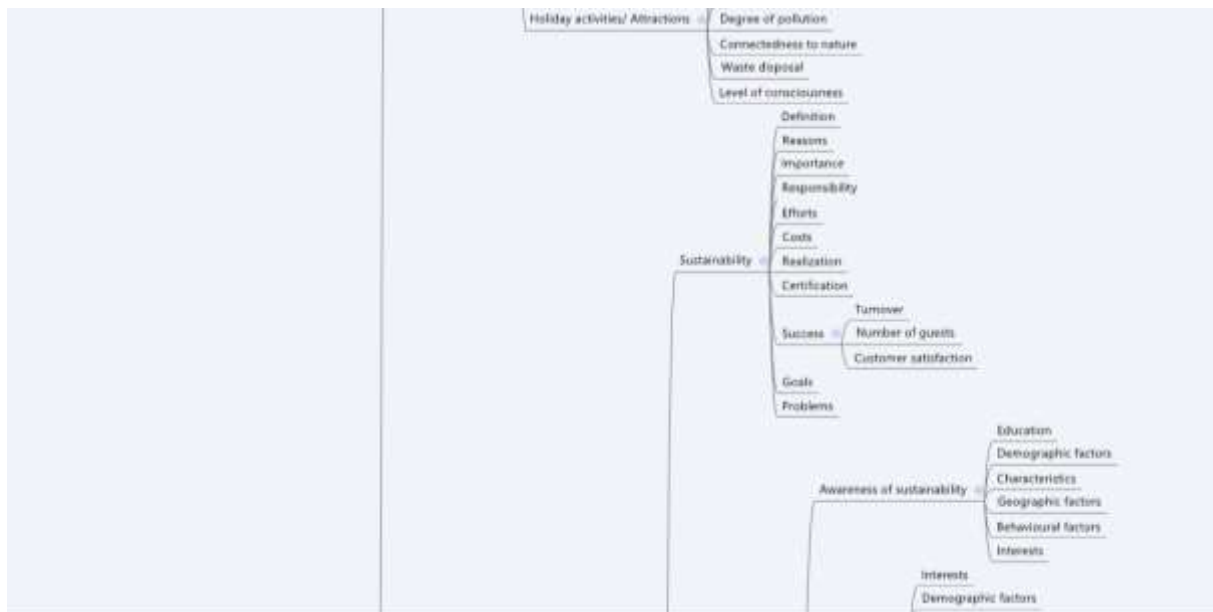
Figure C1: Stakeholders' Quadrant

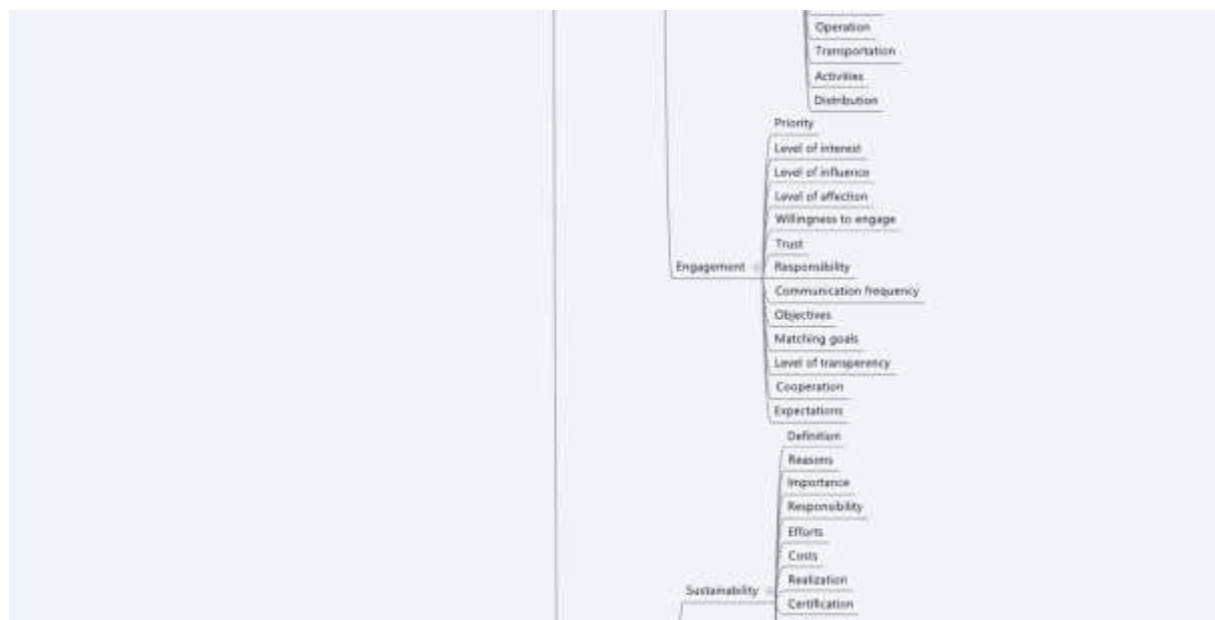
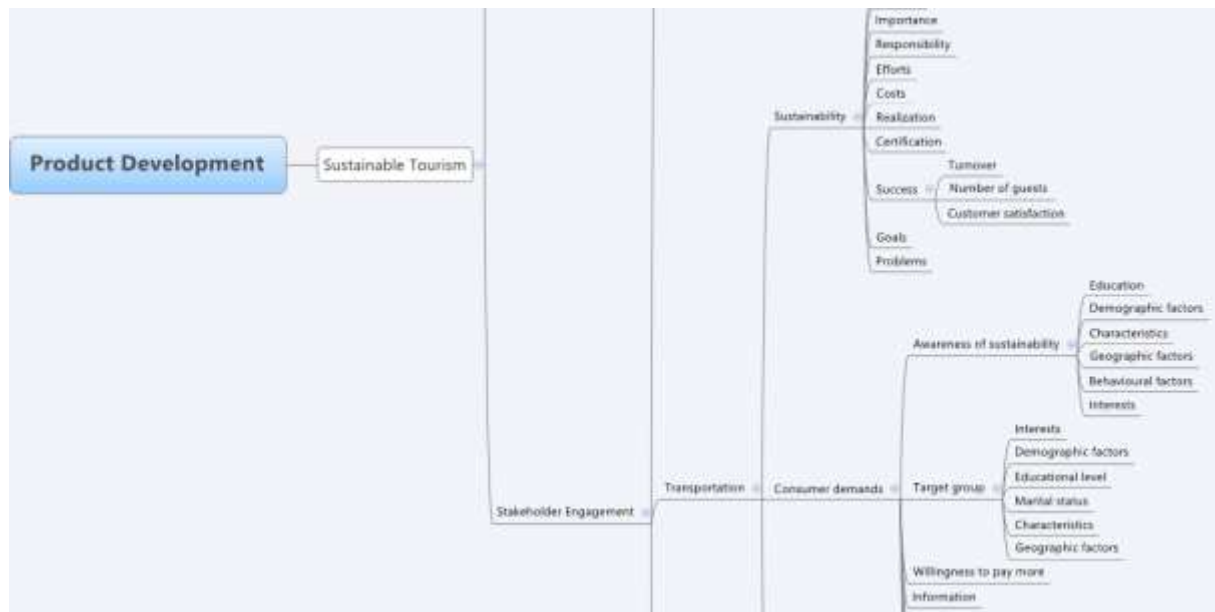


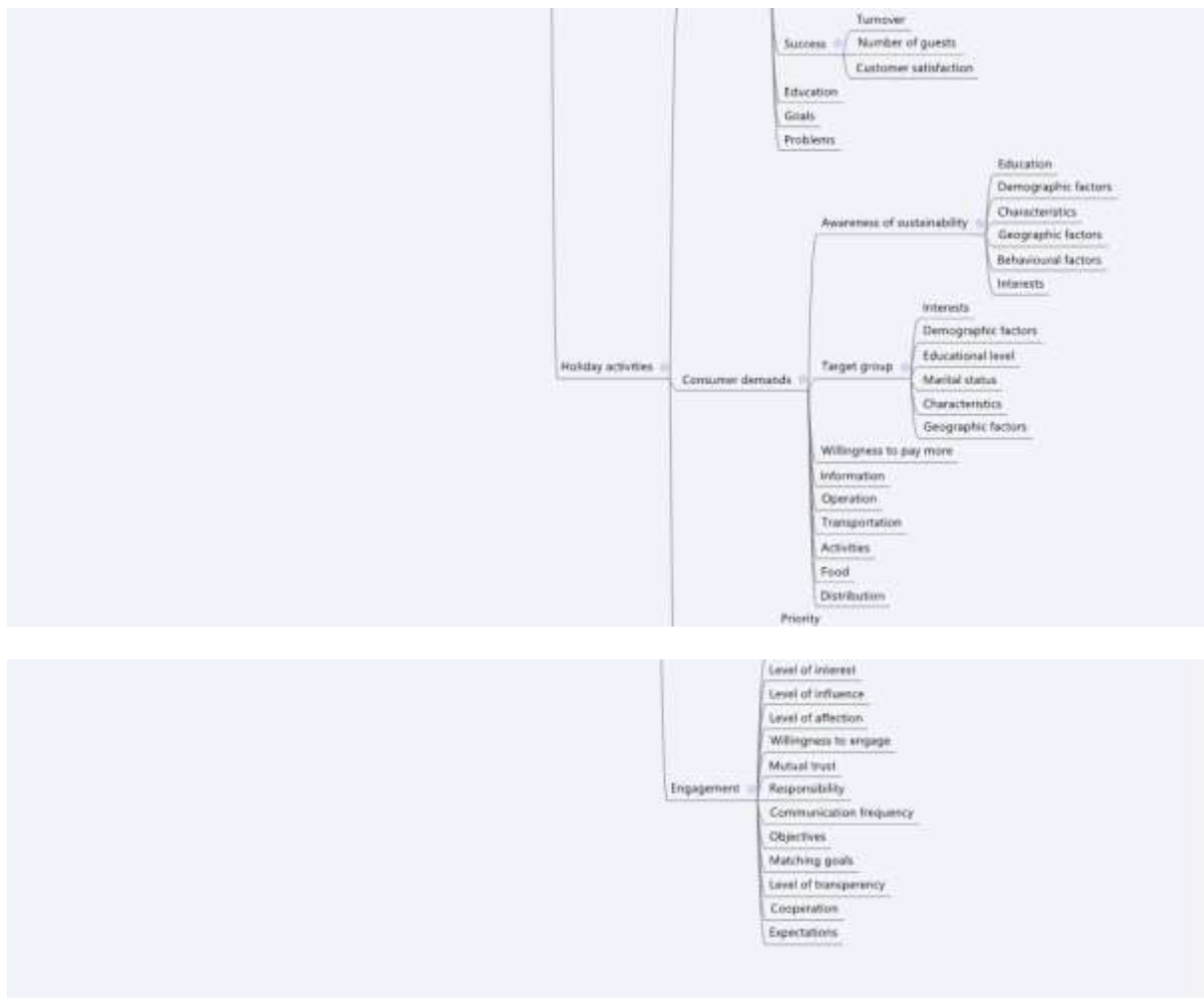
Source: Powerpoint Presentation Destination Development week 1.3 (2013)

Appendix D: Operationalisation









Appendix E: Questionnaires

Figure E1: Questionnaire English Version Coded

How important is sustainability for you during your trip to Tyrol?

I am a graduating student of the Tourism and Leisure-studies at the Saxion Hospitality Business School in Deventer in the Netherlands. I developed this questionnaire for my thesis project about sustainable tourism in Tyrol.

The purpose of the survey is to gain insight in the wishes of the tourists for a sustainable* stay in Tyrol, concerning their accommodation, the transportation they use and the activities they do during their holiday. Thus I would appreciate if you would take the time to fill in the questionnaire and therewith support me with my thesis on the one hand and on the other hand help to collect relevant information to contribute to make tourism in Tyrol even more sustainable and remaining the beauty of Tyrol's nature.

It takes approximately 10–12 minutes to fill in the questionnaire.

**Sustainability= Is about saving and sustaining the nature, meeting the needs of the present without compromising the ability of future generations to meet their own needs. F.e. it is about not using more energy that can be established or just producing as much waste as the earth can break down.*

1. General information

1. What is your nationality?

1) ☐ Austrian 2) ☐ German 3) ☐ Dutch 4) ☐ Other: _____

2. How old are you?

1) ☐ Younger than 21 2) ☐ Between 21 and 40
 3) ☐ Between 41 and 60 4) ☐ Older than 60
 5) ☐ I do not want to share

3. What is your highest achieved educational level?

1) ☐ No degree at all (not yet)
 2) ☐ Completed school education without qualification for university entrance
 3) ☐ General qualification for university entrance certificate/ A-levels
 4) ☐ Graduated from University or higher (Bachelor's, Master's, Doctoral degree)
 5) ☐ Others namely: _____
 6) ☐ I do not want to share

4. What is the purpose of your current stay? (You can tick more than one answer)

☐ Active summer holiday (f.e. hiking, climbing, etc.) 1 = chosen, 2 = not chosen
☐ Relaxing/ Wellness 1 = chosen, 2 = not chosen
☐ Sightseeing 1 = chosen, 2 = not chosen
☐ Business 1 = chosen, 2 = not chosen
☐ Others namely: _____ 1 = chosen, 2 = not chosen

5. With whom are you travelling?

1) ☐ (Marriage) partner 2) ☐ Friends
 3) ☐ Family 4) ☐ Business partner
 5) ☐ Alone 6) ☐ Others namely _____

6. In what kind of accommodation are you staying?

1) ☐ 3-Star-Hotel or lower 2) ☐ 4-Star-Hotel 3) ☐ 5-Star-Hotel
 4) ☐ Private 5) ☐ Pension 6) ☐ Holiday apartment
 7) ☐ I do not want to share 8) ☐ Others namely _____

7. Have you been on vacation to Tyrol before your current visit?

1) ☐ No, I am here for the first time 2) ☐ Yes, I have been here 1–3 times
 3) ☐ Yes, I have been here 4–5 times 4) ☐ Yes, I have been here more than 5 times

If you answered question 7 with “No, I am here for the first time” please continue with question 1 of the second part of the questionnaire “The role of sustainability in your holiday” if you answered it with a “Yes” please continue with question 8.

8. In which season did you visit Tyrol? (You can tick more than one answer)
☐ Spring ☐ Summer ☐ Autumn ☐ Winter
 1 = chosen, 2 = not chosen
9. What was the purpose of your previous stay? (You can tick more than one answer)
☐ Active holiday in the winter (f.e. skiing, snowboarding) 1 = chosen, 2 = not chosen
☐ Active holiday in the summer (f.e. walking, climbing) 1 = chosen, 2 = not chosen
☐ Relaxing/ Wellness 1 = chosen, 2 = not chosen
☐ Sightseeing 1 = chosen, 2 = not chosen
☐ Business 1 = chosen, 2 = not chosen
☐ Others namely:----- 1 = chosen, 2 = not chosen

2. The role of sustainability in your holiday

2.1 Sustainability in general (Please indicate if you agree with the statement or not)

1. Sustainability is an important issue when I decide to go on holiday
 1) ☐ 2) ☐ 3) ☐ 4) ☐ 5) ☐
 Strongly Partially Neutral Partially Strongly
 disagree disagree agree agree
2. In what type of sustainable trip would you be interested in? (You can tick more than one answer)
☐ CO²-neutral trip ☐ Bicycle trip
☐ Eco-Hotels ☐ Nature and hiking/ climbing-trips
☐ Eco-friendly trips ☐ Volunteering
☐ Fair-trade trips ☐ Others namely:

☐ None
 1 = chosen, 2 = not chosen
3. On what type of sustainable trip would you be willing to spend more? (You can tick more than one answer)
☐ CO²-neutral trip ☐ Bicycle trip
☐ Eco-Hotels ☐ Nature and hiking-trips/ climbing trips
☐ Eco-friendly trips ☐ Volunteering
☐ Fair-trade trips ☐ Others
 namely:-----
☐ None
 1 = chosen, 2 = not chosen
4. Before I choose for a trip I inform myself about the sustainable aspects of the trip.
 1) ☐ 2) ☐ 3) ☐ 4) ☐ 5) ☐
 Strongly Partially Neutral Partially Strongly
 disagree disagree agree agree
5. I think it is easy to recognise in an offer or advertisement for a trip, if the trip is sustainable.
 1) ☐ 2) ☐ 3) ☐ 4) ☐ 5) ☐
 Strongly Partially Neutral Partially Strongly
 disagree disagree agree agree

6. I think there is enough information on sustainability given by the tour operator or distributor of the trip.

1) <input type="checkbox"/>	2) <input type="checkbox"/>	3) <input type="checkbox"/>	4) <input type="checkbox"/>	5) <input type="checkbox"/>
Strongly disagree	Partially disagree	Neutral	Partially agree	Strongly agree

7. I am willing to pay more for a sustainable trip.

1) <input type="checkbox"/>	2) <input type="checkbox"/>	3) <input type="checkbox"/>	4) <input type="checkbox"/>	5) <input type="checkbox"/>
Strongly disagree	Partially disagree	Neutral	Partially agree	Strongly agree

2.2 The role of sustainability when choosing for an accommodation

8. I would rather choose for an accommodation that is certified for sustainability if it has the same price as the not certified accommodation.

1) <input type="checkbox"/>	2) <input type="checkbox"/>	3) <input type="checkbox"/>	4) <input type="checkbox"/>	5) <input type="checkbox"/>
Strongly disagree	Partially disagree	Neutral	Partially agree	Strongly agree

9. It is important to me that the accommodation is run by local people.

1) <input type="checkbox"/>	2) <input type="checkbox"/>	3) <input type="checkbox"/>	4) <input type="checkbox"/>	5) <input type="checkbox"/>
Strongly disagree	Partially disagree	Neutral	Partially agree	Strongly agree

10. It is important to me that the accommodation offers local or regional food.

1) <input type="checkbox"/>	2) <input type="checkbox"/>	3) <input type="checkbox"/>	4) <input type="checkbox"/>	5) <input type="checkbox"/>
Strongly disagree	Partially disagree	Neutral	Partially agree	Strongly agree

11. It is important to me that my accommodation has a central location, so that I can reach important places I want to visit easily without a car.

1) <input type="checkbox"/>	2) <input type="checkbox"/>	3) <input type="checkbox"/>	4) <input type="checkbox"/>	5) <input type="checkbox"/>
Strongly disagree	Partially disagree	Neutral	Partially agree	Strongly agree

12. I think that accommodations give enough information on efforts they make for sustainability.

1) <input type="checkbox"/>	2) <input type="checkbox"/>	3) <input type="checkbox"/>	4) <input type="checkbox"/>	5) <input type="checkbox"/>
Strongly disagree	Partially disagree	Neutral	Partially agree	Strongly agree

13. Do you have any recommendations or future ideas for the accommodation you have stayed concerning sustainability?

2.3 The role of sustainability when choosing for transportation to and at the destination

14. What kind of transportation did you use to travel to your destination?

- 1) ☐ Car 2) ☐ Train 3) ☐ Bus 4) ☐ Plane
5) ☐ Others namely: _____

15. Please indicate one important reason why you chose for this specific mean of transportation.

16. What kind of transportation did you use during your holiday? (You can tick more than one answer)

- ☐ Car ☐ Train ☐ Bus ☐ Bike / E-Bike
☐ Others namely: _____
1 = chosen, 2 = not chosen

17. Low CO²-emissionrate is an important issue when I choose for a mean of transportation to the destination and during my holiday.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Strongly disagree | Partially disagree | Neutral | Partially agree | Strongly agree |

18. I would rather make use of public transportation to the destination and during the trip if it was included in the purchasing price of the holidays.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Strongly disagree | Partially disagree | Neutral | Partially agree | Strongly agree |

19. I would rather ride a bike/ E-bike at the destination if it was included in the purchasing price of the holidays.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Strongly disagree | Partially disagree | Neutral | Partially agree | Strongly agree |

20. I would rather choose for public transportation if it was easily accessible from my accommodation.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Strongly disagree | Partially disagree | Neutral | Partially agree | Strongly agree |

2.4 The role of sustainability when choosing holiday activities and entertainment

21. I inform myself about the matter of sustainability before I choose for an activity during my holiday.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Strongly disagree | Partially disagree | Neutral | Partially agree | Strongly agree |

22. It is important to me, that the activities I do, do not produce much waste and do not consume much energy.

1) <input type="checkbox"/>	2) <input type="checkbox"/>	3) <input type="checkbox"/>	4) <input type="checkbox"/>	5) <input type="checkbox"/>
Strongly disagree	Partially disagree	Neutral	Partially agree	Strongly agree

23. I would be willing to pay a higher price for an activity when I know that it is sustainable in terms of waste production and/ or the degree of pollution.

1) <input type="checkbox"/>	2) <input type="checkbox"/>	3) <input type="checkbox"/>	4) <input type="checkbox"/>	5) <input type="checkbox"/>
Strongly disagree	Partially disagree	Neutral	Partially agree	Strongly agree

24. It is important to me that the activities I do are connected to nature.

1) <input type="checkbox"/>	2) <input type="checkbox"/>	3) <input type="checkbox"/>	4) <input type="checkbox"/>	5) <input type="checkbox"/>
Strongly disagree	Partially disagree	Neutral	Partially agree	Strongly agree

25. I am conscious about the nature and try to harm the environment as little as possible during my activities.

1) <input type="checkbox"/>	2) <input type="checkbox"/>	3) <input type="checkbox"/>	4) <input type="checkbox"/>	5) <input type="checkbox"/>
Strongly disagree	Partially disagree	Neutral	Partially agree	Strongly agree

26. The places I visited during my holiday were always clean and enough trashcans were available.

1) <input type="checkbox"/>	2) <input type="checkbox"/>	3) <input type="checkbox"/>	4) <input type="checkbox"/>	5) <input type="checkbox"/>
Strongly disagree	Partially disagree	Neutral	Partially agree	Strongly agree

27. Do you have any recommendations or future ideas for the places you visit and activities you did concerning sustainability?

28. Do you have in general any other additional comments?

Thank you for your support!

Source: Self-elaboration



Figure E2: Questionnaire German Version Coded

Wie wichtig ist Ihnen Nachhaltigkeit während des Urlaubs in Tirol?

Ich bin eine Tourismus- und Eventmanagement-Studentin, die an der Saxion Hospitality Business School in Deventer in den Niederlanden studiert. Ich bin nun im achten Semester und schreibe derzeit meine Bachelorarbeit über nachhaltigen Tourismus in Tirol.

Der folgende Fragebogen soll Einsicht in das Bewusstsein der Touristen über Nachhaltigkeit* und in die Wünsche für einen nachhaltigen Urlaub geben. Ich würde mich sehr freuen, wenn Sie sich die Zeit nehmen würden den Fragebogen auszufüllen und mich zum einen bei meiner Bachelorarbeit unterstützen, aber auch wichtige Informationen liefern, die dazu beitragen, den Tourismus in Tirol nachhaltiger zu gestalten und somit die Schönheit der Natur Tirols zu erhalten.

Das Ausfüllen des Fragebogens beträgt etwa 10–12 Minuten.

,Nachhaltigkeit**“ ist ein Konzept, das darauf ausgelegt ist, die Umwelt zu schonen. Der Grundgedanke ist, nicht mehr Ressourcen zu verbrauchen als nachwachsen können und nicht mehr Unrat zu produzieren als abgebaut werden kann, sodass Generationen in der Zukunft auch die Möglichkeit haben Ihre Bedürfnisse ausreichend mit vorhandenen Ressourcen zu decken.*

Allgemeine Informationen

1. Was ist Ihre Nationalität?
1) ☐ Österreichisch 2) ☐ Deutsch 3) ☐ Niederländisch
4) ☐ Andere: _____
2. Wie alt sind Sie?
1) ☐ Jünger als 21 2) ☐ Zwischen 21 und 40
3) ☐ Zwischen 41 und 60 4) ☐ 60 und älter
5) ☐ Ich möchte keine Angabe machen
3. Was ist Ihr höchstes erreichtes Bildungsniveau?
1) ☐ Ich habe (noch) keinen Abschluss
2) ☐ Abgeschlossene Schulbildung ohne Universität- und Hochschulzugangsberechtigung
3) ☐ Universität- und Hochschulzugangsberechtigung (z.B. Abitur, Matura, VWO)
4) ☐ Abgeschlossenes Universitäts- oder Hochschulstudium oder höher (z.B. Bachelor oder Masterabschluss oder Dokortitel)
5) ☐ Andere nämlich: _____
6) ☐ Ich möchte keine Angabe machen
4. Was ist der Grund für Ihren derzeitigen Aufenthalt?
☐ Aktivurlaub im Sommer (z.B. wandern, klettern, etc.) 1 = **chosen**, 2 = **not chosen**
☐ Relaxing/ Wellness 1 = **chosen**, 2 = **not chosen**
☐ Sightseeing/ Besichtigungen 1 = **chosen**, 2 = **not chosen**
☐ Geschäftsreise 1 = **chosen**, 2 = **not chosen**
☐ Andere 1 = **chosen**, 2 = **not chosen**

5. Mit wem verreisen Sie?

- 1) ☐ (Ehe-) Partner 2) ☐ Freunde
3) ☐ Familie 4) ☐ Geschäftspartner
5) ☐ Allein 6) ☐ Andere

6. In was für einer Unterkunft sind Sie untergebracht?

- 1) ☐ 3-Sterne-Hotel oder niedriger 2) ☐ 4-Sterne-Hotel
3) ☐ 5-Sterne-Hotel oder höher 4) ☐ Privat
5) ☐ Pension 6) ☐ Appartement/ Ferienwohnung
7) ☐ Ich möchte keine Angabe machen

7. Haben Sie vor diesem Urlaub schon einmal Urlaub in Tirol gemacht?

- 1) ☐ Nein, ich bin zum ersten Mal in Tirol 2) ☐ Ja, ich war schon 1–3 Mal hier
3) ☐ Ja, ich war schon 4–5 Mal hier 4) ☐ Ja, ich war schon öfter als 5 Mal hier

Wenn Sie Frage 7 mit „Nein, ich bin zum ersten Mal in Tirol“ beantwortet haben, fahren Sie bitte mit Frage 1 vom zweiten Teil des Fragebogens „Die Bedeutung der Nachhaltigkeit in Ihrem Urlaub“ fort.

8. In welcher Jahreszeit haben Sie Tirol besucht? (Mehrfachauswahl möglich)

- ☐ Frühling ☐ Sommer ☐ Herbst ☐ Winter
1 = **chosen**, 2 = **not chosen**

9. Was war der Grund für Ihren vorherigen Aufenthalt? (Mehrfachauswahl möglich)

- ☐ Aktivurlaub im Sommer (z.B. wandern, klettern, etc.) 1 = **chosen**, 2 = **not chosen**
☐ Aktivurlaub im Winter (z.B. Skifahren, Snowboarden etc.) 1 = **chosen**, 2 = **not chosen**
☐ Relaxing/ Wellness 1 = **chosen**, 2 = **not chosen**
☐ Sightseeing/ Besichtigungen 1 = **chosen**, 2 = **not chosen**
☐ Geschäftsreise 1 = **chosen**, 2 = **not chosen**
☐ Andere:_____ 1 = **chosen**, 2 = **not chosen**

2. Die Bedeutung der Nachhaltigkeit in Ihrem Urlaub

2.1 Nachhaltigkeit im Allgemeinen *(Bitte geben Sie an, ob und wie Sie mit der Aussage übereinstimmen oder nicht)*

1. Nachhaltigkeit spielt eine wichtige Rolle wenn ich mich dafür entscheide Urlaub zu machen.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Ich stimme | Ich stimme | Neutral | Ich stimme | Ich stimme |
| gar nicht zu | eher nicht zu | | eher zu | sehr zu |

2. An welcher Art von nachhaltigem Urlaub wären Sie interessiert? (Mehrfachauswahl möglich)

- | | |
|--|--|
| <input type="checkbox"/> CO ² -neutrales Reisen | <input type="checkbox"/> Fahrradreise |
| <input type="checkbox"/> Ökohotels/ Naturhotels | <input type="checkbox"/> Natur- und Wander-/Kletterreise |
| <input type="checkbox"/> Umweltfreundliches Reisen | <input type="checkbox"/> Freiwilligentätigkeit |
| <input type="checkbox"/> Fair-trade-Reisen | <input type="checkbox"/> Andere:_____ |
| <input type="checkbox"/> An keiner | |
- 1 = **chosen**, 2 = **not chosen**

3. Für welche Art von nachhaltigem Urlaub wären Sie bereit mehr zu zahlen? (Mehrfachauswahl/möglich)

- | | |
|--|--|
| <input type="checkbox"/> CO ² -neutrales Reisen | <input type="checkbox"/> Fahrradreise |
| <input type="checkbox"/> Ökohotels/ Naturhotels | <input type="checkbox"/> Natur- und Wander-/Kletterreise |
| <input type="checkbox"/> Umweltfreundliches Reisen | <input type="checkbox"/> Freiwilligentätigkeit |
| <input type="checkbox"/> Fair-trade-Reisen | <input type="checkbox"/> Andere:_____ |
| <input type="checkbox"/> An keiner | |

1 = chosen, 2 = not chosen

4. Bevor ich mich für ein Urlaubsangebot entscheide informiere ich mich über die Nachhaltigkeit des Angebots.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Ich stimme
gar nicht zu | Ich stimme
eher nicht zu | Neutral | Ich stimme
eher zu | Ich stimme
sehr zu |

5. Ich finde, dass es in der Ausschreibung eines Urlaubsangebots leicht zu erkennen ist, ob es sich um ein nachhaltiges Angebot handelt

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Ich stimme
gar nicht zu | Ich stimme
eher nicht zu | Neutral | Ich stimme
eher zu | Ich stimme
sehr zu |

6. Ich finde, dass Reiseveranstalter und Vertreiber des Urlaubsangebots ausreichend Auskunft über die Nachhaltigkeit des Produkts geben.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Ich stimme
gar nicht zu | Ich stimme
eher nicht zu | Neutral | Ich stimme
eher zu | Ich stimme
sehr zu |

7. Ich wäre bereit, mehr zu bezahlen, wenn ich weiß, dass mein Urlaub nachhaltig ist.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Ich stimme
gar nicht zu | Ich stimme
eher nicht zu | Neutral | Ich stimme
eher zu | Ich stimme
sehr zu |

2.2 Die Bedeutung der Nachhaltigkeit bei der Entscheidung für eine Unterkunft

8. Ich würde mich eher für eine Unterkunft entscheiden, die zertifiziert oder ausgezeichnet ist für Nachhaltigkeit, wenn sie gleich viel kostet.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Ich stimme
gar nicht zu | Ich stimme
eher nicht zu | Neutral | Ich stimme
eher zu | Ich stimme
sehr zu |

9. Es ist mir wichtig, dass meine Unterkunft von Einheimischen betrieben wird.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Ich stimme
gar nicht zu | Ich stimme
eher nicht zu | Neutral | Ich stimme
eher zu | Ich stimme
sehr zu |

10. Es ist mir wichtig, dass die Unterkunft lokale Produkte zum kochen verwendet.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Ich stimme
gar nicht zu | Ich stimme
eher nicht zu | Neutral | Ich stimme
eher zu | Ich stimme
sehr zu |

11. Es ist mir wichtig, dass meine Unterkunft zentral gelegen ist und ich alles ohne Auto bequem erreichen kann.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Ich stimme
gar nicht zu | Ich stimme
eher nicht zu | Neutral | Ich stimme
eher zu | Ich stimme
sehr zu |

12. Ich finde Unterkünfte geben ausreichend Auskunft über ihre Bemühungen für Nachhaltigkeit.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Ich stimme
gar nicht zu | Ich stimme
eher nicht zu | Neutral | Ich stimme
eher zu | Ich stimme
sehr zu |

13. Haben Sie spezielle Ideen oder Vorschläge zum Thema Nachhaltigkeit für Ihre Unterkunft?

2.3 Die Bedeutung der Nachhaltigkeit bei der Entscheidung für ein Verkehrsmittel zu und am Urlaubsort

14. Mit welchem Verkehrsmittel sind Sie zu Ihrem Urlaubsziel gereist?

- 1) ☐ Auto 2) ☐ Zug 3) ☐ Bus 4) ☐ Flugzeug
5) ☐ Andere: _____

15. Bitte nennen Sie einen wichtigen Grund, wieso Sie sich für dieses Verkehrsmittel entschieden haben

16. Welche Verkehrsmittel haben Sie vor Ort gewählt? (Mehrfachauswahl möglich)

- ☐ Auto ☐ Zug ☐ Bus
☐ Fahrrad/ E-Bike ☐ Andere: _____
1 = **chosen**, 2 = **not chosen**

17. Ein geringer CO²-Ausstoß des Verkehrsmittels ist mir wichtig, wenn ich verreise.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Ich stimme
gar nicht zu | Ich stimme
eher nicht zu | Neutral | Ich stimme
eher zu | Ich stimme
sehr zu |

18. Ich würde öfter öffentliche Verkehrsmittel nutzen, wenn Sie im Reisepreis inkludiert wären.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Ich stimme
gar nicht zu | Ich stimme
eher nicht zu | Neutral | Ich stimme
eher zu | Ich stimme
sehr zu |

19. Ich würde öfter Fahrrad/ E-Bike fahren, wenn ein Leihfahrrad im Reisepreis inkludiert wäre.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Ich stimme
gar nicht zu | Ich stimme
eher nicht zu | Neutral | Ich stimme
eher zu | Ich stimme
sehr zu |

20. Ich würde mich eher für öffentliche Verkehrsmittel entscheiden, wenn Sie schnell erreichbar von meiner Unterkunft sind.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Ich stimme
gar nicht zu | Ich stimme
eher nicht zu | Neutral | Ich stimme
eher zu | Ich stimme
sehr zu |

2.4 Die Bedeutung der Nachhaltigkeit bei der Auswahl von Urlaubsaktivitäten und Unterhaltung

21. Ich informiere mich über die Nachhaltigkeit von Urlaubsaktivitäten und Attraktionen, bevor ich mich für eine entscheide.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Ich stimme
gar nicht zu | Ich stimme
eher nicht zu | Neutral | Ich stimme
eher zu | Ich stimme
sehr zu |

22. Es ist mir wichtig, dass die Aktivitäten die ich mache und die Attraktionen, die ich besuche, wenig Müll produzieren und wenig Energie verbrauchen.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Ich stimme
gar nicht zu | Ich stimme
eher nicht zu | Neutral | Ich stimme
eher zu | Ich stimme
sehr zu |

23. Ich wäre bereit einen höheren Preis zu zahlen, wenn eine Aktivität nachhaltig bezüglich Müllproduktion und des Verschmutzungsgrad ist.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Ich stimme
gar nicht zu | Ich stimme
eher nicht zu | Neutral | Ich stimme
eher zu | Ich stimme
sehr zu |

24. Es ist mir wichtig, dass die Aktivitäten die ich mache naturverbunden sind.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Ich stimme
gar nicht zu | Ich stimme
eher nicht zu | Neutral | Ich stimme
eher zu | Ich stimme
sehr zu |

25. Ich bin der Natur gegenüber verantwortungsbewusst und versuche der Natur so wenig wie möglich zu schaden während meiner Aktivitäten.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Ich stimme
gar nicht zu | Ich stimme
eher nicht zu | Neutral | Ich stimme
eher zu | Ich stimme
sehr zu |

26. Die Orte, die ich besucht habe waren sauber und ausreichend Mülleimer waren vorhanden.

- | | | | | |
|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1) <input type="checkbox"/> | 2) <input type="checkbox"/> | 3) <input type="checkbox"/> | 4) <input type="checkbox"/> | 5) <input type="checkbox"/> |
| Ich stimme
gar nicht zu | Ich stimme
eher nicht zu | Neutral | Ich stimme
eher zu | Ich stimme
sehr zu |

27. Haben Sie noch Vorschläge zum Thema Nachhaltigkeit bezüglich Attraktionen oder Urlaubsaktivitäten?

28. Haben Sie allgemein noch andere zusätzliche Bemerkungen oder Vorschläge?

Vielen Dank, dass Sie sich die Zeit genommen haben!

Source: Self-elaboration



Appendix F: Interview Guides

Figure F1: Interview guide "Family Alm Tirol"

Name des Interviewers: Marnie Talena Scheider
Name des Interviewten: Jürgen Helfinger
Position des Interviewten: Hotel owner
Arbeitet seit 2 Jahren im Tourismus
Arbeitet seit 2 Jahren in der Family Alm Tirol
Arbeitet/ lebt seit 2 Jahren in Tirol
Datum des Interviews: 11.06.2015
Ort des Interviews: Family Alm Tirol, Mühlstraße 7, 6633 Biberwier

Ziel des Interviews:

Die Übereinstimmung der nachhaltigen Entwicklung der „Family Alm Tirol“ mit den Kundenwünschen bezüglich einer nachhaltigen Unterkunft in Tirol und erfolgreiche Einbindung in einen nachhaltigen Produktentwicklungsplan.

1. Einleitung des Interviews

- Sich bei dem Interviewpartner für das Interview bedanken
- Mich vorstellen (Name, Alter, Studium, Grund fürs Interview)
- Die Person sich vorstellen lassen
- Grund des Interviews
- Erklärung wichtiger Aspekte (das Interview wird aufgenommen, Ablauf, Notizen, was wird mit dem Interview danach geschieht)

2. Interviewfragen:

Nachhaltigkeit im Allgemeinen

1. Wie definiert/ interpretiert das Unternehmen den Begriff Nachhaltigkeit?
 - Rolle/ Bedeutung von Nachhaltigkeit in der „Family Alm Tirol“
 - Gefühl der Verantwortung
2. Auf Ihrer Website beschreiben Sie viele Bemühungen des Hotels um Nachhaltigkeit, können Sie die wichtigsten bitte kurz zusammenfassen.
 - Weitere Bemühungen, die das Hotel anstrebt
 - Nachhaltigkeit zur Steigerung des Unternehmenserfolges

3. Seit wann ist Ihr Hotel zertifiziert? Oder: Strebt Ihr Hotel eine Zertifizierung für Nachhaltigkeit an?
 - Name der Zertifizierung
 - Erreichung der Zertifizierung, Auflagen/ Voraussetzungen
 - Zertifizierung ein Grund für Touristen, die Family Alm zu besuchen
4. In welcher Saison ist Ihr Hotel am besten besucht?
 - Gründe/ Art von Urlaub
 - Hauptaktivitäten der Besucher

Kundenwünsche in Bezug auf Nachhaltigkeit

5. Wieso hat sich die „Family Alm Tirol“ gerade auf Familien spezialisiert?
 - Einfluss der Wahl der Zielgruppe auf das Nachhaltigkeitsbewusstsein
6. Inwiefern beeinflussen die Wünsche der Kinder das Verhalten der Eltern?
 - Nachhaltigkeitsbewusstsein
 - Freizeitaktivitäten
 - Verpflegung
 - Transportmittel
7. Haben Sie das Gefühl, dass die Gäste umweltbewusster werden und mehr auf Nachhaltigkeit achten?
 - Bemerkbarkeit
 - Buchen der Gäste aus Nachhaltigkeitsbewusstsein
8. Was sind Ihrer Meinung nach die Gründe, dass viele Menschen glauben, dass sie für Nachhaltigkeit mehr zahlen müssen?
 - Kompromisse, die die Gäste eingehen, wenn Sie ein nachhaltiges Produkt wählen
 - Bereitschaft diese einzugehen
9. Wie oft werden Sie von Gästen in Bezug auf Nachhaltigkeit Ihres Unternehmens angesprochen?
 - Themen, die die Gäste häufig ansprechen, bzw. Fragen, die die Gäste häufig stellen
 - Reaktion, Antworten auf die Fragen
10. Was glauben Sie, von welchen Faktoren ist das Bewusstsein für Nachhaltigkeit der Gäste abhängig?
 - Verhalten
 - Interessen
 - Charakteristika
 - Demographische Faktoren
 - Bildung
11. Denken Sie, dass es den Kunden wichtig ist, dass die Unterkunft von Einheimischen betrieben wird?
 - Gründe
12. Mit welchen Verkehrsmitteln reist die Mehrheit Ihrer Gäste an?
 - Nutzung des von Ihnen angebotene Shuttle Busses

- Zweck (nur An- und Abreise oder auch andere Zwecke?)
 - Motivation für mehr Gäste, öffentliche Verkehrsmittel zu nutzen
13. Arbeiten Sie mit Anbietern von öffentlichen Verkehrsmitteln zusammen oder gibt es Pläne? Wenn ja, mit welchen?
- Ablauf dieser Kooperation
 - Ziele der Kooperation
 - Vorteile für die Gäste
14. Haben Sie einen hausinternen Fahrradverleih oder befindet sich einer in der Gegend?
- Häufigkeit der Nutzung des Verleihs
15. Welche Ausflüge oder Aktivitäten in der Umgebung werden von der „Family Alm Tirol“ angeboten?
- Nachhaltige Aspekte dieser Aktivitäten
16. Gibt es sonst noch etwas zum Thema Kundenwünsche bezüglich Nachhaltigkeit, das Sie bisher noch nicht erwähnt haben?

Nachhaltigkeit in Tirol und Engagement

17. Welche Aspekte am Tourismus in Tirol sind nachhaltig und welche nicht?
- Ihre Meinung: Akteure, die für die Nachhaltigkeit des Tourismus (mit-) verantwortlich sind
 - Rolle des Hotelsektors
 - Verantwortungsbewusstsein für Nachhaltigkeit der „Family Alm Tirol“
 - Konkrete Änderungsvorschläge
18. Unter welchen Voraussetzungen würden Sie eine Kooperation mit einem Reiseveranstalter eingehen um gemeinsam zur Nachhaltigkeit beizutragen?
- Voraussetzungen um eine Vertrauensbasis zu schaffen und Standards/ Werte/ Überzeugungen das ein Unternehmen anstreben sollte um Ihr Vertrauen zu gewinnen
 - Erwartungen an das Unternehmen und die Kooperation
 - Kommunikation (Häufigkeit)
 - Konfliktsituationen/ -lösung
 - Ziele der Kooperation
 - Gemeinsame Produktentwicklung
 - Verpflichtungen und Verantwortungen, die die „Family Alm“ eingehen würde für eine Kooperation
 - Bei Nein: Gründe gegen eine Kooperation
 - Voraussetzungen, die Ihre Meinung ändern würden
19. Sie kooperieren bereits mit Eurotours, können Sie bitt kurz beschreiben wie die Kooperation aussieht und welche Ziele sie hat.
- Bezüglich Nachhaltigkeit
 - Vertrauensbasis
 - Häufigkeit der Kommunikation
 - Einbindung in die Aktivitäten

20. Haben Sie konkrete Vorschläge, wie durch ein Zusammenwirken mehrerer Akteure in der Umgebung ein Umdenken hin zur Nachhaltigkeit geschaffen werden kann?

- Ideen für nachhaltigere Tourismusangebote
- Orientierung mehr an Nachhaltigkeit als am Preis

21. Gibt es sonst noch etwas, zum Thema Kooperation und Zusammenarbeit bezüglich Nachhaltigkeit, was Sie noch nicht erwähnt haben oder etwas anderes, was noch wichtig sein könnte?

3. Abschluss

- Zusammenfassung des Interviews
- Sich für das Interview bedanken
- Fragen, ob das Hotel Interesse am Ergebnis hätte

Source: Self-elaboration

Figure F2: Interview guide “Zapfenhof Zillertal”

Interview Guide Zapfenhof Zillertal

Name des Interviewers:	Marnie Talena Scheider
Name des Interviewten:	Ingrid Eberharter
Position des Interviewten:	Inhaberin des Landgut „Zapfenhof“
Arbeitet seit ihrer Kindheit im Tourismus	
Ist in Tirol geboren	
Datum des Interviews:	12.06.2015
Ort des Interviews:	Zapfenhof, Zellberg–Eben 64, 6277 Zellberggeben im Zillertal

Ziel des Interviews:

Die Übereinstimmung der nachhaltigen Entwicklung des „Zapfenhof Zillertal“ mit den Kundenwünschen bezüglich einer nachhaltigen Unterkunft in Tirol und erfolgreiche Einbindung in einen nachhaltigen Produktentwicklungsplan.

1. Einleitung des Interviews

- Sich bei der Person für das Interview bedanken
- Mich vorstellen (Name, Alter, Studium, Grund fürs Interview)
- Die Person sich vorstellen lassen
- Grund des Interviews
- Erklärung wichtiger Aspekte (das Interview wird aufgenommen, Ablauf, Notizen, was wird mit dem Interview danach geschehen)

2. Interviewfragen:

Nachhaltigkeit im Allgemeinen

1. Wie definiert/ interpretiert der „Zapfenhof“ den Begriff Nachhaltigkeit?
 - Rolle/ Bedeutung von Nachhaltigkeit im „Zapfenhof Zillertal“
2. Können Sie bitte die wichtigsten Bemühungen, die Ihr Unternehmen für Nachhaltigkeit macht zusammenfassen.

- Pläne
 - Nachhaltigkeit zur Steigerung des Unternehmenserfolges
 - Indikator des Erfolges
 - Wirksamste Art von Nachhaltigkeit
3. Seit wann sind Sie mit dem AMA-Gütesiegel zertifiziert?
- Erreichung der Zertifizierung
 - Gütesiegel als Motivation für die Gäste
4. In welcher Saison ist Ihr Hotel am besten besucht?
- Gründe/ Art von Urlaub
 - Hauptaktivitäten der Besucher

Kundenwünsche in Bezug auf Nachhaltigkeit

5. Was ist die Hauptzielgruppe des „Zapfenhofes“?
- Zusammenhang zwischen Zielgruppe und Nachhaltigkeitsbewusstsein
6. Wie macht es sich bemerkbar, dass die Gäste umweltbewusster werden und mehr auf Nachhaltigkeit achten?
- Kriterium bei der Entscheidung für ein Hotel
7. Was sind Ihrer Meinung nach die Gründe, dass viele Menschen glauben, dass sie für Nachhaltigkeit mehr zahlen müssen?
- Grund ein nachhaltiges Produkt nicht zu kaufen
 - Kompromisse die Konsumenten eingehen müssen
 - Bereitschaft diese einzugehen
8. Wie häufig werden Sie von Kunden in Bezug auf Nachhaltigkeit Ihres Unternehmens angesprochen?
- Themen, die die Gäste ansprechen/ Fragen
 - Reaktion/ Antwort
 - Familienbetrieb als Grund zu buchen
9. Was glauben Sie, von welchen Faktoren ist das Bewusstsein für Nachhaltigkeit der Gäste abhängig?
- Verhalten
 - Interessen
 - Charakteristika
 - Demographische Faktoren
 - Bildung
10. Woher kommt die Mehrheit Ihrer Gäste?
11. Mit welchen Verkehrsmitteln reist die Mehrheit Ihrer Gäste an?
- Vorschläge zur Motivation der Gäste

12. Arbeiten Sie mit Anbietern von öffentlichen Verkehrsmitteln zusammen oder gibt es Pläne?

Wenn ja, mit welchen?

- Ablauf der Kooperation
- Ziele der Kooperation
- Vorteile für Gäste

13. Wie wird der von Ihnen angebotene Fahrradverleih von den Gästen genutzt?

- Inkludiertes Fahrrad als Motivation

14. Wie gut sind die Orte der Freizeitgestaltung vom „Zapfenhof“ mit öffentlichen Verkehrsmitteln erreichbar?

- Nutzung der öffentlichen Verkehrsmittel

15. Welche Ausflüge oder Aktivitäten in der Umgebung werden vom „Zapfenhof“ angeboten?

- Nachhaltigkeit der Aktivitäten
- Erreichbarkeit

16. Gibt es sonst noch etwas zum Thema Kundenwünsche bezüglich Nachhaltigkeit, das Sie bisher noch nicht erwähnt haben?

Nachhaltigkeit in Tirol und Engagement

17. Würden Sie den Tourismus in Tirol als nachhaltig beschreiben?

- Nachhaltige/ nicht nachhaltige Aspekte
- Welche Akteure, sind für die Nachhaltigkeit des Tourismus (mit-)verantwortlich

18. Unter welchen Voraussetzungen würden Sie eine Kooperation mit anderen Unternehmen im Tourismus eine Kooperation eingehen um gemeinsam zur Nachhaltigkeit beizutragen?

- Voraussetzungen um eine Vertrauensbasis zu schaffen und
 - Standards
 - Werte/
 - Überzeugungen das ein Unternehmen anstreben sollte um Ihr Vertrauen zu gewinnen
- Erwartungen an das Unternehmen und die Kooperation
- Verpflichtungen und Verantwortungen, die der „Zapfenhof“ eingehen würde für eine Kooperation
- Bei Nein: Gründe gegen eine Kooperation
- Voraussetzungen, die Ihre Meinung ändern würden

19. Sie kooperieren bereits mit Eurotours, können Sie bitt kurz beschreiben wie die Kooperation aussieht und welche Ziele sie hat.

- Bezüglich Nachhaltigkeit
- Vertrauensbasis
- Häufigkeit der Kommunikation
- Themen
- Einbindung in Aktivitäten

20. Denken Sie, dass mit nachhaltigeren Tourismusangeboten ein Umdenken hin zur Nachhaltigkeit geschaffen werden kann?
- Konkrete Vorschläge/ Ideen für Produkte oder Wege
 - Umdenken von der Preisorientierung zur Nachhaltigkeit
21. Gibt es sonst noch etwas, zum Thema Kooperation und Zusammenarbeit bezüglich Nachhaltigkeit, was Sie noch nicht erwähnt haben oder etwas anderes, was noch wichtig sein könnte?

3. Schließung

- Zusammenfassung des Interviews
- Sich für das Interview bedanken
- Fragen, ob das Hotel Interesse am Ergebnis hätte

Source: Self-elaboration

Figure F3: Interview Guide ÖBB

Interview Guide ÖBB

Name des Interviewers:	Marnie Talena Scheider
Name des Interviewten:	Herbert Minarik
Position des Interviewten:	CSR-manager
Arbeitet seit 34 Jahren für die ÖBB	
Datum des Interviews:	09.07.2015
Ort des Interviews:	Telefoninterview Wörgl/ Wien

Ziel des Interviews:

Die Übereinstimmung der Entwicklung der ÖBB im Sinne der Nachhaltigkeit mit den Kundenwünschen bezüglich nachhaltiger Verkehrsmittel in Tirol und erfolgreiche Einbindung in einen nachhaltigen Produktentwicklungsplan.

1. Einleitung des Interviews

- Sich bei der Person für das Interview bedanken
- Mich vorstellen (Name, Alter, Studium, Grund fürs Interview)
- Die Person sich vorstellen lassen
- Grund des Interviews
- Erklärung wichtiger Aspekte (das Interview wird aufgenommen, Ablauf, Notizen, was wird mit dem Interview danach geschehen)

2. Interviewfragen:

Erstes Thema: Nachhaltigkeit im Allgemeinen

1. Wie man der Website der ÖBB entnehmen kann, spielt Nachhaltigkeit bei Ihnen eine große Rolle, können Sie kurz in eigenen Worten zusammenfassen, was Nachhaltigkeit für die ÖBB bedeutet?
 - Bedeutung für den Alltag
 - Steigerung des Unternehmenserfolges
 - Wichtige Aspekte

- Noch geplante Aktionen
2. Die ÖBB engagiert sich in dem Umweltproject KLIWA und will damit den Einfluss extremer Wetterereignisse eindämpfen bzw. vermeiden. Was genau umfasst das Projekt und welche Maßnahmen werden getroffen, um dieses Ziel zu erreichen?
 - Einzubindende Akteure
 3. Im Jahr 2009 hat die Bahn ihre Umweltverträglichkeitsprüfung eingereicht und 2012 den positiven Umweltverträglichkeitsbescheid erhalten. Was genau war Inhalt der Prüfung und welche Auflagen müssen erfüllt werden?
 - Grund für Leute mit der ÖBB zu fahren

Zweites Thema: Kundenwünsche bezüglich nachhaltigem Reisen

4. Woran merken Sie, dass die Menschen umweltbewusster geworden sind und sich bewusst aufgrund der Nachhaltigkeit für das Fahren mit der ÖBB entscheiden?
5. Wie häufig werden von Fahrgästen Fragen zur Nachhaltigkeit gestellt?
 - Themen/ Fragen, die die Gäste ansprechen
 - Selbstinformierung der Gäste
 - Vorschläge, die Gäste machen
 - Reaktionen/ Antworten auf die Fragen
4. Wie versuchen Sie aktiv auf Kundenwünsche einzugehen und das Feedback produktiv zu verwenden?
 - Ernst nehmen von Beschwerden
5. Entscheiden sich Ihrer Meinung nach bisher ausreichend Touristen dafür mit der Bahn zu Ihrem Urlaubsziel zu reisen?
 - Gründe
 - Vorschläge zur Motivation der Gäste
 - Idee: Gepäckservice, der das Gepäck der Gäste an Urlaubsort bringt
6. Wie stufen Sie den Stellenwert der Kosten bei der Wahl des Touristen für ein Verkehrsmittel?
 - Bahn fahren vergleichsweise teuer
 - Feedback von Gästen
 - Pläne zur Änderung
7. Haben Sie Vorschläge, wie ein Umdenken von der Preisorientierung hin zur Nachhaltigkeit geschaffen werden kann?
8. Wie hoch schätzen Sie den Stellenwert der Flexibilität bei der Entscheidung der Touristen für ein Verkehrsmittel?
 - Gewährleistung von Flexibilität
 - Feedback von Gästen
9. Was glauben Sie, von welchen Faktoren ist das Bewusstsein für Nachhaltigkeit der Gäste abhängig?
 - Verhalten
 - Interessen

- Charakteristika
- Demographische Faktoren
- Bildung

10. Haben Sie noch Informationen oder Punkte, die bisher noch nicht erwähnt wurden und zum Thema Kooperationen Kundenwünsche in Bezug auf Nachhaltigkeit passen?

Drittes Thema: Engagement und Kooperationen um das Reisen nachhaltiger zu gestalten.

11. Sollten andere Akteure in der Tourismusbranche Ihrer Meinung mehr für die Nachhaltigkeit tun?

- Art der Akteure
- Aktivitäten
- Konkrete Vorschläge für aktive Beteiligung am nachhaltigen Tourismus

12. Sie kooperieren mit den Kitzbüheler Alpen und verlosen gemeinsam einen dreitägigen Sommerurlaub. Wie kam es zu dieser Kooperation?

- Ziel der Kooperation
- Planung zukünftiger Kooperation mit den Kitzbüheler Alpen

13. Die ÖBB gibt viel Auskunft auf der Website über Nachhaltigkeit und ist dahingehend sehr transparent. Sind andere Unternehmen in Tirol Ihrer Meinung nach transparent genug mit Informationen über Nachhaltigkeit?

14. Bestehen bereits Kooperationen mit Unterkünften, Reiseveranstaltern oder anderen Akteuren aus dem Tourismussektor (oder andere wichtige Sektoren) um gemeinsam zur Nachhaltigkeit beizutragen?

- Ablauf/ Beschreibung der Kooperation
- Ziele der Kooperation
- Kommunikation
- Wenn nein: Interesse

15. Welche weiteren Kooperationen sind noch geplant?

- Voraussetzungen um eine Vertrauensbasis zu schaffen und Standards/ Werte/ Überzeugungen das ein Unternehmen anstreben sollte um Ihr Vertrauen zu gewinnen
- Erwartungen an das Unternehmen und die Kooperation
- Kommunikation (Häufigkeit)
- Konfliktsituationen/ -lösung
- Ziele der Kooperation
- Gemeinsame Produktentwicklung
- Verpflichtungen und Verantwortungen, die die „Family Alm“ eingehen würde für eine Kooperation
- Bei Nein: Gründe gegen eine Kooperation
- Voraussetzungen, die Ihre Meinung ändern würden

16. Unter welchen Voraussetzungen würden Sie eine Kooperation konkret mit Eurotours eingehen?

- Rentabilität
- Vertrauensbasis/ Bedeutung Vertrauen
- Erwartungen

- Verpflichtungen und Verantwortungen die die ÖBB eingehen würde

17. Haben Sie noch Informationen oder Punkte, die bisher noch nicht erwähnt wurden und zum Thema Kooperationen mit anderen Unternehmen und Nachhaltigkeit passen?

3. Abschluss

- Zusammenfassung des Interviews
- Sich für das Interview bedanken
- Fragen, ob das Hotel Interesse am Ergebnis hätte

Source: Self-elaboration

Figure F4: Interview guide national park „Hohe Tauern“

Name des Interviewers:	Marnie Talena Scheider
Name des Interviewten:	Mag. Florian Jurgeit
Position des Interviewten:	arbeitet in der Nationalparkplanung
Arbeitet seit 10 Jahren für den Nationalpark	
Ist in Tirol geboren	
Datum des Interviews:	22.07.2015
Ort des Interviews:	Ferienregion Nationalpark Hohe Tauern GmbH, Kirchplatz 2, Mauterndorf

Ziel des Interviews:

Die Übereinstimmung der nachhaltigen Bemühungen und Entwicklung des Nationalparks Hohe Tauern mit den Kundenwünschen bezüglich nachhaltiger Freizeitaktivitäten in Tirol und erfolgreiche Einbindung in einen nachhaltigen Produktentwicklungsplan.

18. Einleitung des Interviews

- Sich bei dem Interviewpartner für das Interview bedanken
- Mich vorstellen (Name, Alter, Studium, Grund fürs Interview)
- Die Person sich vorstellen lassen
- Grund des Interviews
- Erklärung wichtiger Aspekte (das Interview wird aufgenommen, Ablauf, Notizen, was wird mit dem Interview danach geschieht)

19. Interviewfragen:

Nachhaltigkeit im Allgemeinen

1. Wie definiert der Nationalpark Hohe Tauern den Begriff Nachhaltigkeit?
 - Rolle/ Bedeutung im Alltag
 - Gefühl der Verantwortung
2. Ihr Unternehmen „lebt“ von der Natur, können Sie bitte eine kurze Zusammenfassung der nachhaltigen Bemühungen des Nationalparks geben.
 - Weitere Planungen
 - Allgemeine Zielsetzung des Unternehmens
 - Transparenz den Kunden gegenüber

3. Wie tragen diese Bemühungen zur Steigerung des Unternehmenserfolges bei?
 - Indikatoren für Erfolg
4. Seit 2006 hat der Nationalpark „Hohe Tauern“ die internationale Anerkennung, was genau bedeutet dies für Ihr Unternehmen?
 - Häufigkeit der Prüfung ob die Auflagen stets erfüllt sind
 - Internationale Anerkennung als Grund für Gäste den Nationalpark zu besuchen

Kundenwünsche in Bezug auf Nachhaltigkeit

5. An welche Zielgruppe richtet sich der Nationalpark „Hohe Tauern“?
 - Zielgruppe und Nachhaltigkeitsbewusstsein
6. Welche Aktivitäten bietet der Nationalpark „Hohe Tauern“ den Gästen an?
 - Nachhaltige Aspekte
 - Annahme dieser Aktivitäten
 - Vorschriften, die die Gäste einhalten müssen
 - Akzeptanz/ Verantwortungsbewusstsein der Gäste
 - Vorteile Gäste Card
7. Haben Sie den Eindruck, dass die Menschen umweltbewusster werden und mehr auf Nachhaltigkeit achten?
 - Bemerkbarkeit
 - Eigenständige Informationssuche
 - Fragen/ Themen
 - Auswahl der Aktivitäten bewusst im Sinne der Nachhaltigkeit
8. Wie sichern Sie die Nachhaltigkeit der angebotenen Aktivitäten?
 - Energieverbrauch
 - Abfallmanagement
 - Reaktionen der Gäste
 - Beschwerden
9. Was sind Ihrer Meinung nach die Gründe, dass nachhaltiger Tourismus noch stets ein Nischenmarkt ist?
 - Höhere Preisklasse
 - Transparenz der Unternehmen
 - Informiertheit der Menschen
 - Kompromisse, die die Gäste eingehen müssen
 - Bereitschaft, diese einzugehen
 - Konkrete Vorschläge für ein Umdenken von der Preisorientierung hin zur Nachhaltigkeit
10. Was glauben Sie, von welchen Faktoren ist das Bewusstsein für Nachhaltigkeit der Gäste abhängig?
 - Verhaltensfaktoren
 - Interessen
 - Charakteristika
 - Demographische Faktoren
 - Geologische Faktoren

11. Wie reizt die Mehrheit der Gäste an?

- Häufigkeit der Nutzung öffentlicher Verkehrsmittel
- Motivation öffentliche Verkehrsmittel zu nutzen
- Fortbewegung innerhalb des Nationalparks
- Erreichbarkeit des Parks mit öffentlichen Verkehrsmitteln

12. Gibt es noch etwas bezüglich Kundenwünsche und Nachhaltigkeit, das noch nicht erwähnt wurde, aber für meine Ausarbeitung wichtig sein könnte?

Nachhaltigkeit in Tirol und Engagement des Nationalpark „Hohe Tauern“

13. Würden Sie den Tourismus in Tirol allgemein als eine nachhaltige Art von Tourismus beschreiben?

- Gründe
- Nachhaltige/ nicht nachhaltige Aspekte
- Verantwortungsbewusstsein eines jeden einzelnen Betrieb
- Konkrete Änderungsvorschläge

14. Welche Akteure sind, Ihrer Meinung nach, für den nachhaltigen Tourismus in Tirol verantwortlich?

- Möglichkeit eines Zusammenschluss dieser Akteure um ein Umdenken zu fördern
- Konkrete Vorschläge
- Bereitschaft des Nationalpark „Hohe Tauern“ mit anderen Akteuren zusammen zu arbeiten

15. Nach welchen Kriterien haben Sie Ihre Partnerbetriebe ausgewählt?

- Nachhaltigkeit
- Voraussetzungen Unterkünfte

16. Unter welchen Voraussetzungen würde der Nationalpark „Hohe Tauern“ eine Kooperation mit anderen Betrieben aus dem Tourismus (z.B. einem Reiseveranstalter) eine Kooperation eingehen um gemeinsam zur Nachhaltigkeit beizutragen?

- Erwartungen an das Unternehmen und die Kooperation
- Vertrauen
- Transparenz
- Kommunikation (Häufigkeit)
- Konfliktsituationen/ -lösung
- Ziele der Kooperation
- Gemeinsame Produktentwicklung
- Verpflichtungen und Verantwortungen, die der Nationalpark „Hohe Tauern“ eingehen würde für eine Kooperation

17. Was macht für Sie eine Vertrauensbasis zwischen zwei Betrieben aus?

- Standards/ Werte/ Überzeugungen das ein Unternehmen anstreben sollte um Ihr Vertrauen zu gewinnen
- Transparenz
- Kommunikation
- Ansprechpartner
- Umgang mit Konfliktsituationen

18. Besteht bereits eine Kooperation mit der Eurotours?

- Zeitpunkt
- Gründe zu kooperieren
- Ziele der Kooperation
- Nachhaltigkeit als Thema der Kooperation
- Vertrauensbasis
- Häufigkeit der Kommunikation
- Einbindung in die Aktivitäten

19. Haben Sie Ideen für nachhaltige Tourismusangebote, die von den Kunden angenommen werden?

- Orientierung mehr an Nachhaltigkeit als am Preis
- Gelegenheiten, die das Interesse der Menschen weckt

20. Gibt es sonst noch etwas, zum Thema Kooperation und Zusammenarbeit bezüglich Nachhaltigkeit, was Sie noch nicht erwähnt haben oder etwas anderes, was noch wichtig sein könnte?

20. Abschluss

- Zusammenfassung des Interviews
- Sich für das Interview bedanken
- Fragen, ob das Hotel Interesse am Ergebnis hätte

Source: Self-elaboration

Figure F5: Interview guide Pillerseetal

Name des Interviewers:	Marnie Talena Scheider
Name des Interviewten:	Florian Phleps
Position des Interviewten:	Geschäftsführer
Arbeitet seit 3 Jahren im Tourismus	
Ist in Tirol geboren	
Datum des Interviews:	30.07.2015
Ort des Interviews:	Tourismusverband Pillerseetal, Dorfplatz 1, 6391 Fieberbrunn

Ziel des Interviews:

Die Übereinstimmung der nachhaltigen Bemühungen und Entwicklung des Tourismusverbandes Pillerseetal mit den Kundenwünschen bezüglich nachhaltiger Freizeitaktivitäten in Tirol und erfolgreiche Einbindung in einen nachhaltigen Produktentwicklungsplan.

21. Einleitung des Interviews

- Sich bei dem Interviewpartner für das Interview bedanken
- Mich vorstellen (Name, Alter, Studium, Grund fürs Interview)
- Die Person sich vorstellen lassen
- Grund des Interviews
- Erklärung wichtiger Aspekte (das Interview wird aufgenommen, Ablauf, Notizen, was wird mit dem Interview danach geschieht)

22. Interviewfragen:

Nachhaltigkeit im Allgemeinen

21. Wie definiert der der Tourismusverband Pillerseetal den Begriff Nachhaltigkeit?
- Rolle/ Bedeutung im Alltag
 - Gefühl der Verantwortung
22. Können Sie bitte eine kurze Zusammenfassung der nachhaltigen Bemühungen des Tourismusverbandes Pillerseetal geben.
- Weitere Planungen
 - Allgemeine Zielsetzung des Unternehmens
 - Transparenz den Kunden gegenüber
23. Wie tragen, Ihrer Meinung nach, diese Bemühungen zur Steigerung des Unternehmenserfolges bei?
- Indikatoren für Erfolg
24. Wie ist die Abfallwirtschaft/ Entsorgungsmanagement im Pillerseetal organisiert?
- Mülltrennung
 - Anzahl der Mülleimer
25. Werden speziell nachhaltige Reisen angeboten und auch als solche beworben?
- Inhalte dieser Reisen
 - Resonanz der Gäste

Kundenwünsche in Bezug auf Nachhaltigkeit

26. Was ist die Hauptzielgruppe des Pillerseetals?
- Wie ist das Nachhaltigkeitsbewusstsein dieser Zielgruppe?
 - Bemerkbarkeit
 - Freizeitaktivitäten
 - Ernährung/ Verpflegung
 - Transportmittel
27. Mit welchem Verkehrsmittel reist die Mehrheit der Gäste an?
- Vorteile dieses Verkehrsmittel
 - Häufigkeit der Nutzung öffentlicher Verkehrsmittel
 - Motivation, häufiger öffentliche Verkehrsmittel zu nutzen
28. Welche Aktivitäten gibt es im Pillerseetal/ in den Kitzbüheler Alpen für die Gäste?
- Nachhaltige Aspekte dieser Aktivitäten
 - Sicherung der Nachhaltigkeit dieser Aktivitäten
 - Bewusste Entscheidung der Gäste, für nachhaltige Aktivitäten
 - Verantwortungsbewusstsein der Gäste während dieser Aktivitäten
29. Haben Sie den Eindruck, dass die Menschen umweltbewusster werden und mehr auf Nachhaltigkeit achten?
- Bemerkbarkeit
 - Eigenständige Informationssuche
 - Bewusstsein
 - Müllproduktion

- Präferenz für naturverbundene Aktivitäten

30. Wie häufig stellen die Gäste Fragen zum Thema Nachhaltigkeit bzw. wie häufig wird dieses Thema angesprochen?

- Häufige Fragen, die die Gäste stellen
- Beschwerden
- Antworten/ Reaktionen auf diese Fragen

31. Was sind Ihrer Meinung nach die Gründe, dass nachhaltiger Tourismus noch stets ein Nischenmarkt ist?

- Höhere Preisklasse
- Transparenz der Unternehmen
- Informiertheit der Menschen
- Konkrete Vorschläge für ein Umdenken von der Preisorientierung hin zur Nachhaltigkeit

32. Was glauben Sie, von welchen Faktoren ist das Bewusstsein für Nachhaltigkeit der Gäste abhängig?

- Verhaltensfaktoren
- Interessen
- Charakteristika
- Demographische Faktoren
- Geologische Faktoren
- Kompromisse, die die Gäste eingehen müssen
- Bereitschaft, diese einzugehen

33. Haben Sie Ideen, Vorschläge oder vielleicht schon laufende Projekte, um ein Umdenken von der Preisorientierung hin zur Nachhaltigkeit zu schaffen?

34. Gibt es noch etwas bezüglich Kundenwünsche und Nachhaltigkeit, das noch nicht erwähnt wurde, aber für meine Ausarbeitung wichtig sein könnte?

Nachhaltigkeit in Tirol, Engagement des Tourismusverbandes Pillerseetal und Kooperationen mit anderen Unternehmen

35. Würden Sie den Tourismus in den Kitzbüheler Alpen allgemein als nachhaltig beschreiben?

- Gründe
- Nachhaltige/ nicht nachhaltige Aspekte
- Verantwortungsbewusstsein eines jeden einzelnen Betrieb
- Konkrete Änderungs-/ Verbesserungsvorschläge

36. Welche Akteure sind, Ihrer Meinung nach, verantwortlich um den Tourismus nachhaltig zu gestalten?

- Möglichkeit eines Zusammenschluss dieser Akteure um ein Umdenken zu fördern
- Konkrete Vorschläge
- Bereitschaft des Tourismusverband Pillerseetal mit anderen Akteuren zusammen zu arbeiten

37. Die Kitzbüheler Alpen kooperieren mit der ÖBB und der Deutschen Bahn und verlosen gemeinsam einen dreitägigen Sommerurlaub mit inkludierter Bahnreise. Wie kam es zu dieser Kooperation?

- Ziel der Kooperation
- Erfolg dieser Kampagne

- Weitere geplante kooperative Aktionen
- Häufigkeit der Kommunikation

38. Welche weiteren Kooperationen bestehen?

- Ausrichtung auf Nachhaltigkeit

39. Unter welchen Voraussetzungen würde der Tourismusverband Pillerseetal eine Kooperation mit anderen Betrieben aus dem Tourismus (z.B. einem Reiseveranstalter) eine Kooperation eingehen um gemeinsam zur Nachhaltigkeit beizutragen?

- Erwartungen an das Unternehmen und die Kooperation
- Gegenseitiges Vertrauen
- Transparenz
- Kommunikation (Häufigkeit)
- Konfliktsituationen/ -lösung
- Ziele der Kooperation
- Gemeinsame Produktentwicklung
- Verpflichtungen und Verantwortungen, die der Nationalpark „Hohe Tauern“ eingehen würde für eine Kooperation

40. Was macht für Sie eine Vertrauensbasis zwischen zwei Betrieben aus?

- Standards/ Werte/ Überzeugungen das ein Unternehmen anstreben sollte um Ihr Vertrauen zu gewinnen
- Transparenz
- Kommunikation
- Ansprechpartner
- Umgang mit Konfliktsituationen

41. Besteht bereits eine Kooperation mit der Eurotours?

- Zeitpunkt
- Gründe zu kooperieren
- Ziele der Kooperation
- Nachhaltigkeit als Thema der Kooperation
- Vertrauensbasis
- Häufigkeit der Kommunikation
- Einbindung in die Aktivitäten

42. Haben Sie Ideen für nachhaltige Tourismusangebote, die von den Kunden angenommen werden?

- Orientierung mehr an Nachhaltigkeit als am Preis
- Gegebenheiten, die das Interesse der Menschen weckt

43. Gibt es sonst noch etwas, zum Thema Kooperation und Zusammenarbeit bezüglich Nachhaltigkeit, was Sie noch nicht erwähnt haben oder etwas anderes, was noch wichtig sein könnte?

23. Abschluss

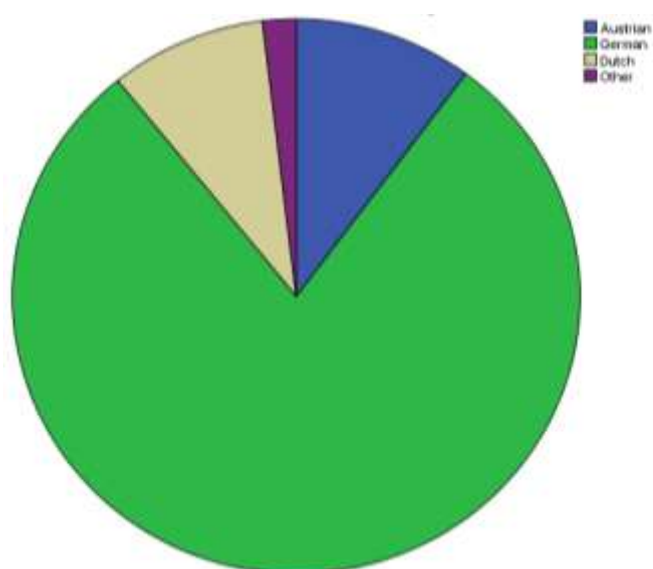
- Zusammenfassung des Interviews
- Sich für das Interview bedanken
- Fragen, ob das Hotel Interesse am Ergebnis hätte

Source: Self-elaboration

Appendix G: Univariate Analysis

Figure G1: Frequency Distribution of Nationalities within the Research

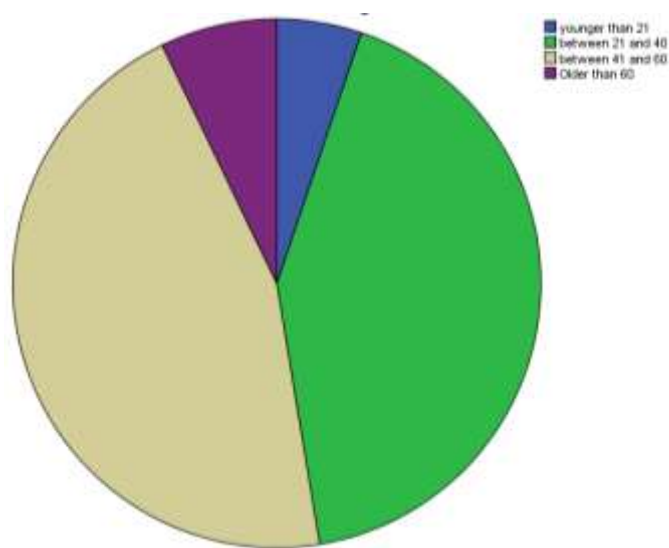
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Austrian	16	10,2	10,2	10,2
	German	124	79,0	79,0	89,2
	Dutch	14	8,9	8,9	98,1
	Other	3	1,9	1,9	100,0
	Total	157	100,0	100,0	



Source: Self-elaboration

Figure G2: Frequency Distribution of the Age-Groups within the Research

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	younger than 21	8	5,2	5,2	5,2
	between 21 and 40	65	42,2	42,2	47,4
	between 41 and 60	70	45,5	45,5	92,9
	Older than 60	11	7,1	7,1	100,0
	Total	154	100,0	100,0	



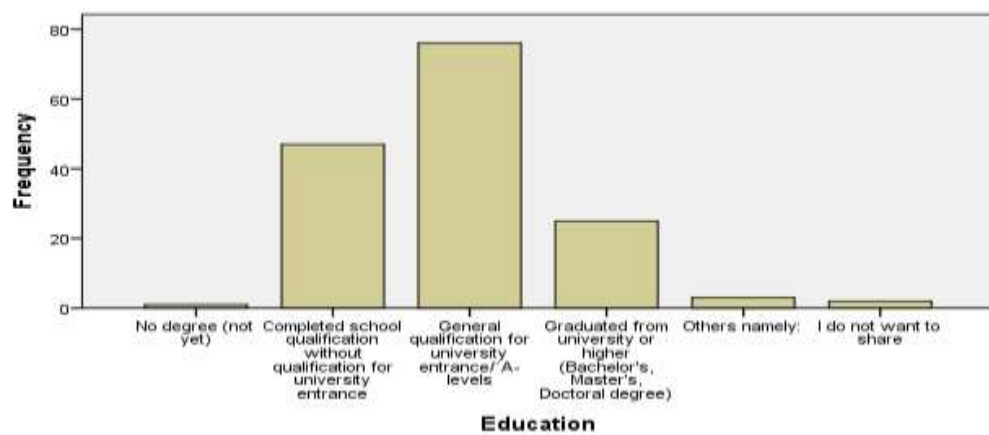
Source: Self-elaboration

Figure G3: Frequency Distribution of Education-Level within the Research

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No degree (not yet)	1	,6	,6	,6
	Completed school qualification without qualification for university entrance	47	30,5	30,5	31,2
	General qualification for university entrance/ 'A'-levels	76	49,4	49,4	80,5

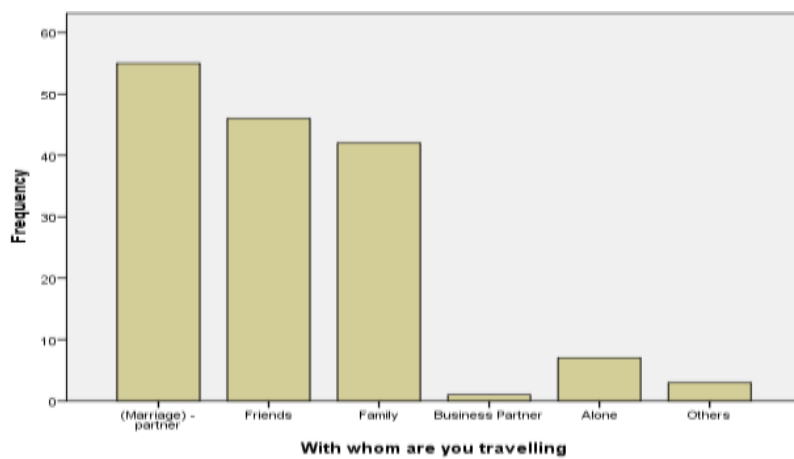
Graduated from university or higher (Bachelor's, Master's, Doctoral degree)	25	16,2	16,2	96,8
Others namely:	3	1,9	1,9	98,7
I do not want to share	2	1,3	1,3	100,0
Total	154	100,0	100,0	

- = lower educational level
- = higher educational level



Source: Self-elaboration

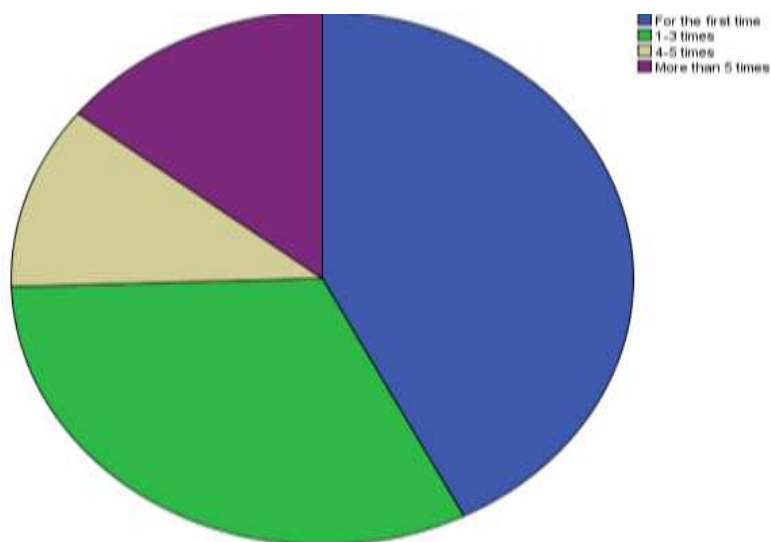
Figure G4: Frequency Distribution of People the Respondents Travel With



Source: Self-elaboration

Figure G5: Frequency Distribution Number of Stay within the Research

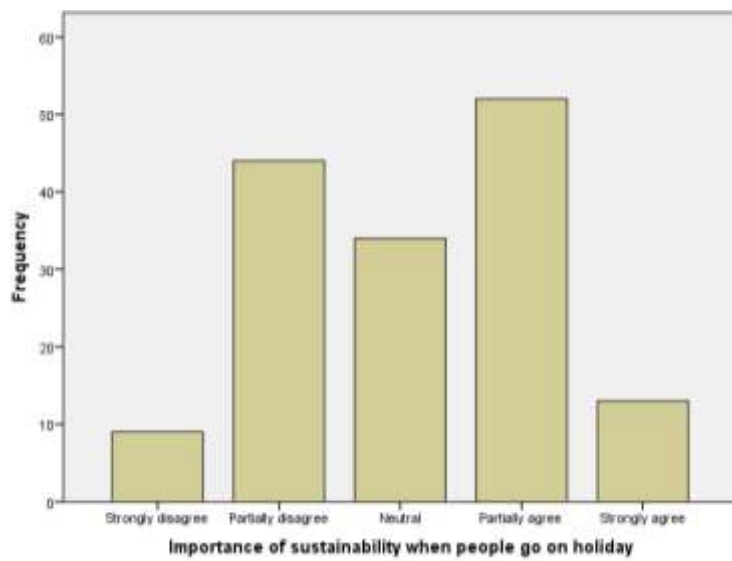
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	For the first time	65	42,2	42,5	42,5
	1-3 times	49	31,8	32,0	74,5
	4-5 times	17	11,0	11,1	85,6
	More than 5 times	22	14,3	14,4	100,0
	Total	153	99,4	100,0	
Missing	No answer	1	,6		
Total		154	100,0		



Source: Self-elaboration

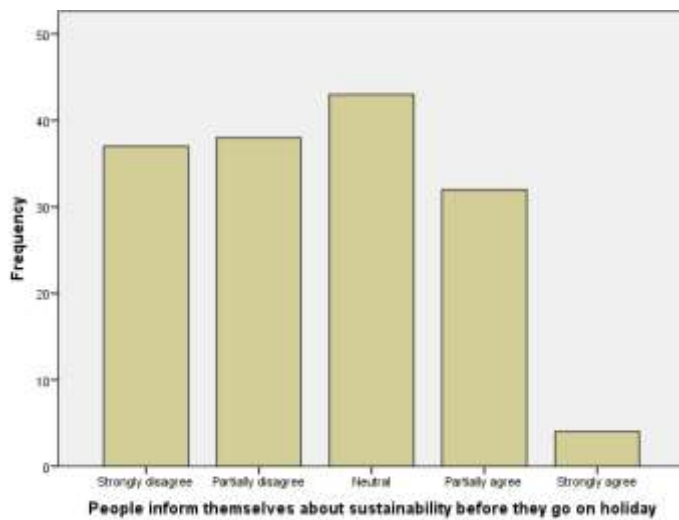
Figure G6: Frequency Distribution of Respondents Finding Sustainability Important When They Go on Holiday

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	9	5,8	5,9	5,9
	Partially disagree	44	28,6	28,9	34,9
	Neutral	34	22,1	22,4	57,2
	Partially agree	52	33,8	34,2	91,4
	Strongly agree	13	8,4	8,6	100,0
	Total	152	98,7	100,0	
Missing	No answer	2	1,3		
Total		154	100,0		



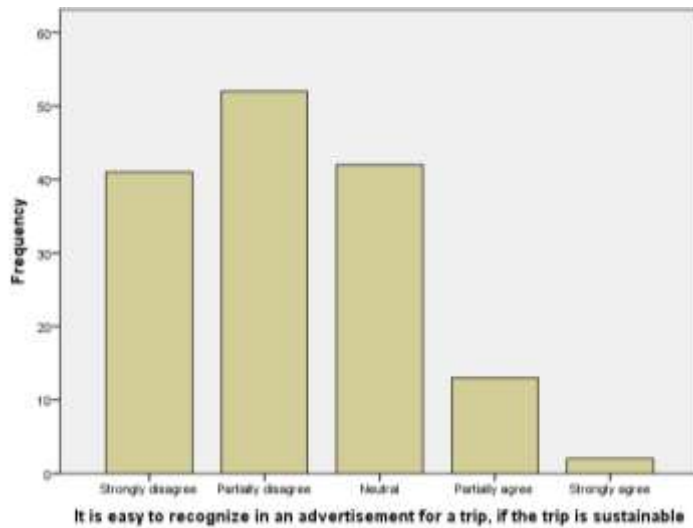
Source: Self-elaboration

Figure G7: Frequency Distribution of Respondents Informing Themselves About Sustainability Before They Go on Holiday



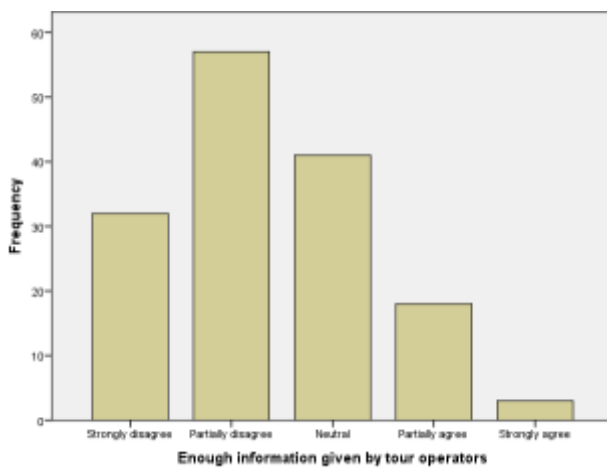
Source: Self-elaboration

Figure G8: Frequency of the Amount to Which Respondents Perceive Sustainable Trips as Easily Recognisable



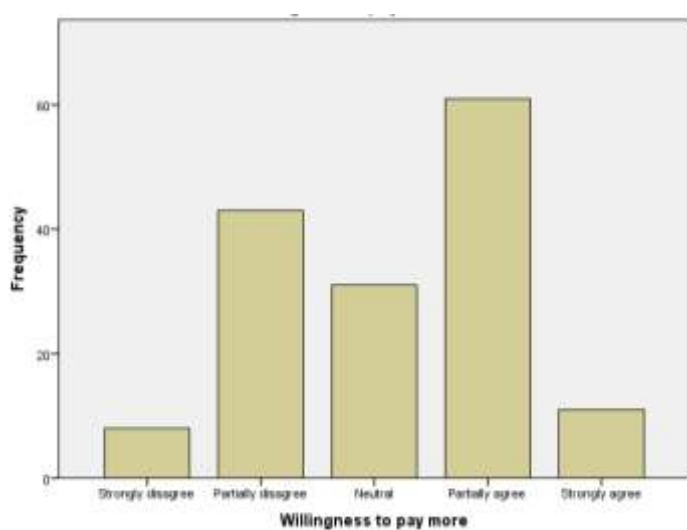
Source: Self-elaboration

Figure G9: Frequency Opinion on the Amount of Information About Sustainable Trips Given by the Tour Operator



Source: Self-elaboration

Figure G10: Frequency Distribution of Willingness to Pay More For a Sustainable Trip



Source: Self-elaboration

Figure G11: Frequency Distribution of Interest in Sustainable Trips and the Willingness To Spend More on Them

Interest in sustainable trip_CO²-neutral

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chosen	29	18,8	18,8	18,8
	Not chosen	125	81,2	81,2	100,0
	Total	154	100,0	100,0	

On what type would you spend more_CO²-neutral

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chosen	32	20,8	21,2	21,2
	Not chosen	119	77,3	78,8	100,0
	Total	151	98,1	100,0	
Missing	9999	3	1,9		
Total		154	100,0		

Interest in sustainable trip_Bicycle

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chosen	77	50,0	50,0	50,0
	Not chosen	77	50,0	50,0	100,0
	Total	154	100,0	100,0	

On what type would you spend more Bicycle

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chosen	34	22,1	22,5	22,5
	Not chosen	117	76,0	77,5	100,0
	Total	151	98,1	100,0	
Missing	9999	3	1,9		
Total		154	100,0		

Interest in sustainable trip_Eco_Hotels

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chosen	62	40,3	40,3	40,3
	Not chosen	92	59,7	59,7	100,0
	Total	154	100,0	100,0	

On what type would you spend more_Eco-hotels

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chosen	62	40,3	41,1	41,1
	Not chosen	89	57,8	58,9	100,0
	Total	151	98,1	100,0	
Missing	9999	3	1,9		
Total		154	100,0		

Interest in sustainable trip_Hiking/ climbing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chosen	92	59,7	59,7	59,7
	Not chosen	62	40,3	40,3	100,0
	Total	154	100,0	100,0	

On what type would you spend more_Hiking/ climbing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chosen	48	31,2	31,8	31,8
	Not chosen	103	66,9	68,2	100,0
	Total	151	98,1	100,0	
Missing	9999	3	1,9		
Total		154	100,0		

Interest in sustainable trip_Eco-friendly-trips

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chosen	65	42,2	42,2	42,2
	Not chosen	89	57,8	57,8	100,0
	Total	154	100,0	100,0	

On what type would you spend more_Eco-friendly-trips

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chosen	55	35,7	36,4	36,4
	Not chosen	96	62,3	63,6	100,0
	Total	151	98,1	100,0	
Missing	9999	3	1,9		
Total		154	100,0		

Interest in sustainable trip_Volunteering

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chosen	21	13,6	13,6	13,6
	Not chosen	133	86,4	86,4	100,0
	Total	154	100,0	100,0	

On what type would you spend more_Volunteering

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chosen	7	4,5	4,6	4,6
	Not chosen	144	93,5	95,4	100,0
	Total	151	98,1	100,0	
Missing	9999	3	1,9		
Total		154	100,0		

Interest in sustainable trip_Fairtrade-trips

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chosen	40	26,0	26,0	26,0
	Not chosen	114	74,0	74,0	100,0
	Total	154	100,0	100,0	

On what type would you spend more_Fair-trade-trips

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chosen	37	24,0	24,7	24,7
	Not chosen	113	73,4	75,3	100,0
	Total	150	97,4	100,0	
Missing	9999	3	1,9		
	System	1	,6		
	Total	4	2,6		
Total		154	100,0		

Interest in sustainable trip_Others

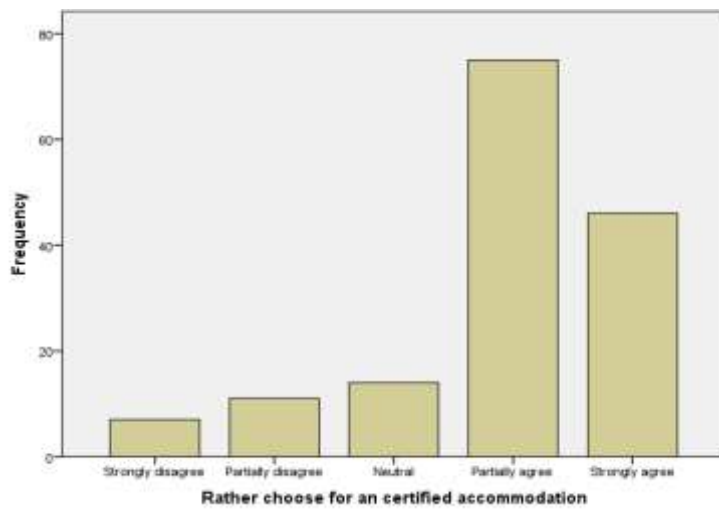
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chosen	6	3,9	3,9	3,9
	Not chosen	148	96,1	96,1	100,0
	Total	154	100,0	100,0	

On what type would you spend more_Others

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Chosen	4	2,6	2,6	2,6
	Not chosen	147	95,5	97,4	100,0
	Total	151	98,1	100,0	
Missing	9999	3	1,9		
	Total	154	100,0		

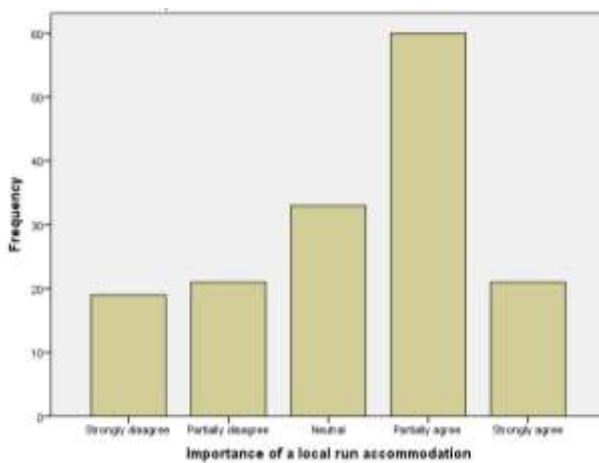
Source: Self-elaboration

Figure G12: Frequency Distribution of Willingness to Choose For a Certified Accommodation



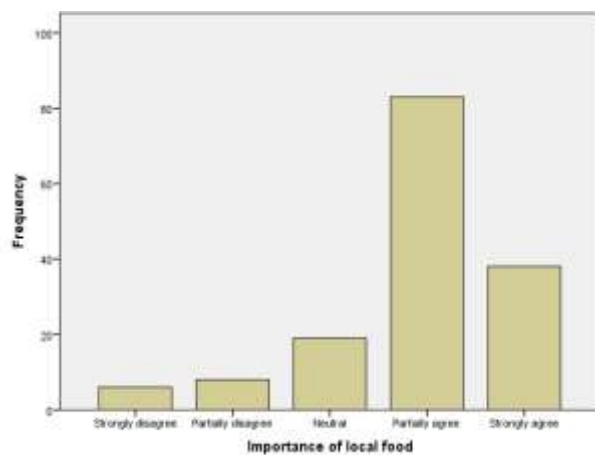
Source: Self-elaboration

Figure G13: Frequency Distribution of Importance of a local run accommodation



Source: Self-elaboration

Figure G14: Frequency Distribution Importance of local food offered by the accommodation



Source: Self-elaboration

Figure G15: Frequency Distribution of the Importance of central location of the accommodation

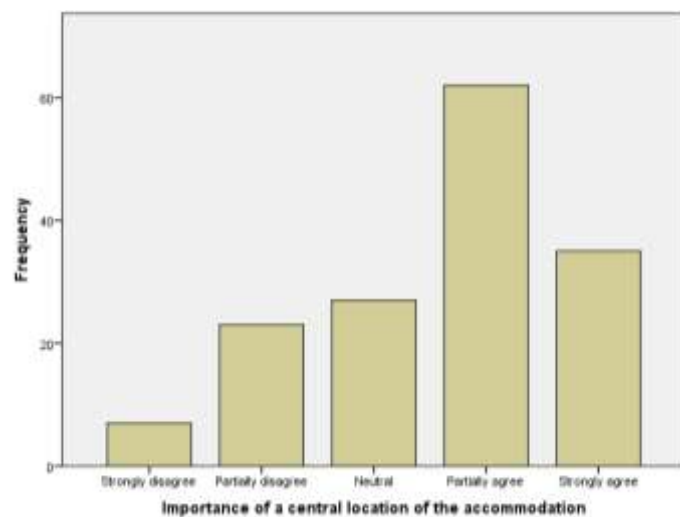


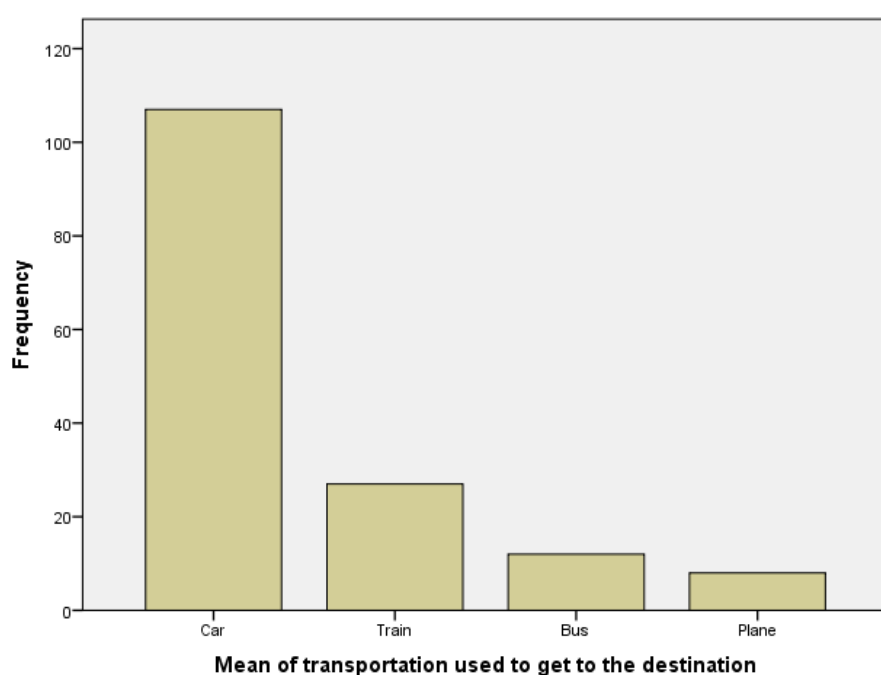
Figure G16: Frequency Distribution on the Opinion About Hotels Giving Enough Information on Their Sustainable Efforts

Accommodation delivers enough information on sustainability					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	26	16,9	16,9	16,9
	Partially disagree	52	33,8	33,8	50,6
	Neutral	50	32,5	32,5	83,1
	Partially agree	25	16,2	16,2	99,4
	Strongly agree	1	,6	,6	100,0
	Total	154	100,0	100,0	

Source: Self-elaboration

Figure G17: Frequency Distribution of Mean of Transportation Used to Get to the Destination

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Car	107	69,5	69,5	69,5
	Train	27	17,5	17,5	87,0
	Bus	12	7,8	7,8	94,8
	Plane	8	5,2	5,2	100,0
	Total	154	100,0	100,0	



Source: Self-elaboration

Figure G18: Frequency Distribution of Information About the Use of Transportation At the Destination

		Importance of sustainability when people go on holiday	People inform themselves about sustainability before they go on holiday	It is easy to recognize in an advertisement for a trip, if the trip is sustainable	Enough information given by tour operators	Willingness to pay more
N	Valid	152	154	150	151	154
	Missing	2	0	4	3	0

Mode	4	3	2	2	4
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		Rather choose for an certified accommodati on	Importance of a local run accommodati on	Importance of local food	Importance of a central location of the accommodati on	Accommodation delivers enough information on sustainability
N	Valid	153	154	154	154	154
	Missing	1	0	0	0	0
Mode		4	4	4	4	2

		Importan ce of CO ² - emission rate	The person would make use of public transport if it was included in the package price	The person would make use of hired bicycles if it was included in the package price	The person would make use of public transport if it was easily accessible	Inform themselves before choosing an activity
N	Valid	151	152	152	153	153
	Missing	3	2	2	1	1
Mode		2	4	4	4	3

		The person would make use of public transport if it was included in the package price	The person would make use of hired bicycles if it was included in the package price	The person would make use of public transport if it was easily accessible
N	Valid	152	152	153
	Missing	2	2	1
Mean		3,87	3,89	3,78
Median		4,00	4,00	4,00
Mode		4	4	4

Figure G19: Frequency Distribution of the Willingness to Inform Themselves About Sustainable Activities

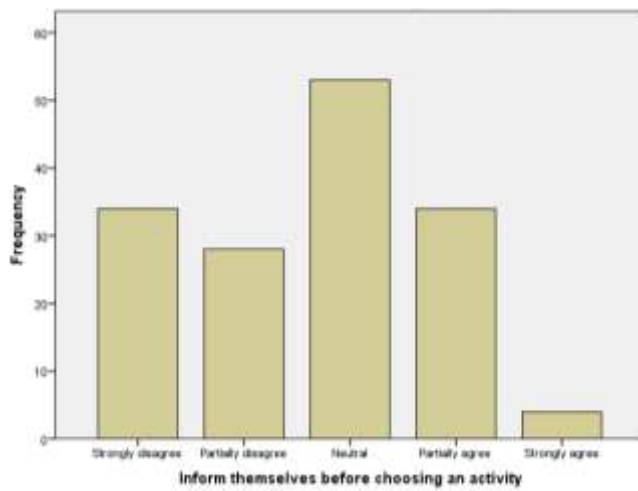
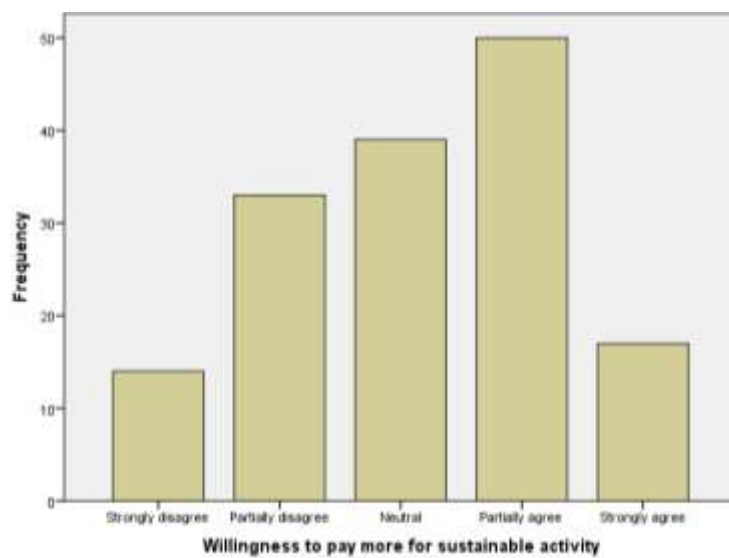
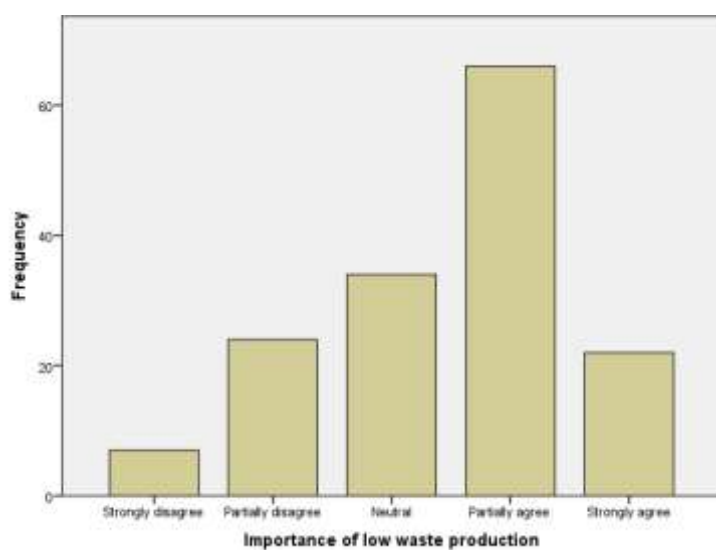


Figure G20: Frequency Distribution of Willingness to Pay More for a Sustainable Activity



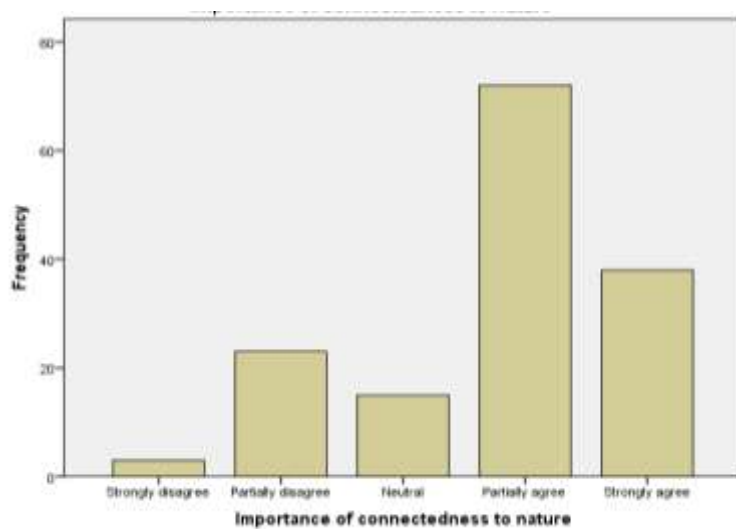
Source: Self-Elaboration

Figure G21: Frequency Distribution of Importance of Low Waste Production



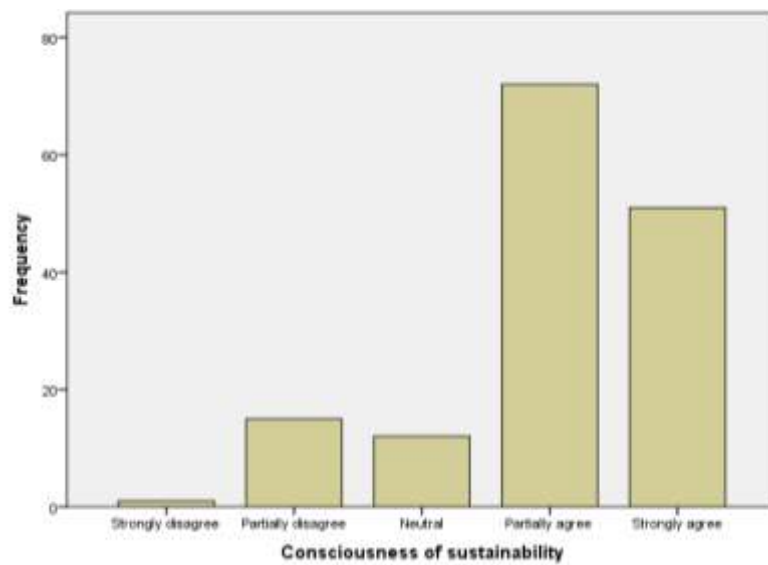
Source: Self-elaboration

Figure G22: Frequency Distribution of Importance of Connectedness to Nature of the Activity



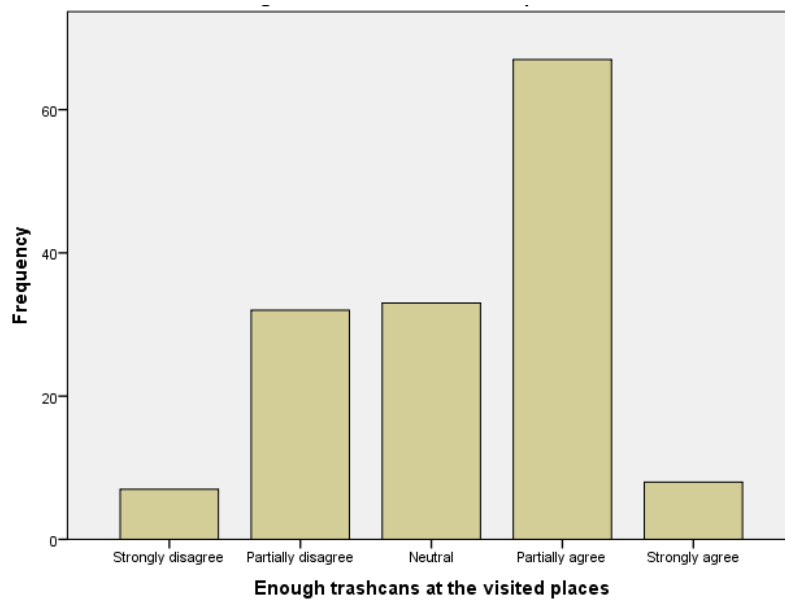
Source: Self-elaboration

Figure G23: Frequency Distribution of Consciousness of Sustainability During Holiday Activities



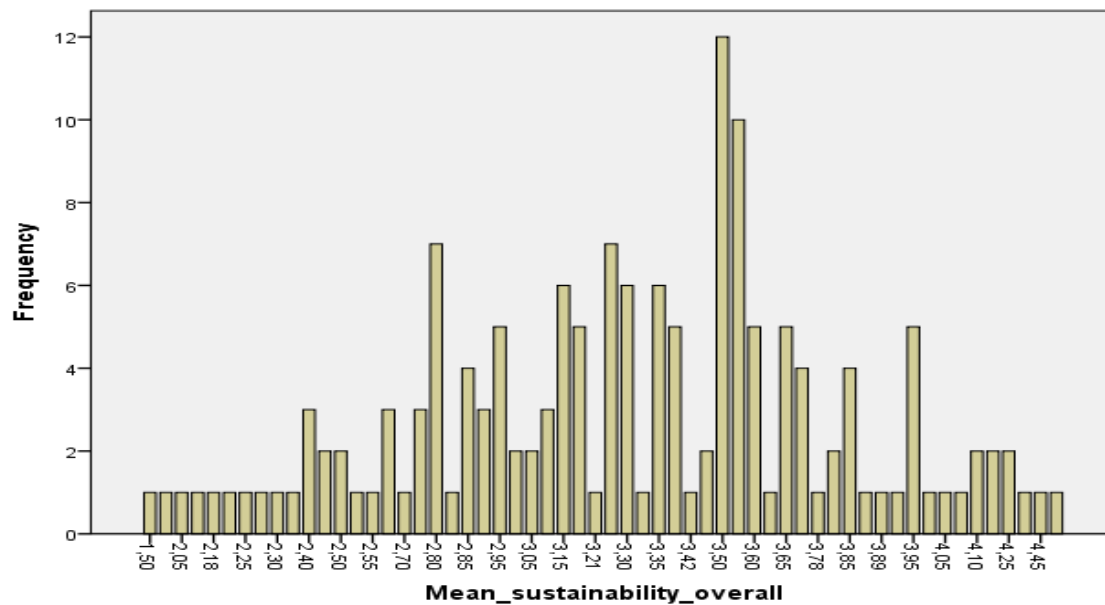
Source: Self-elaboration

Figure G24: Frequency Distribution of the Perceived Sufficiency of Number of Trashcans



Source: Self-elaboration

Figure G25: Frequency Distribution of Means Within the Research and Overall Mean



N	Valid	154
	Missing	0
Mean		3,2676
Mode		3,50
Skewness		-,350
Std. Error of Skewness		,195

Source: Self-elaboration

Appendix H: Bivariate Analysis

Figure H1: Cramér's V Analysis and Chi-square With Related p-value For the Independent Variable "Nationality"

Independent variable: Nationality	Cramér's V	P-value (with alpha-value 0.05)	Relationship	Statistical significant
Importance of sustainability in general	0.188	0.183	Very weak relationship	No
Interest in CO ² -neutral trips	0.219	0.60	Very weak relationship	No
Interest in bicycle-trips	0.182	0.166	Very weak relationship	No
Interest in eco-hotels	0.080	0.804	Very weak relationship	No
Interest in hiking or climbing trips	0.082	0.795	Very weak relationship	No
Interest in eco-friendly trips	0.154	0.303	Very weak relationship	No

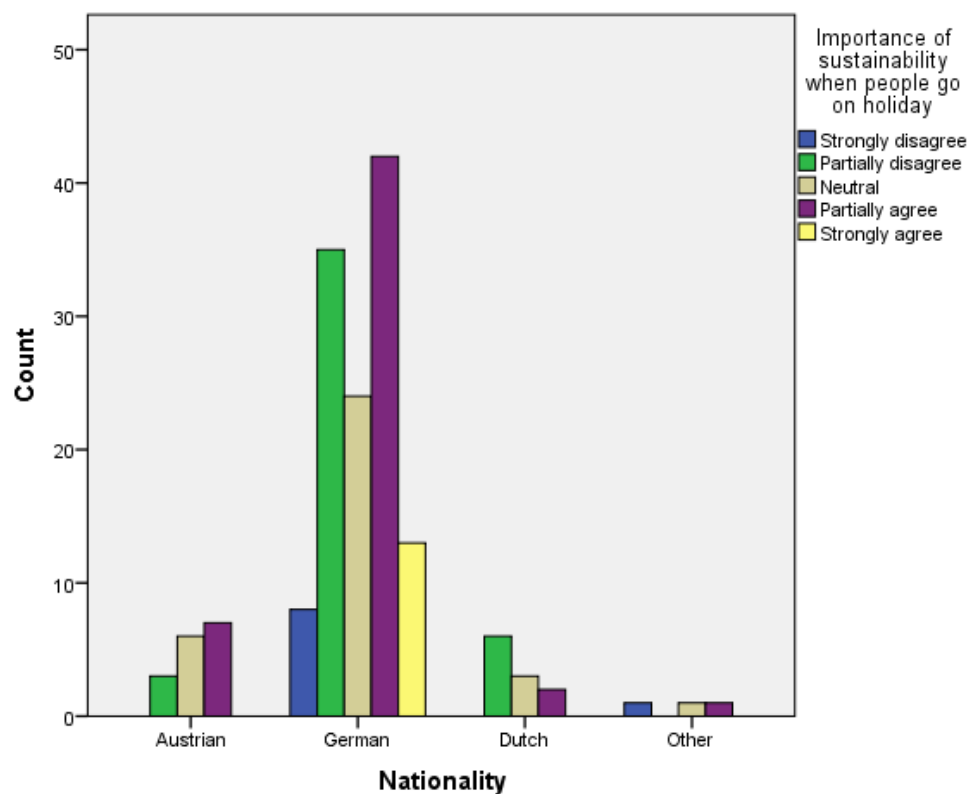
Interest in volunteering	0.154	0.301	Very weak relationship	No
Interest in Fairtrade-trips	0.284	0.006	Weak relationship	Yes
No interest in sustainable trips	0.114	0.572	Very weak relationship	No
Motivation to inform themselves	0.192	0.148	Very weak relationship	No
Opinion on recognisability of sustainable trips	0.160	0.482	Very weak relationship	No
Opinion on information given by tour operators	0.206	0.083	Very weak relationship	No
Choice for a sustainable accommodation	0.161	0.459	Very weak relationship	No
Perceived importance of a local run accommodation	0.114	0.916	Very weak relationship	No
Perceived importance of local food	0.147	0.613	Very weak relationship	No
Perceived importance of a central location of the accommodation	0.194	0.138	Very weak relationship	No
Opinion on information on sustainability delivered by accommodations	0.394	0.021	Weak relationship	Yes
Perceived importance of CO ² -emissionrate of mean of transportation used	0.140	0.708	Very weak relationship	No
Willingness to use public transport if it was included in the ticket price	0.139	0.716	Very weak relationship	No
Willingness to use rental bicycles if it was included in the ticket price	0.146	0.644	Very weak relationship	No
Willingness to make use of public transport if it was easily accessible	0.158	0.492	Very weak relationship	No
Motivation to inform themselves about sustainability before choosing an activity	0.235	0.013	Very weak relationship	Yes
Perceived importance of low waste production of activities	0.139	0.712	Very weak relationship	No
Perceived importance of connectedness to nature of the activity	0.139	0.721	Very weak relationship	No
Consciousness of sustainability	0.245	0.699	Very weak relationship	No
Opinion on number of trashcans	0.197	0.144	Very weak relationship	No
Willingness to spend more on sustainability in general	0.123	0.859	Very weak relationship	No
Willingness to spend more for a sustainable activity	0.116	0.906	Very weak relationship	No
Willingness to spend more for CO ² -neutral trips	0.181	0.176	Very weak relationship	No
Willingness to spend more for bicycle-trips	0.124	0.506	Very weak relationship	No
Willingness to spend more for	0.123	0.513	Very weak	No

eco-hotels			relationship	
Willingness to spend more for hiking or climbing-trips	0.165	0.250	Very weak relationship	No
Willingness to spend more for eco-friendly-trips	0.108	0.624	Very weak relationship	No
Willingness to spend more for volunteering	0.073	0.849	Very weak relationship	No
Willingness to spend more for fair-trade-trips	0.113	0.593	Very weak relationship	No
No willingness to spend more for any of the trips	0.139	0.402	Very weak relationship	No

- Demands for sustainability
- Willingness to spend more on sustainability

Source: Self-elaboration

Figure H2: Relationship Between Nationality and Importance of Sustainability During Holiday



Source: Self-elaboration

Figure H3: Relationship Between Nationality and Trips People are Interested in

		Interest in sustainable trip_CO ² -neutral		Total
		Chosen	Not chosen	
Nationality	Austrian	2	14	16
	German	21	103	124
	Dutch	4	7	11
	Other	2	1	3
Total		29	125	154
		Interest in sustainable trip_Bicycle		Total
		Chosen	Not chosen	
Nationality	Austrian	8	8	16
	German	59	65	124
	Dutch	9	2	11
	Other	1	2	3
Total		77	77	154
		Interest in sustainable trip_Eco_Hotels		Total
		Chosen	Not chosen	
Nationality	Austrian	6	10	16
	German	50	74	124
	Dutch	4	7	11
	Other	2	1	3
Total		62	92	154
		Interest in sustainable trip_Hiking/ climbing		Total
		Chosen	Not chosen	
Nationality	Austrian	10	6	16
	German	72	52	124
	Dutch	8	3	11
	Other	2	1	3
Total		92	62	154

		Interest in sustainable trip_Eco-friendly-trips		Total
		Chosen	Not chosen	
Nationality	Austrian	9	7	16

	German	52	72	124
	Dutch	4	7	11
	Other	0	3	3
Total		65	89	154

		Interest in sustainable trip_Volunteering		Total
		Chosen	Not chosen	
Nationality	Austrian	3	13	16
	German	14	110	124
	Dutch	3	8	11
	Other	1	2	3
Total		21	133	154

		Interest in sustainable trip_Fairtrade-trips		Total
		Chosen	Not chosen	
Nationality	Austrian	1	15	16
	German	32	92	124
	Dutch	7	4	11
	Other	0	3	3
Total		40	114	154

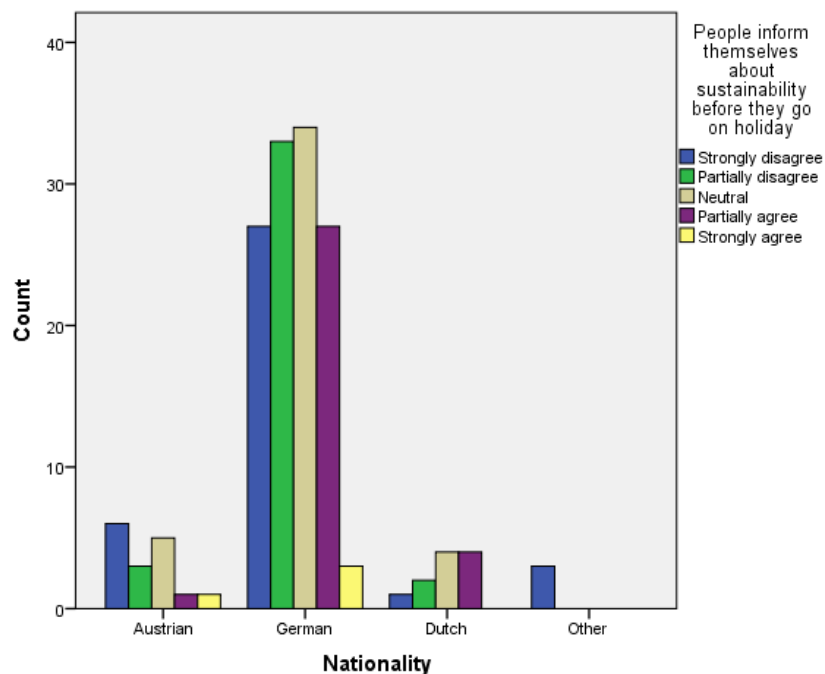
		Interest in sustainable trip_Others		Total
		Chosen	Not chosen	
Nationality	Austrian	1	15	16
	German	3	121	124
	Dutch	2	9	11
	Other	0	3	3
Total		6	148	154

		Interest in sustainable trip_None		Total
		Chosen	Not chosen	
Nationality	Austrian	0	16	16
	German	12	112	124
	Dutch	1	10	11
	Other	0	3	3

Total	13	141	154
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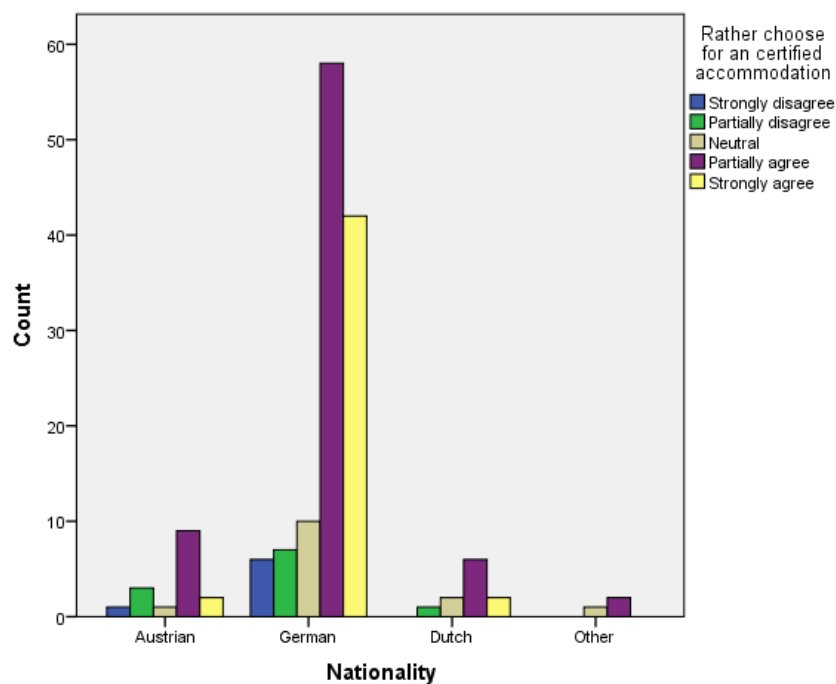
Source: Self-elaboration

Figure H4: Relationship between Nationality and the Willingness to Inform Themselves



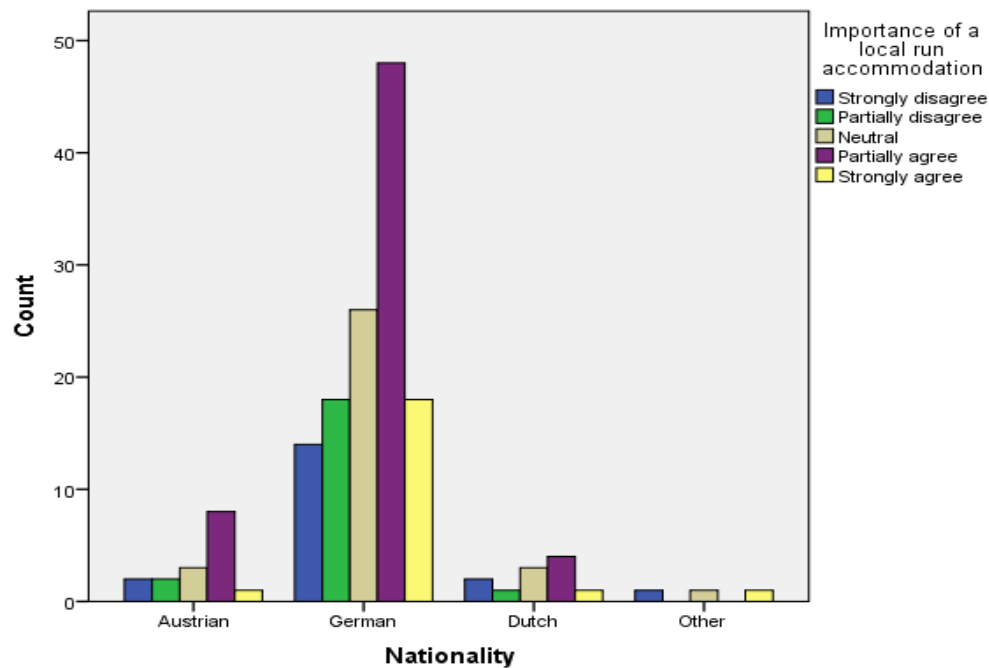
Source: Self-elaboration

Figure H4: Relationship Between Nationality and Willingness to Choose for a Certified Accommodation



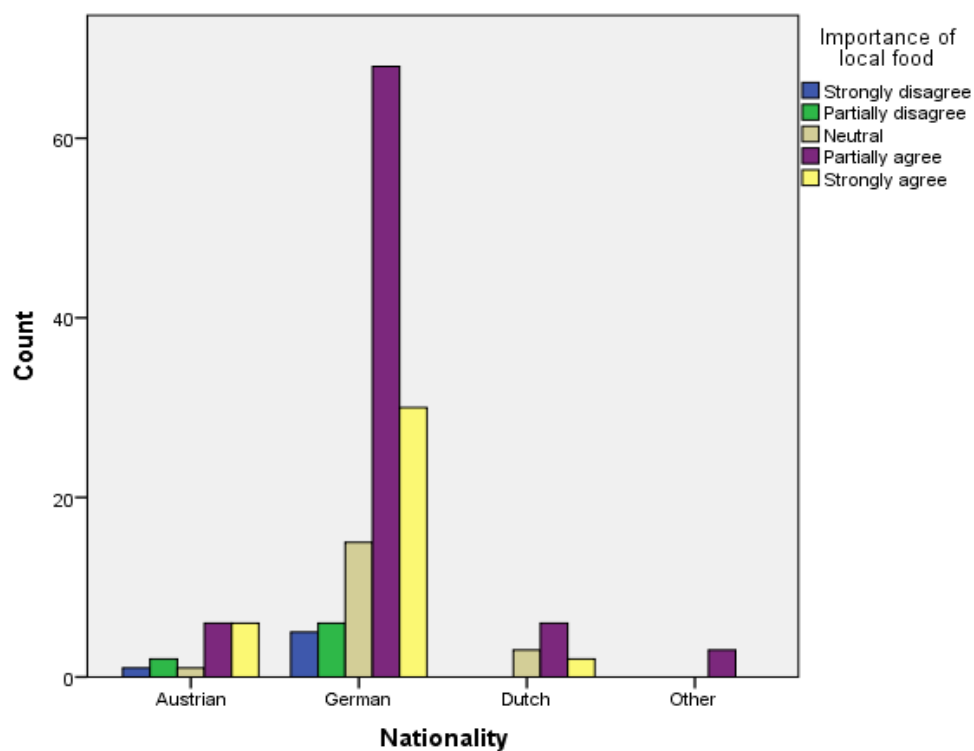
Source: Self-elaboration

Figure H5: Relationship Between Nationality and Importance of a Local Run Accommodation



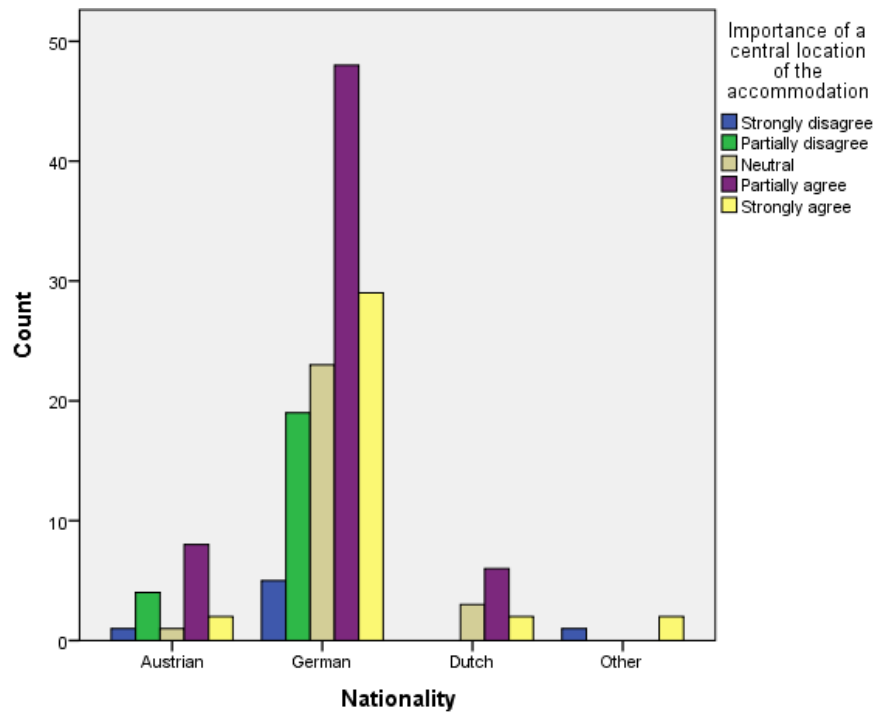
Source: Self-elaboration

Figure H6: Relationship Between Nationality and Importance of Local Food



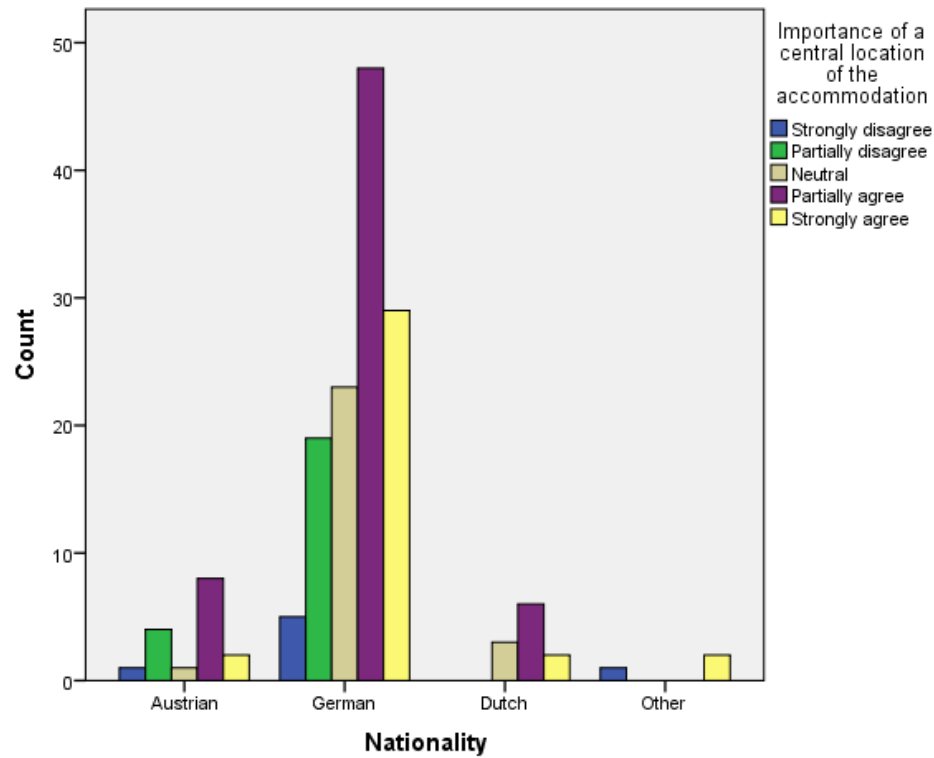
Source: Self-elaboration

Figure H7: Relationship Between Nationality and Importance of Central Accommodation



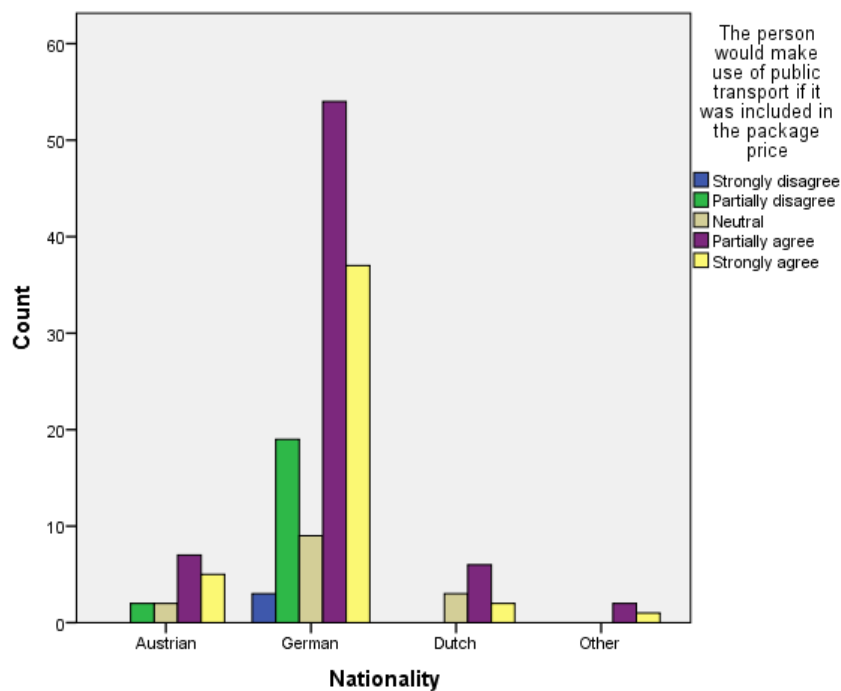
Source: Self-elaboration

Figure: H8: Relationship Between Nationality and Mean of Transportation Used to get tot he Destination



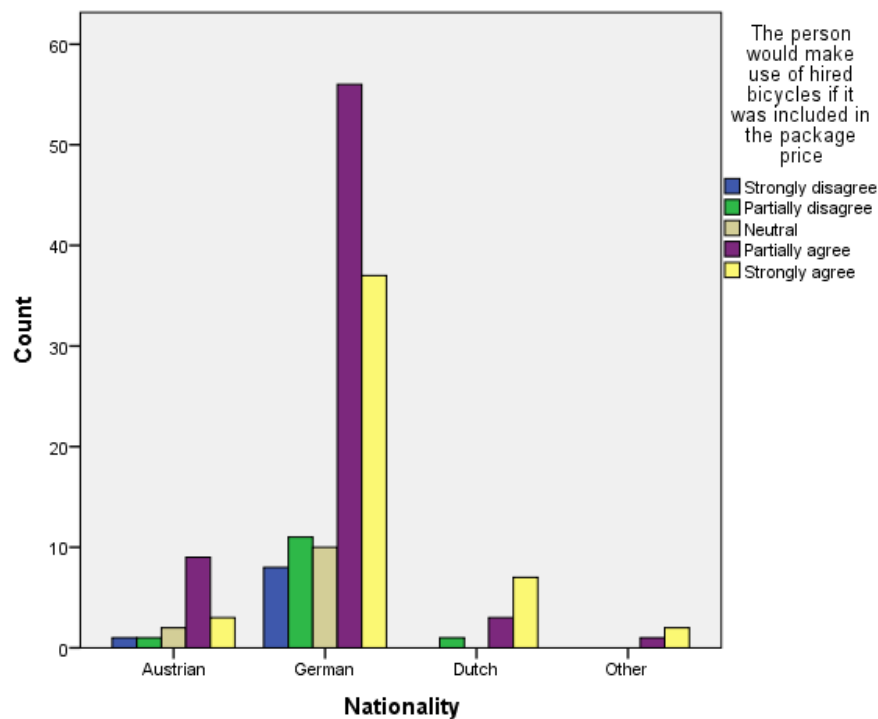
Source: Self-elaboration

Figure H9: Relationship Between Nationality and Willingness to use Included Public Transportation



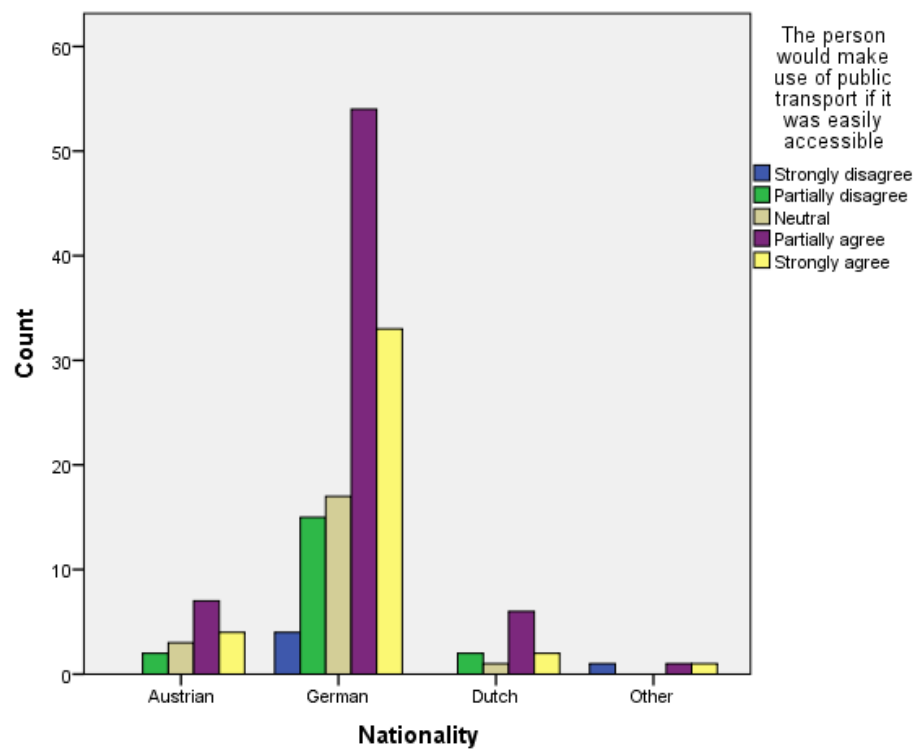
Source: Self-elaboration

Figure H10: Relationship between Nationality and Willingness to use Included Bicycle



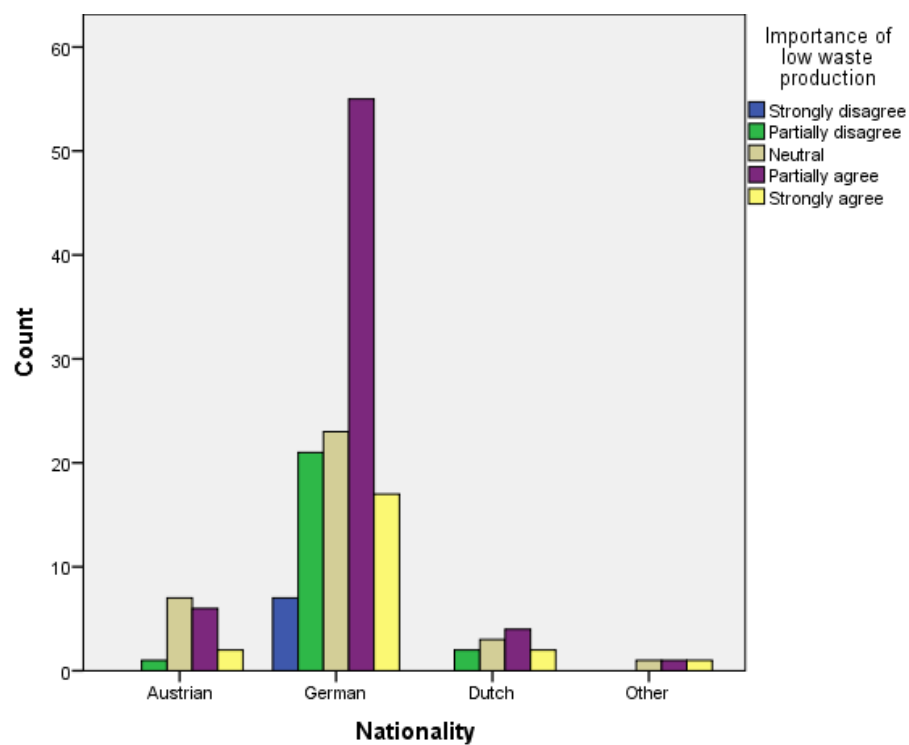
Source: Self-elaboration

Figure H11: Relationship Between Nationality and Willingness to Use Easily Accessible Public Transportation



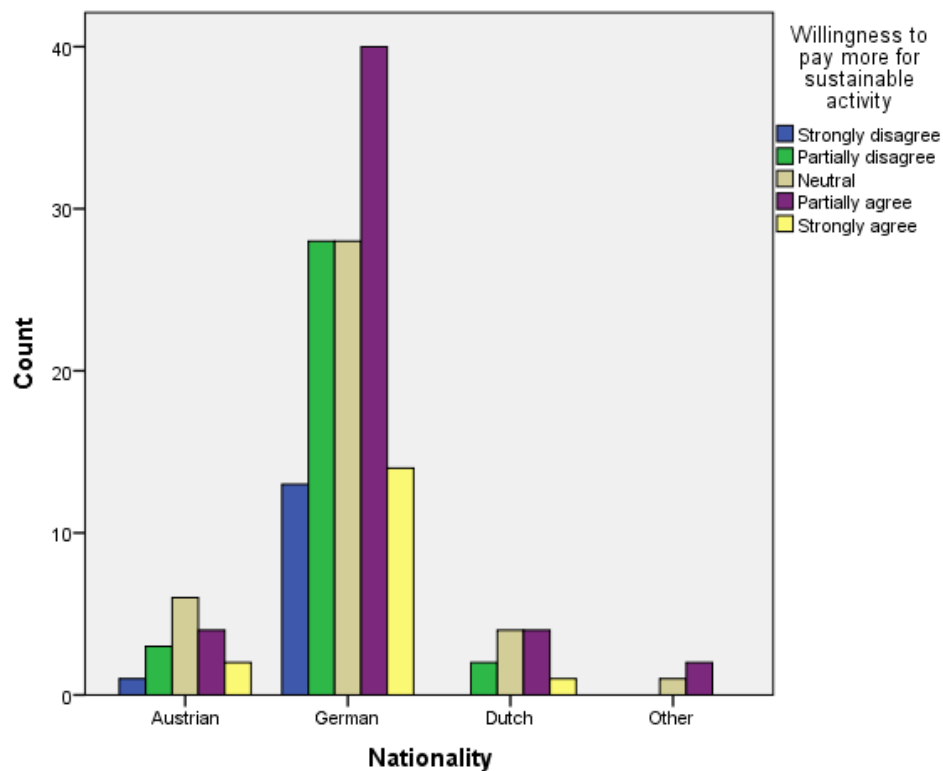
Source: Self-elaboration

Figure H12: Relationship Between Nationality and Importance of low Waste Production During Activities



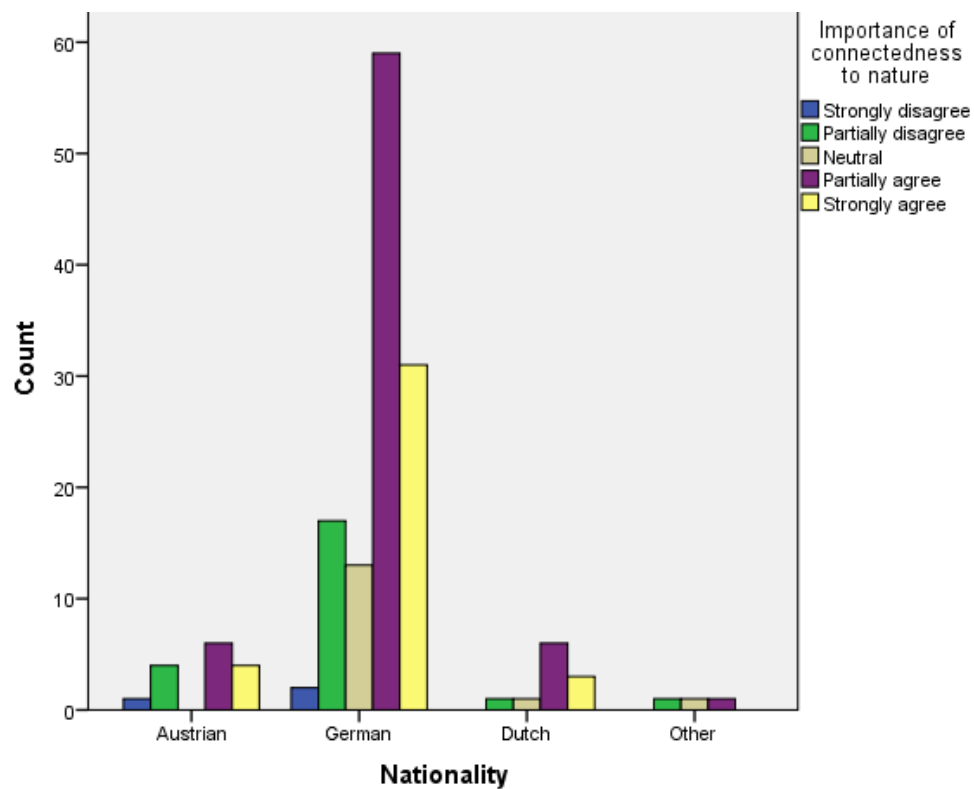
Source: Self-elaboration

Figure H13: Relationship Between Nationality and Willingness to pay More for Sustainable Activities



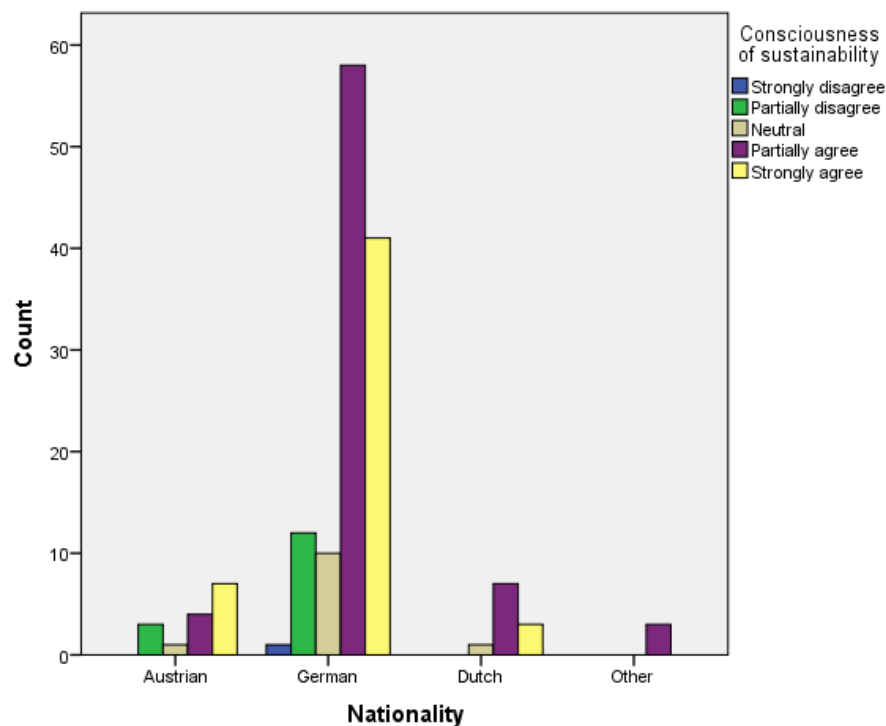
Source: Self-elaboration

Figure H14: Relationship Between Nationality and Importance of Connectedness to Nature of Activities



Source: Self-elaboration

Figure H15: Relationship Between Nationality and Consciousness Towards Nature



Source: Self-elaboration

Figure H16: Cramér's V Analysis and Chi-square With Related P-value for the Independent Variable "Age"

Independent variable: Age	Cramér's V	P-value	Relationships	Statistical significance
Perceived importance of sustainability in general	0.363	0.037	Weak relationship	Yes
Interest in CO ² -neutral trips	0.224	0.052	Very weak relationship	No
Interest in bicycle-trips	0.098	0.685	Very weak relationship	No
Interest in eco-hotels	0.058	0.916	Very weak relationship	No
Interest in hiking or climbing trips	0.177	0.184	Very weak relationship	No
Interest in eco-friendly trips	0.166	0.235	Very weak relationship	No
Interest in volunteering	0.281	0.007	Weak relationship	Yes
Interest in fair-trade-trips	0.090	0.740	Very weak relationship	No
No interest in sustainable trips	0.090	0.744	Very weak relationship	No
Motivation to inform themselves	0.353	0.084	Weak relationship	No
Opinion on recognisability of sustainable trips	0.474	0.001	Weak relationship	Yes

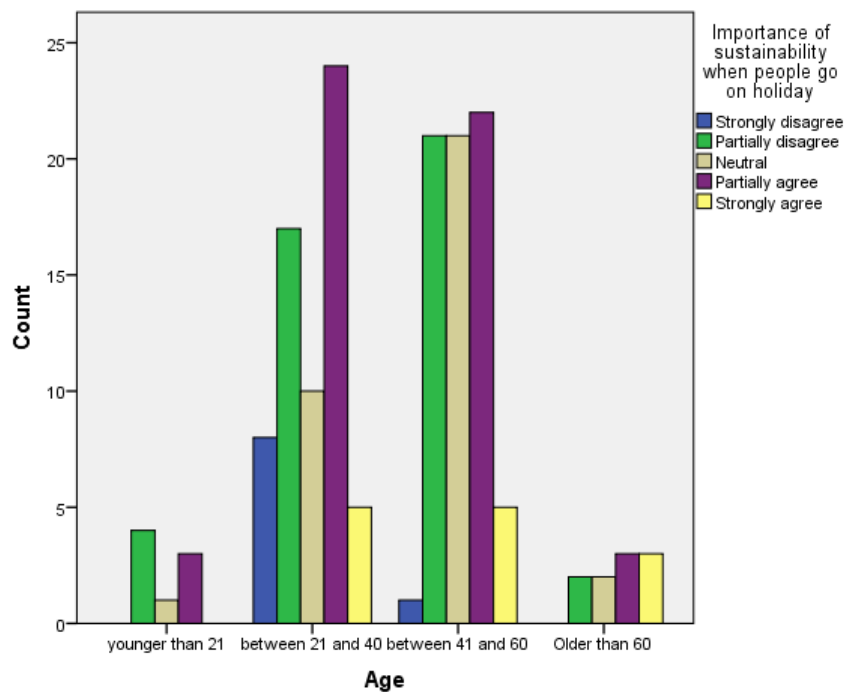
Opinion on information given by tour operators	0.382	0.037	Weak relationship	Yes
Choice for a sustainable accommodation	0.262	0.569	Weak relationship	No
Perceived importance of a local run accommodation	0.160	0.455	Very weak relationship	No
Perceived importance of local food	0.292	0.357	Weak relationship	No
Perceived importance of a central location of the accommodation	0.262	0.563	Weak relationship	No
Opinion on information on sustainability delivered by accommodations	0.241	0.708	Very weak relationship	No
Perceived importance of CO ² -emission rate of mean of transportation used	0.357	0.083	Weak relationship	No
Willingness to use public transport if it was included in the ticket price	0.120	0.884	Very weak relationship	No
Willingness to use rental bicycles if it was included in the ticket price	0.364	0.045	Weak relationship	Yes
Willingness to make use of public transport if it was easily accessible	0.276	0.475	Weak relationship	No
Motivation to inform themselves before choosing an activity	0.355	0.082	Weak relationship	No
Perceived importance of low waste production of activities	0.199	0.013	Very weak relationship	Yes
Perceived importance of connectedness to nature of the activity	0.145	0.655	Very weak relationship	No
Consciousness of sustainability	0.138	0.737	Very weak relationship	No
Opinion on number of trashcans	0.161	0.489	Very weak relationship	No
Willingness to spend more on sustainability in general	0.278	0.450	Weak relationship	No
Willingness to spend more for a sustainable activity	0.277	0.046	Weak relationship	Yes
Willingness to spend more for CO ² -neutral trips	0.087	0.764	Very weak relationship	No
Willingness to spend more for bicycle-trips	0.110	0.610	Very weak relationship	No
Willingness to spend more for eco-hotels	0.049	0.946	Very weak relationship	No
Willingness to spend more for hiking or climbing-trips	0.157	0.290	Very weak relationship	No
Willingness to spend more for eco-friendly-trips	0.144	0.372	Very weak relationship	No
Willingness to spend more for volunteering	0.176	0.199	Very weak relationship	No
Willingness to spend more for fair-trade-trips	0.119	0.547	Very weak relationship	No

No willingness to spend more for any of the trips	0.178	0.189	Very weak relationship	No
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- Demands for sustainability
- Willingness to spend more on sustainability

Source: Self-elaboration

Figure H17: Relationship Between Age and Importance of Sustainability



Source: Self-elaboration

Figure H18: Relationship Between Age and Trips People are Interested in

		Interest in sustainable trip_CO2-neutral		Total
		Chosen	Not chosen	
Age	younger than 21	2	6	8
	between 21 and 40	18	47	65
	between 41 and 60	9	61	70
	Older than 60	0	11	11
Total		29	125	154

		Interest in sustainable trip_ Bicycle		Total
		Chosen	Not chosen	
Age	younger than 21	3	5	8
	between 21 and 40	30	35	65
	between 41 and 60	38	32	70
	Older than 60	6	5	11
Total		77	77	154

		Interest in sustainable trip_ Eco_Hotels		Total
		Chosen	Not chosen	
Age	younger than 21	4	4	8
	between 21 and 40	27	38	65
	between 41 and 60	27	43	70
	Older than 60	4	7	11
Total		62	92	154

		Interest in sustainable trip_ Hiking/ climbing		Total
		Chosen	Not chosen	
Age	younger than 21	3	5	8
	between 21 and 40	40	25	65
	between 41 and 60	45	25	70
	Older than 60	4	7	11
Total		92	62	154

		Interest in sustainable trip_ Eco-friendly-trips		Total
		Chosen	Not chosen	
Age	younger than 21	5	3	8
	between 21 and 40	30	35	65
	between 41 and 60	24	46	70
	Older than 60	6	5	11
Total		65	89	154

		Interest in sustainable trip_ Volunteering		Total
		Chosen	Not chosen	
Age	younger than 21	1	7	8
	between 21 and 40	16	49	65
	between 41 and 60	4	66	70
	Older than 60	0	11	11
Total		21	133	154

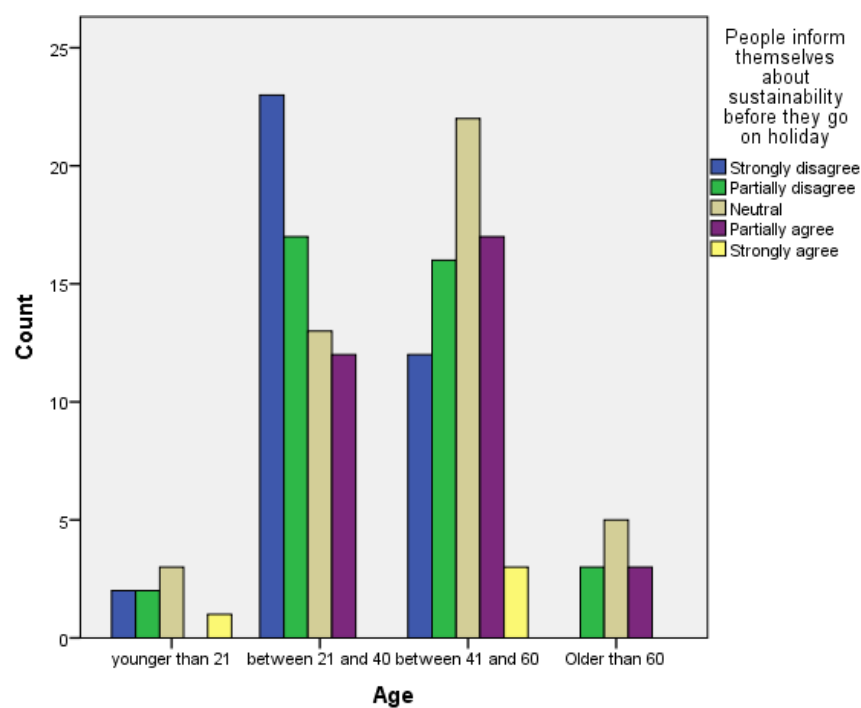
		Interest in sustainable trip_ Fairtrade-trips		Total
		Chosen	Not chosen	
Age	younger than 21	1	7	8
	between 21 and 40	18	47	65
	between 41 and 60	19	51	70
	Older than 60	2	9	11

		Interest in sustainable trip_ Others		Total
		Chosen	Not chosen	
Age	younger than 21	0	8	8
	between 21 and 40	2	63	65
	between 41 and 60	3	67	70
	Older than 60	1	10	11
Total		6	148	154

		Interest in sustainable trip_ None		Total
		Chosen	Not chosen	
Age	younger than 21	1	7	8
	between 21 and 40	6	59	65
	between 41 and 60	6	64	70
	Older than 60	0	11	11
Total		13	141	154

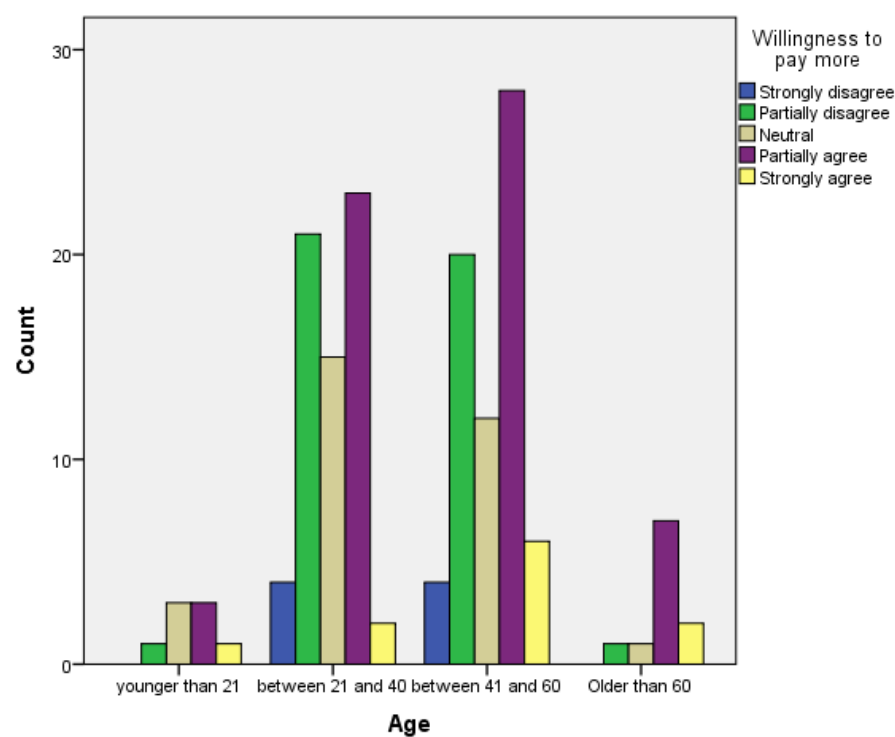
Source: Self-elabortation

Figure H19: Relationship Between Age and Willingness to Inform About Sustainability Before the Trip



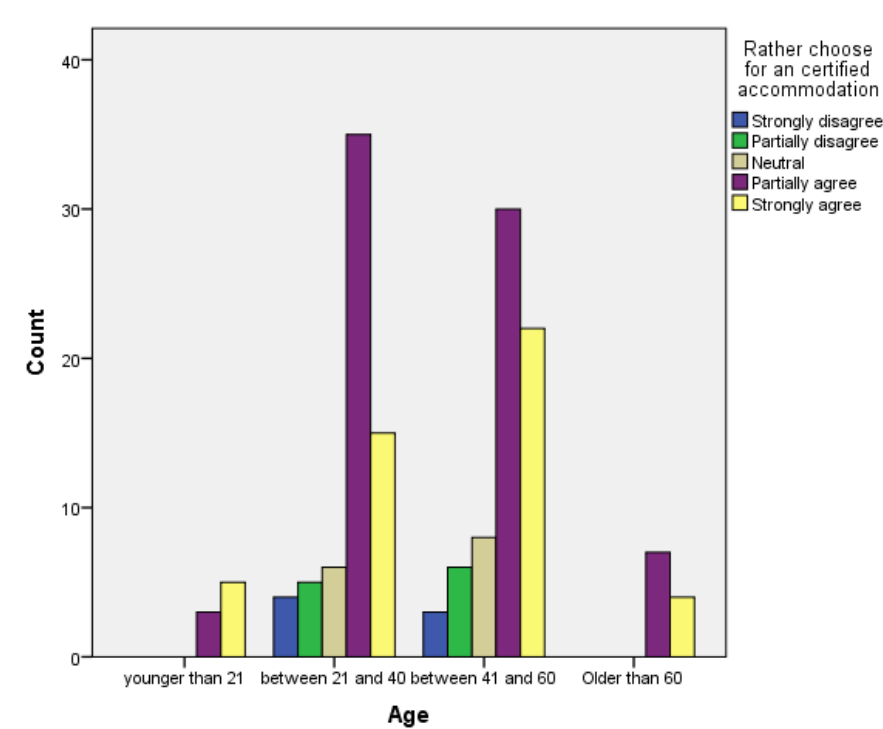
Source: Self-elaboration

Figure H20: Relationship Between Age and Willingness to Pay More for a Sustainable Trip



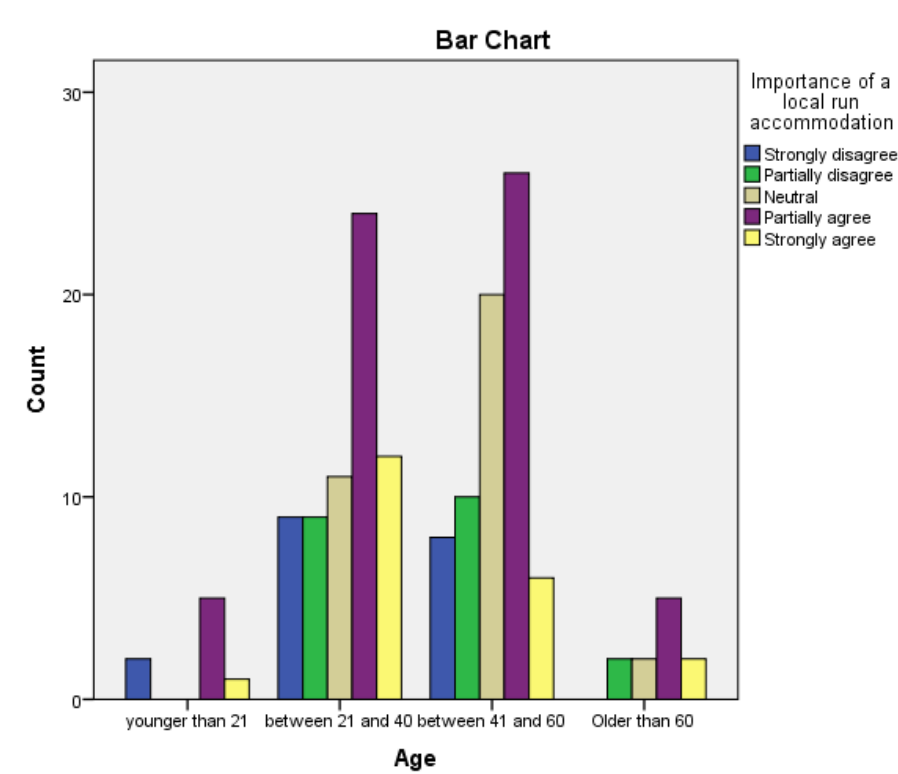
Source: Self-elaboration

Figure H21: Relationship Between Age and Willingness to Choose a Certified Accommodation



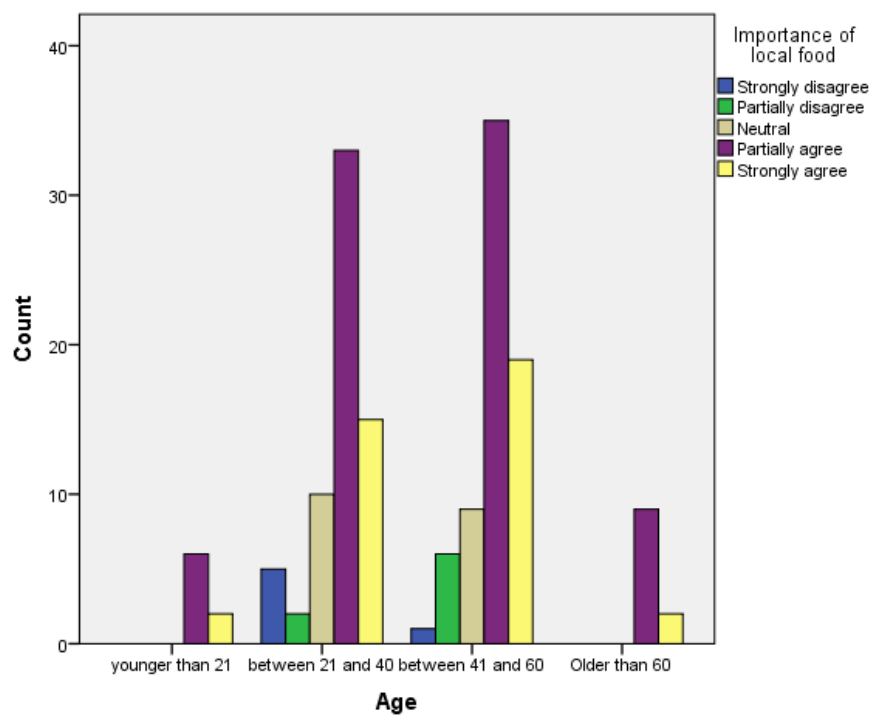
Source: Self-elaboration

Figure H22: Relationship Between Age and Importance of a Local Run Accommodation



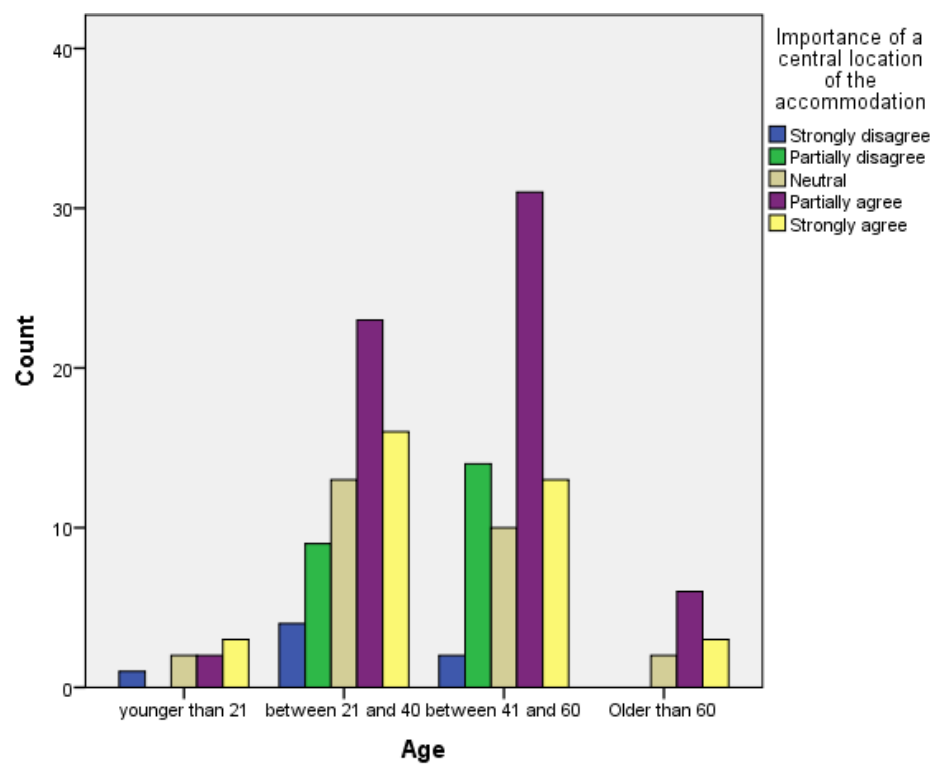
Source: Self-elaboration

Figure H23: Relationship Between Age and Importance of Local Food



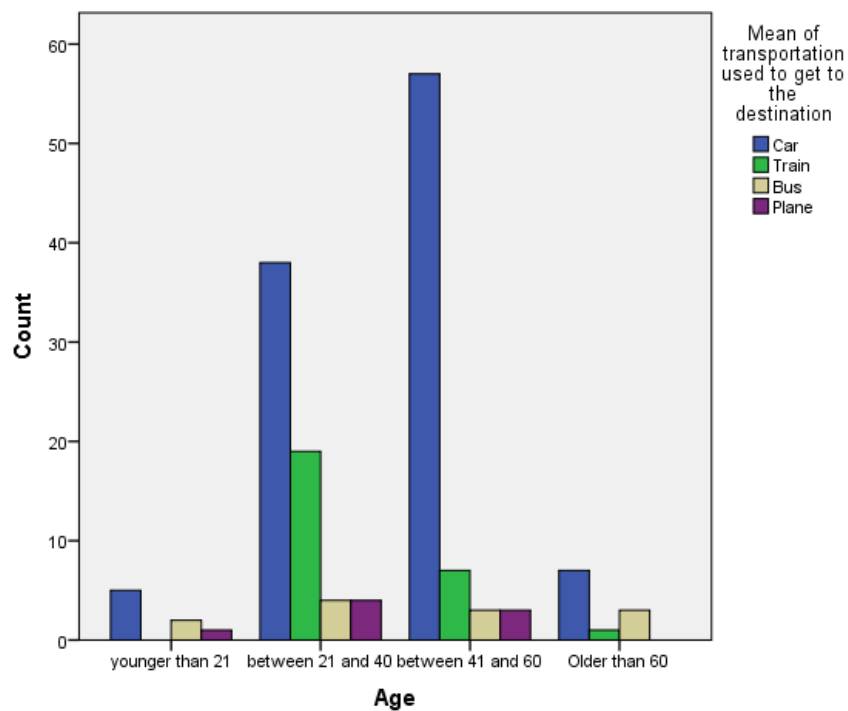
Source: Self-elaboration

Figure H24: Relationship Between Age and Central Location of Accommodation



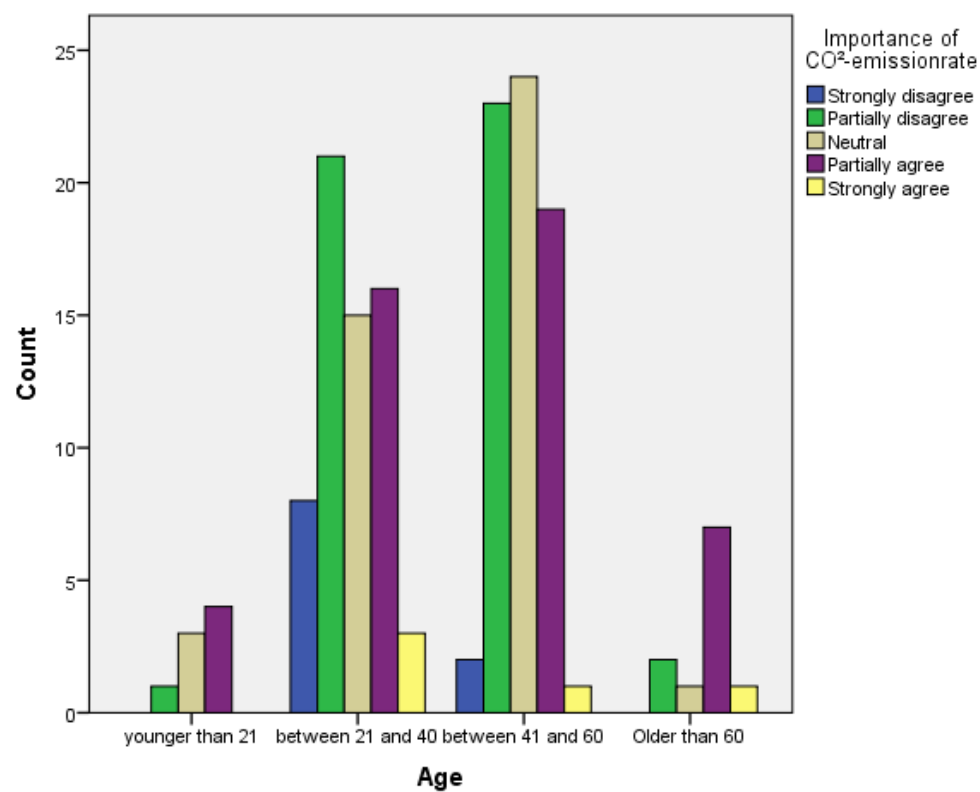
Source: Self-elaboration

Figure H25: Relationship Between Age and Mean of Transportation Used to the Destination



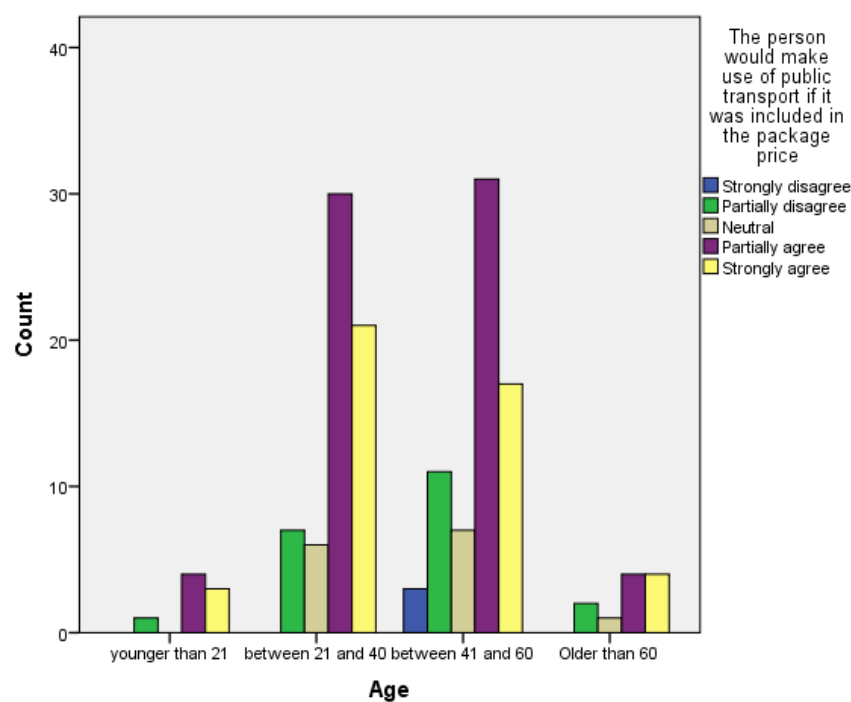
Source: Self-elaboration

Figure: H26: Relationship Between Age and Importance of CO²-Emissionrate of the Transportation



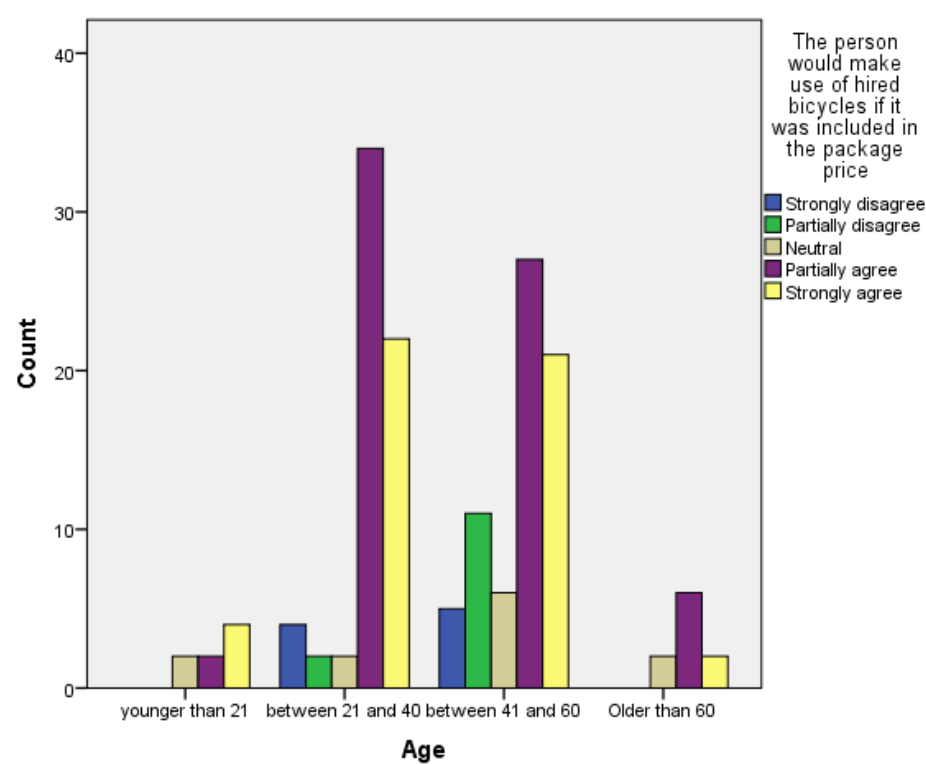
Source: Self-elaboration

Figure H27: Relationship Between Age and Willingness to Use Included Public Transportation



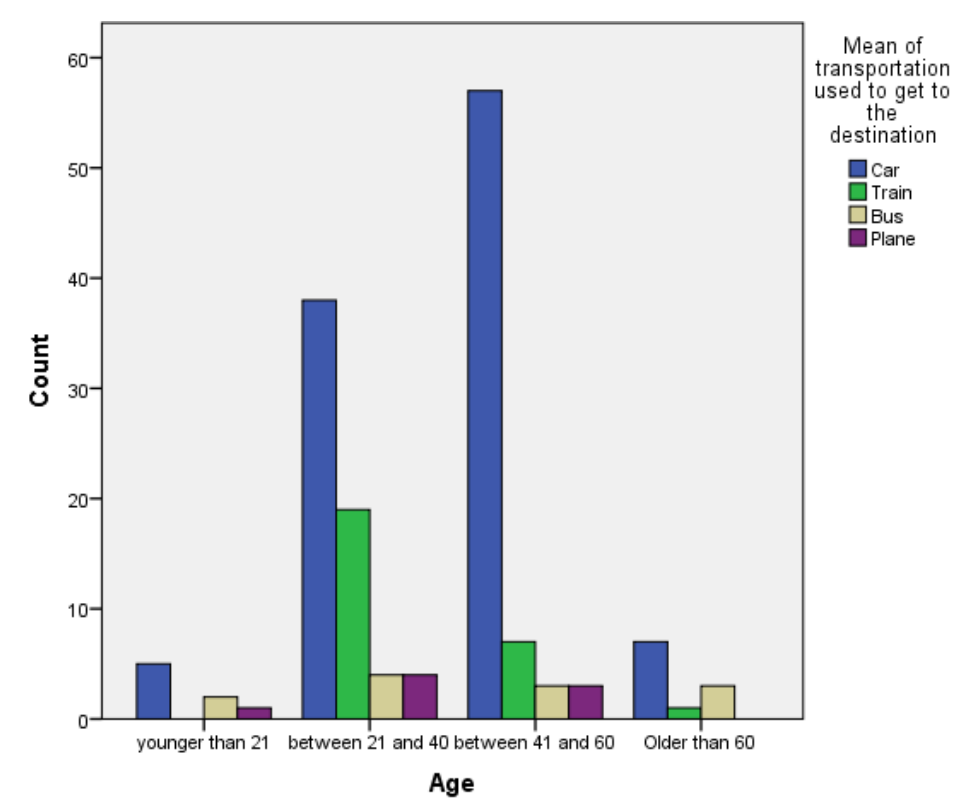
Source: Self-elaboration

Figure H28: Relationship Between Age and Willingness to Use Included Bicycles



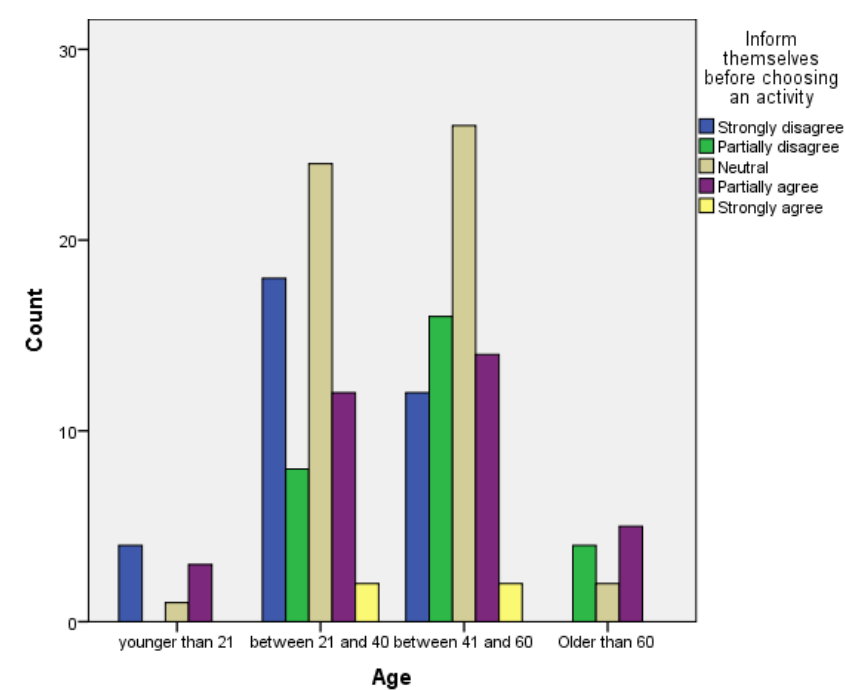
Source: Self-elaboration

Figure H29: Relationship Between Age and Willingness to Use Easily Accessible Public Transportation



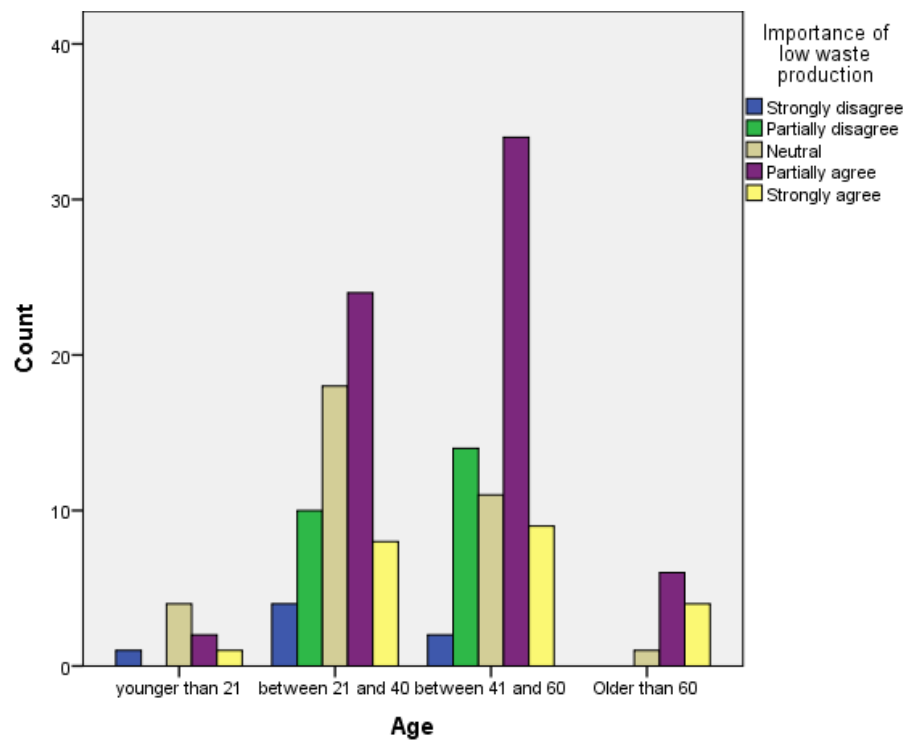
Source: Self-elaboration

Figure H30: Relationship Between Age and Willingness to Inform About Sustainable Activities During Holiday



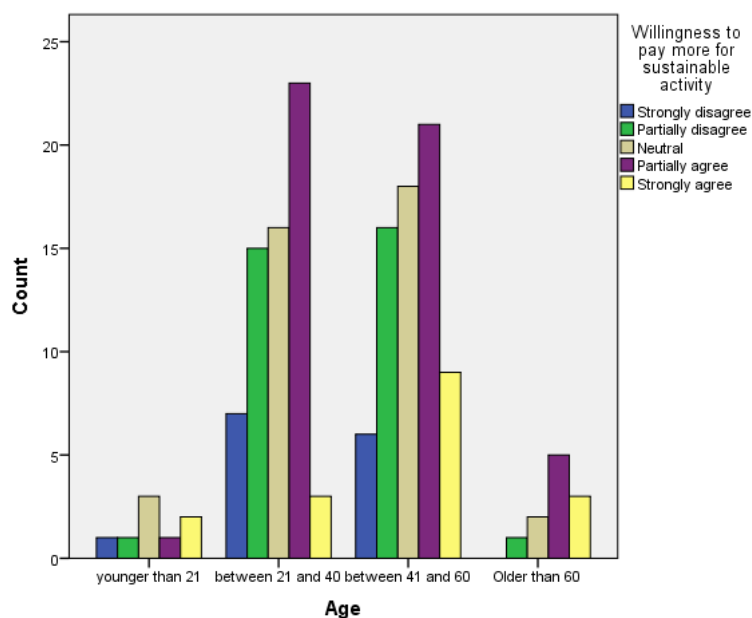
Source: Self-elaboration

Figure H31: Relationship Between Age and Importance of low Waste Production During Activities



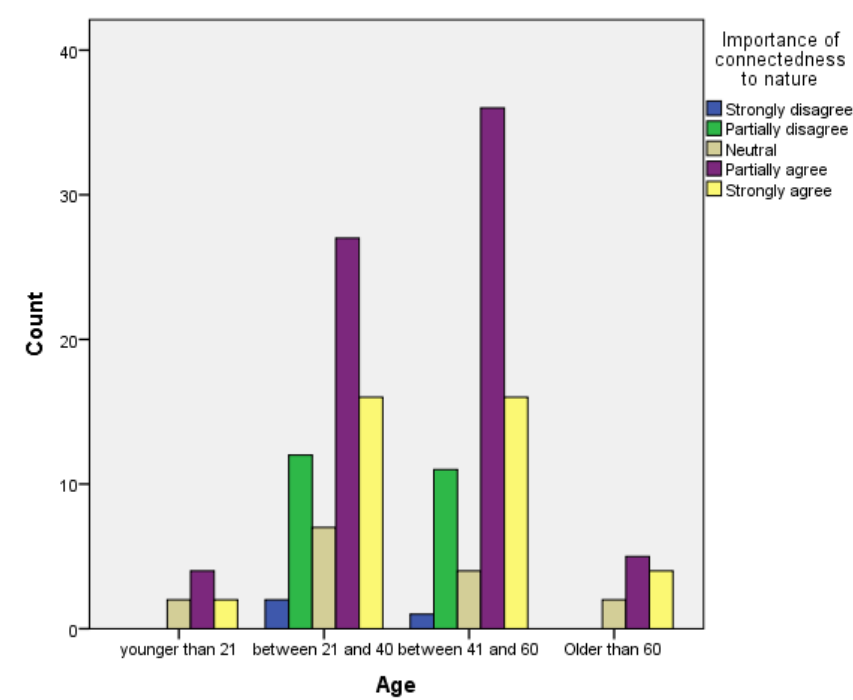
Source: Self-elaboration

Figure H32: Relationship Between Age and Willingness to Pay More for Sustainable Activities



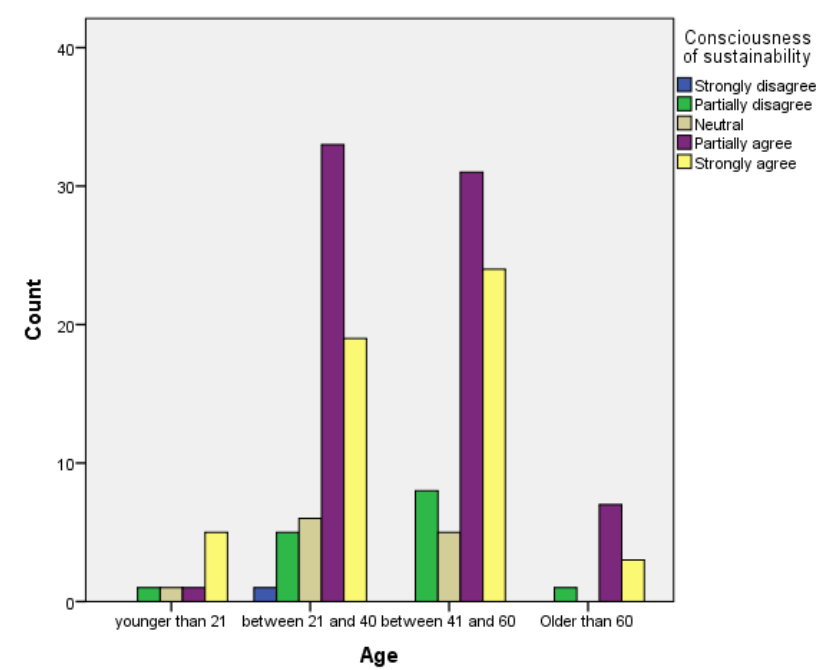
Source: Self-elaboration

Figure H33: Relationship Between Age and Importance of Connectedness to Nature of Activities



Source: Self-elaboration

Figure H34: Relationship Between Age and Consciousness Towards Nature



Source: Self-elaboration

Figure H35: Cramér's V Analysis and Chi-square With Related P-value For the Independent Variable "Educational Level"

Independent variable: Educational level	Cramér's V	P-value	Relationship	Statistical significance
Perceived importance of sustainability in general	0.254	0.015	Weak relationship	Yes
Interest in CO ² -neutral trips	0.227	0.160	Very weak relationship	No
Interest in bicycle-trips	0.178	0.430	Very weak relationship	No
Interest in eco-hotels	0.224	0.171	Very weak relationship	No
Interest in hiking or climbing trips	0.185	0.386	Very weak relationship	No
Interest in eco-friendly trips	0.201	0.283	No Very weak relationship	No
Interest in volunteering	0.241	0.210	Very weak relationship	No
Interest in fair-trade-trips	0.245	0.100	Very weak relationship	No
No interest in sustainable trips	0.191	0.357	Very weak relationship	No
Motivation to inform themselves	0.165	0.669	Very weak relationship	No
Opinion on recognisability of sustainable trips	0.314	0.787	Weak relationship	No
Opinion on information given by tour operators	0.153	0.819	Very weak relationship	No
Choice for a sustainable accommodation	0.247	0.011	Very weak relationship	Yes
Perceived importance of a local run accommodation	0.461	0.036	Weak relationship	Yes
Perceived importance of local food	0.173	0.556	Very weak relationship	No
Perceived importance of a central location of the accommodation	0.455	0.045	Weak relationship	Yes
Opinion on information on sustainability delivered by accommodations	0.166	0.658	Very weak relationship	No
Perceived importance of CO ² -emission rate of mean of transportation used	0.357	0.508	Weak relationship	No
Willingness to use public transport if it was included in the ticket price	0.360	0.460	Weak relationship	No
Willingness to use rental bicycles if it was included in the ticket price	0.220	0.077	Very weak relationship	No
Willingness to make use of public transport if it was easily accessible	0.254	0.029	Weak relationship	Yes
Motivation to inform themselves before choosing an activity	0.180	0.475	Very weak relationship	No

Perceived importance of low waste production of activities	0.199	0.237	No Very weak relationship	No
Perceived importance of connectedness to nature of the activity	0.185	0.418	Very weak relationship	No
Consciousness of sustainability	0.172	0.589	Very weak relationship	No
Opinion on number of trashcans	0.186	0.436	Very weak relationship	No
Willingness to spend more on sustainability in general	0.223	0.061	Very weak relationship	No
Willingness to spend more for a sustainable activity	0.194	0.282	Very weak relationship	No
Willingness to spend more for CO ² -neutral trips	0.242	0.114	Very weak relationship	No
Willingness to spend more for bicycle-trips	0.169	0.505	Very weak relationship	No
Willingness to spend more for eco-hotels	0.192	0.352	Very weak relationship	No
Willingness to spend more for hiking or climbing-trips	0.233	0.147	Very weak relationship	No
Willingness to spend more for eco-friendly-trips	0.201	0.283	Very weak relationship	No
Willingness to spend more for volunteering	0.226	0.176	Very weak relationship	No
Willingness to spend more for fair-trade-trips	0.169	0.503	Very weak relationship	No
No willingness to spend more for any of the trips	0.191	0.357	Very weak relationship	No



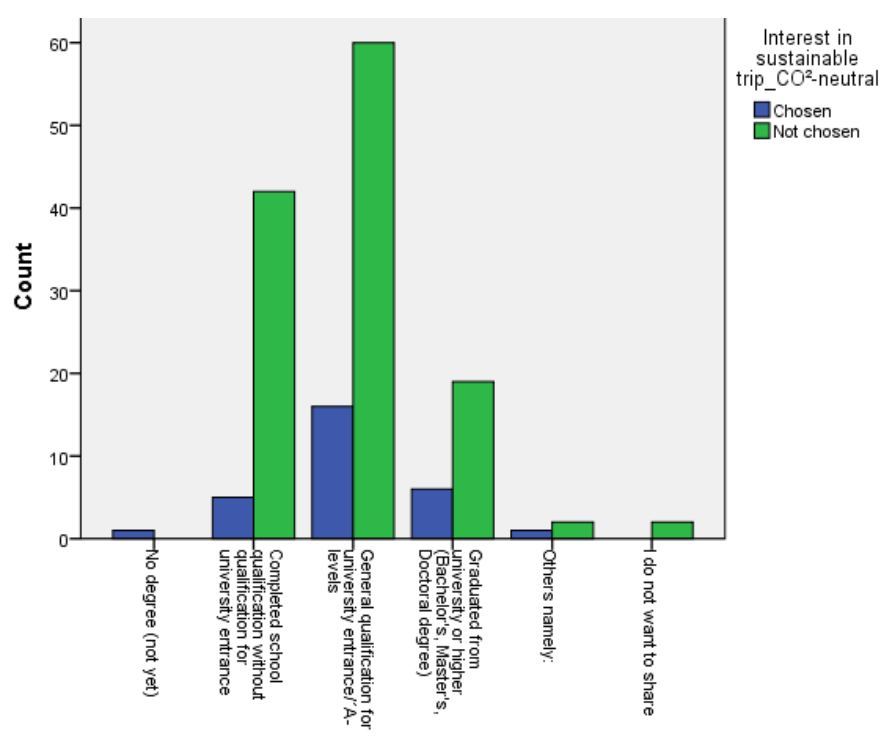
Demands for sustainability



Willingness to spend more on sustainability

Source: Self-elaboration

Figure H36: Relationship Between Educational Level and Importance of Sustainability During Holidays



Source: Self-elaboration

Figure H37: Relationship Between Educational Level and Interest in Sustainable Trips

	Interest in sustainable trip_CO2-neutral		Total
	Chosen	Not chosen	
Education No degree (not yet)	1	0	1
Completed school qualification without qualification for university entrance	5	42	47
General qualification for university entrance/ A-levels	16	60	76
Graduated from university or higher (Bachelor's, Master's, Doctoral degree)	6	19	25
Others namely:	1	2	3
I do not want to share	0	2	2
Total	29	125	154

	Interest in sustainable trip_ Bicycle		Total
	Chosen	Not chosen	
Education No degree (not yet)	1	0	1
Completed school qualification without qualification for university entrance	20	27	47
General qualification for university entrance/ 'A-levels	41	35	76
Graduated from university or higher (Bachelor's, Master's, Doctoral degree)	13	12	25
Others namely:	2	1	3
I do not want to share	0	2	2
Total	77	77	154
	Interest in sustainable trip_ Eco_Hotels		Total
	Chosen	Not chosen	
Education No degree (not yet)	1	0	1
Completed school qualification without qualification for university entrance	13	34	47
General qualification for university entrance/ 'A-levels	36	40	76
Graduated from university or higher (Bachelor's, Master's, Doctoral degree)	11	14	25
Others namely:	1	2	3
I do not want to share	0	2	2
Total	62	92	154
		Interest in sustainable trip_ Hiking/ climbing	Total

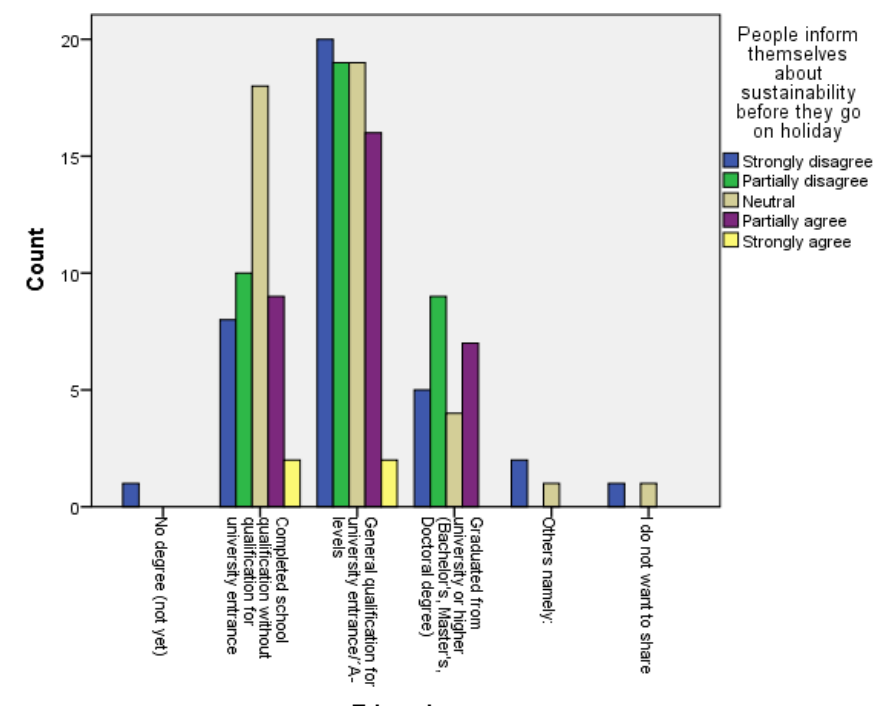
	Chosen	Not chosen	
Education No degree (not yet)	1	0	1
Completed school qualification without qualification for university entrance	25	22	47
General qualification for university entrance/ 'A-levels	49	27	76
Graduated from university or higher (Bachelor's, Master's, Doctoral degree)	15	10	25
Others namely:	2	1	3
I do not want to share	0	2	2
Total	92	62	154
	Interest in sustainable trip_ Eco-friendly-trips		Total
	Chosen	Not chosen	
Education No degree (not yet)	1	0	1
Completed school qualification without qualification for university entrance	16	31	47
General qualification for university entrance/ 'A-levels	37	39	76
Graduated from university or higher (Bachelor's, Master's, Doctoral degree)	10	15	25
Others namely:	0	3	3
I do not want to share	1	1	2
Total	65	89	154
	Interest in sustainable trip_ Volunteering		Total
	Chosen	Not chosen	
Education No degree (not yet)	1	0	1

	Completed school qualification without qualification for university entrance	5	42	47
	General qualification for university entrance/ ´ A-levels	12	64	76
	Graduated from university or higher (Bachelor's, Master's, Doctoral degree)	2	23	25
	Others namely:	1	2	3
	I do not want to share	0	2	2
	Total	21	133	154
		Interest in sustainable trip_Fairtrade-trips		Total
		Chosen	Not chosen	
Education	No degree (not yet)	1	0	1
	Completed school qualification without qualification for university entrance	8	39	47
	General qualification for university entrance/ ´ A-levels	21	55	76
	Graduated from university or higher (Bachelor's, Master's, Doctoral degree)	10	15	25
	Others namely:	0	3	3
	I do not want to share	0	2	2
	Total	40	114	154
		Interest in sustainable trip_Others		Total
		Chosen	Not chosen	
Education	No degree (not yet)	0	1	1
	Completed school qualification without qualification for university entrance	3	44	47

	General qualification for university entrance/ 'A-levels	3	73	76
	Graduated from university or higher (Bachelor's, Master's, Doctoral degree)	0	25	25
	Others namely:	0	3	3
	I do not want to share	0	2	2
	Total	6	148	154
		Interest in sustainable trip_ None		Total
		Chosen	Not chosen	
Education	No degree (not yet)	0	1	1
	Completed school qualification without qualification for university entrance	9	38	47
	General qualification for university entrance/ 'A-levels	2	74	76
	Graduated from university or higher (Bachelor's, Master's, Doctoral degree)	1	24	25
	Others namely:	0	3	3
	I do not want to share	1	1	2
Total		13	141	154

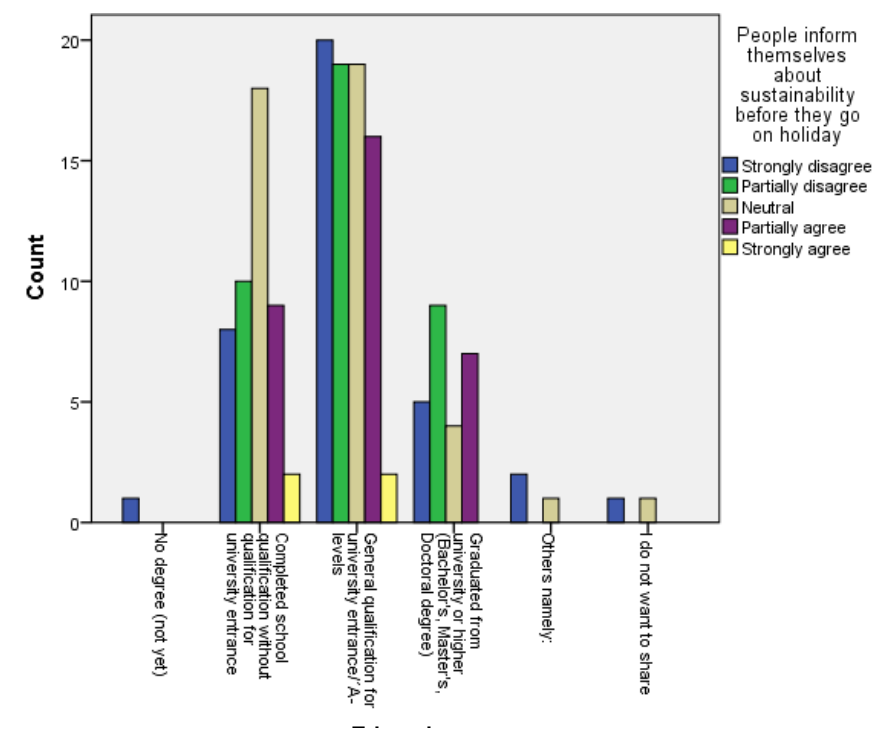
Source: Self-elaboration

Figure H38: Relationship Between Educational Level and Willingness to Inform About Sustainable Aspects of the Holiday



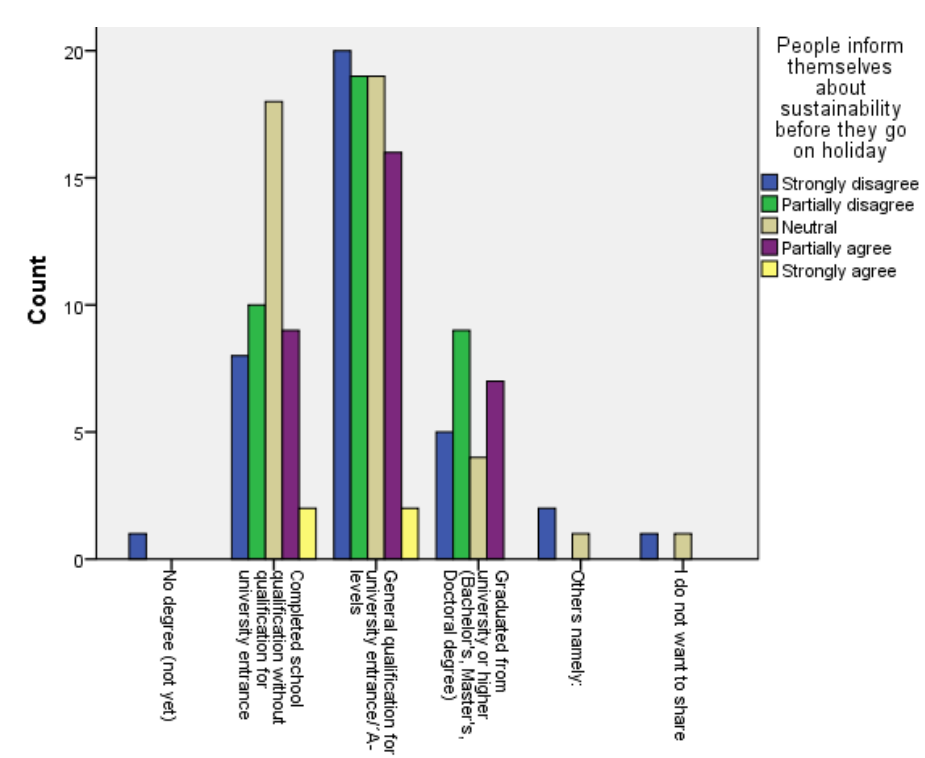
Source: Self-elaboration

Figure H39: Relationship Between Educational Level and Willingness to Pay More for Sustainable Trips



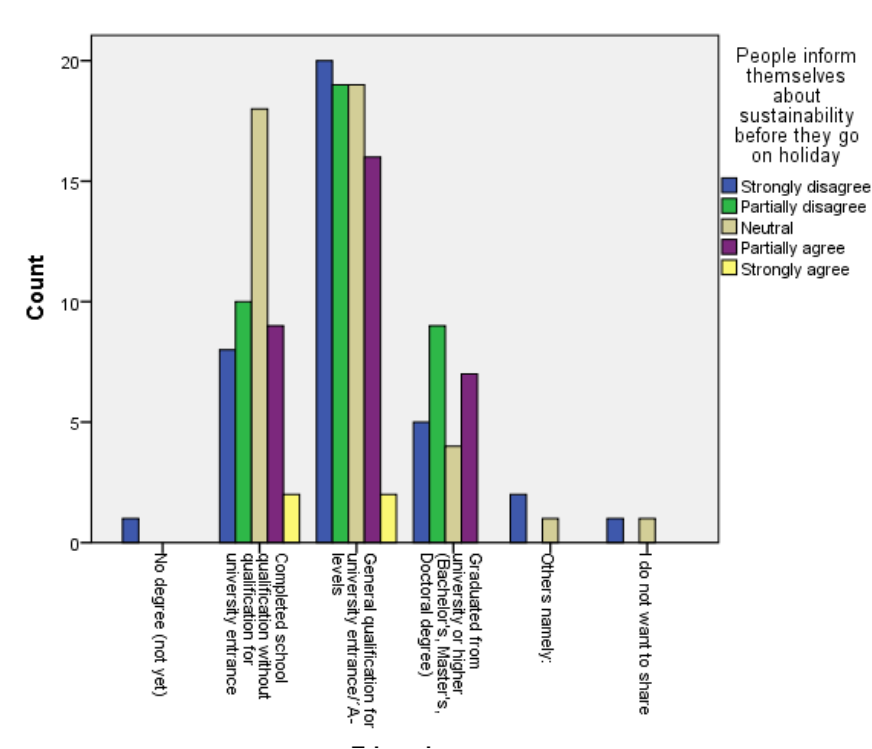
Source: Self-elaboration

Figure H40: Relationship Between Educational Level and Willingness to Choose for a Certified Accommodation



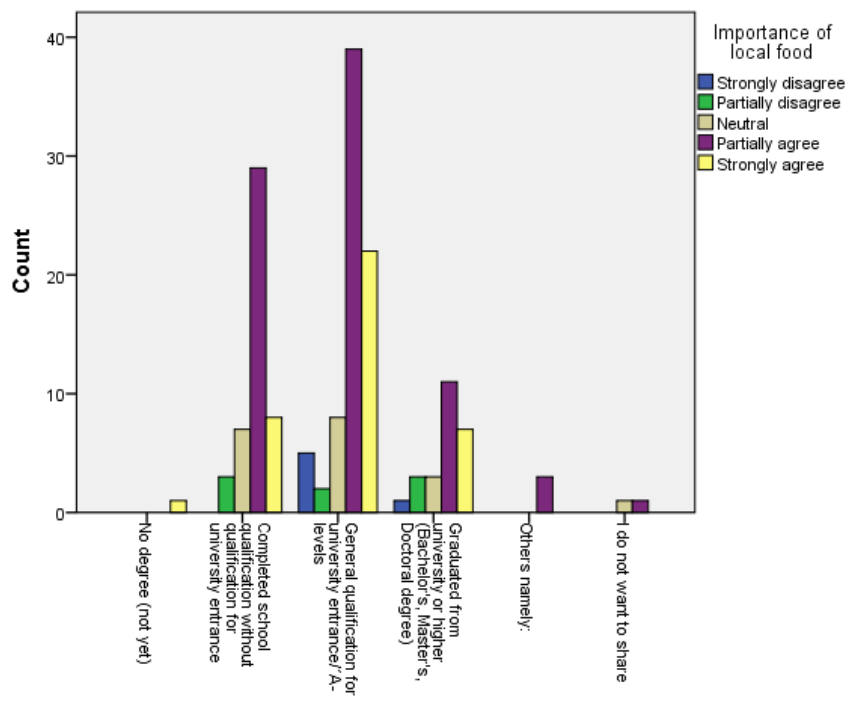
Source: Self-elaboration

Figure H41: Relationship Between Educational Level and Importance of Local Run Accommodation



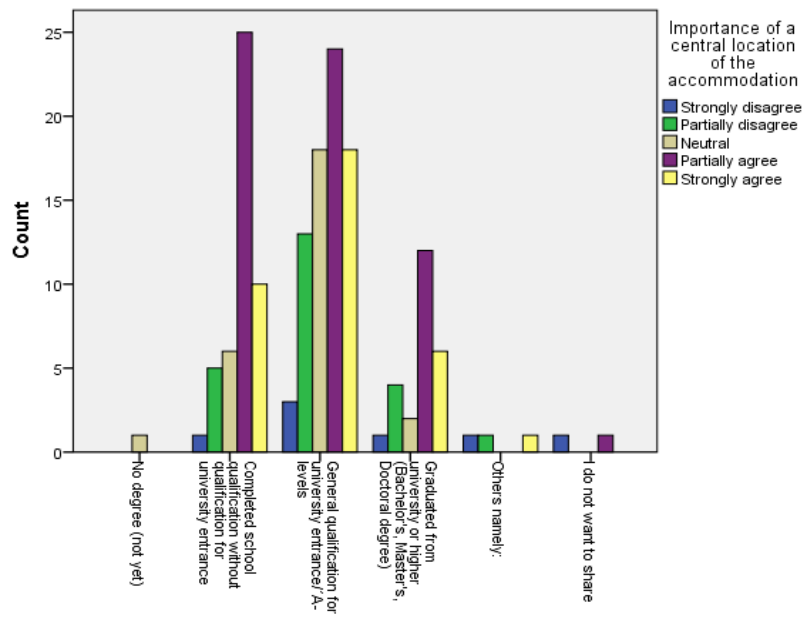
Source: Self-elaboration

Figure H42: Relationship Between Educational Level and Importance of Local Food



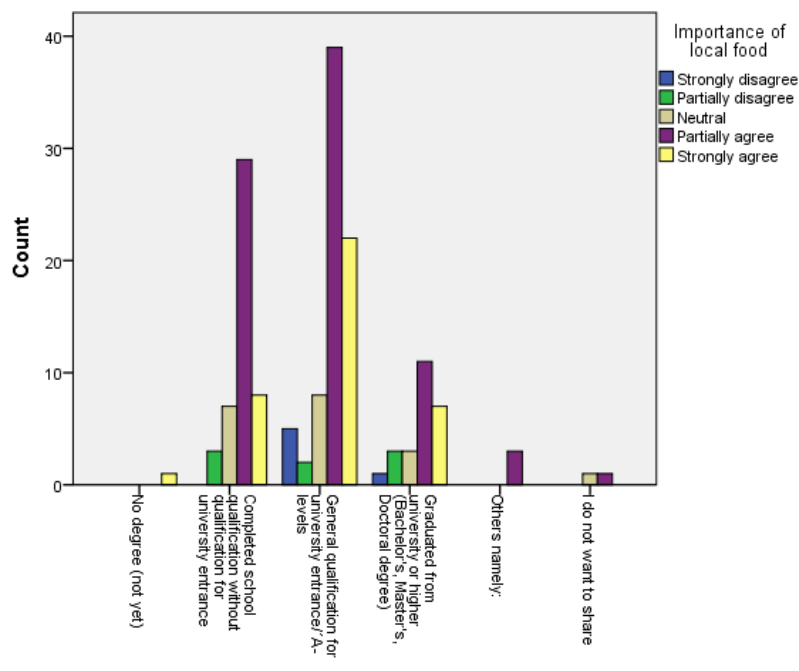
Source: Self-elaboration

Figure H43: Relationship Between Educational Level and Importance of Central Located Accommodation



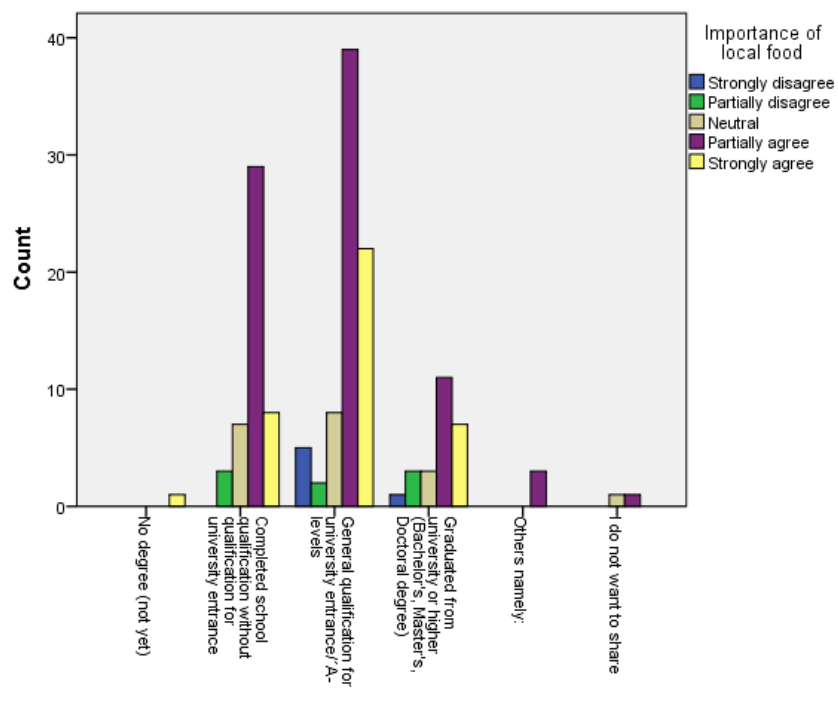
Source: Self-elaboration

Figure H44: Relationship Between Educational Level and Mean of Transportation Used To the Destination



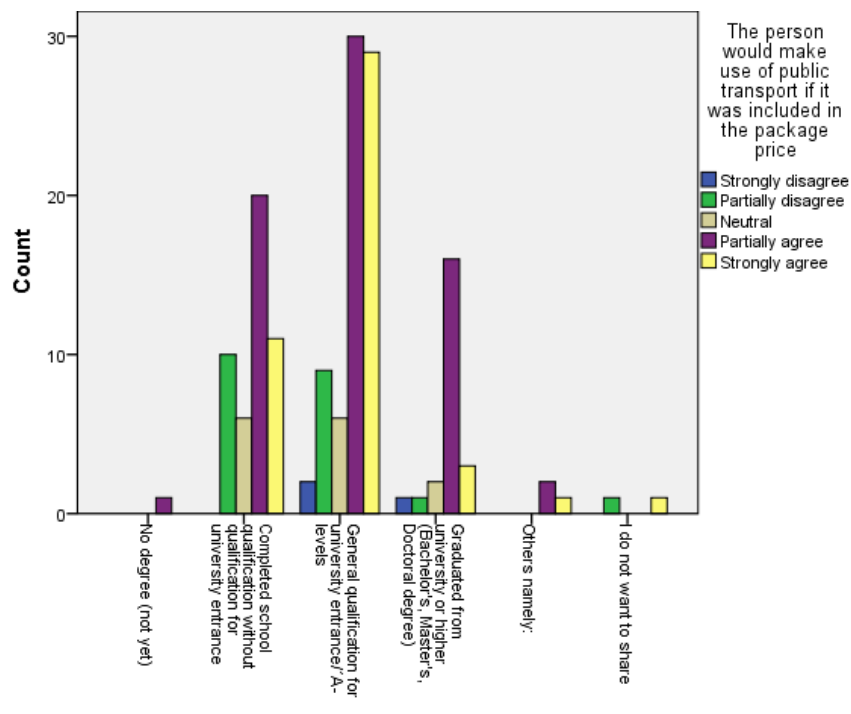
Source: Self-elaboration

Figure H45: Relationship Between Educational Level and Importance of CO₂-Emissionrate of the Mean of Transportation



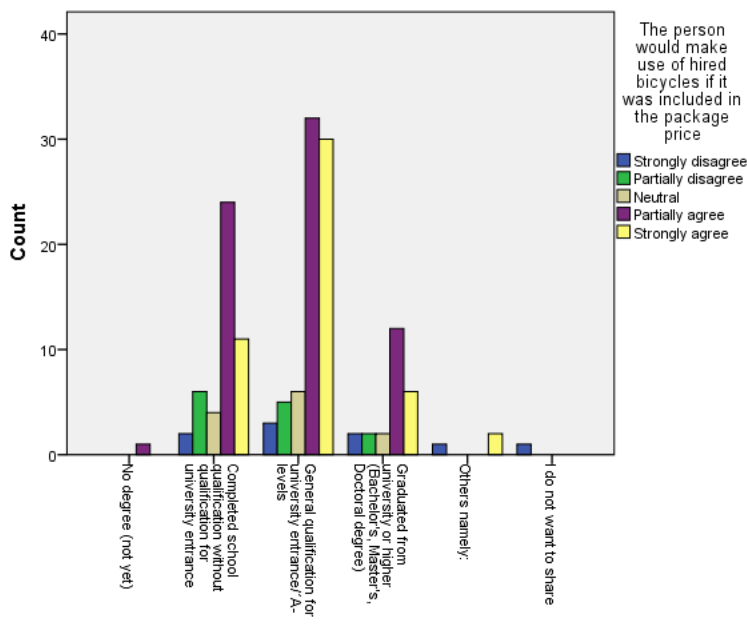
Source: Self-elaboration

Figure H46: Relationship Between Educational Level and Willingness to Use Included Public Transportation



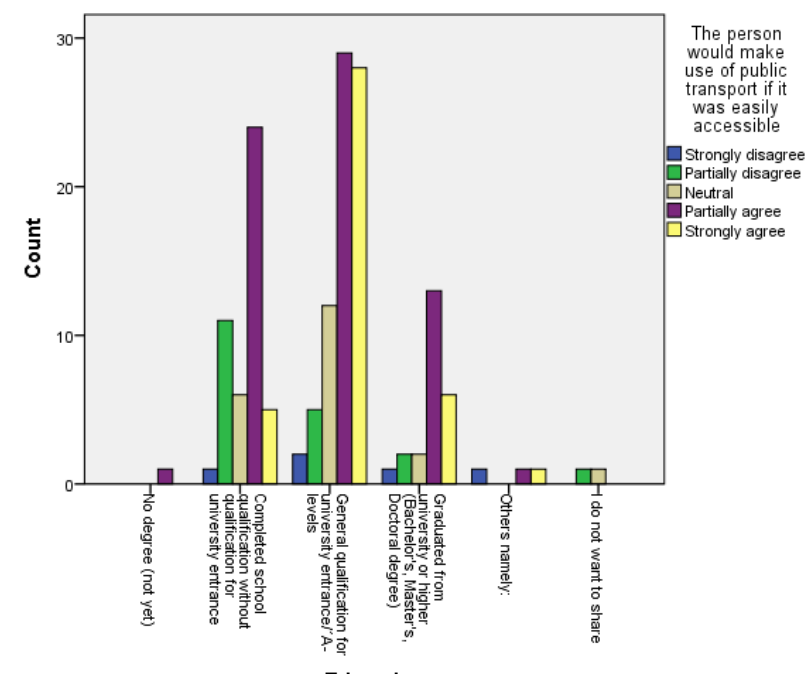
Source: Self-elaboration

Figure H47: Relationship Between Educational Level and Willingness to Use Included Bicycles



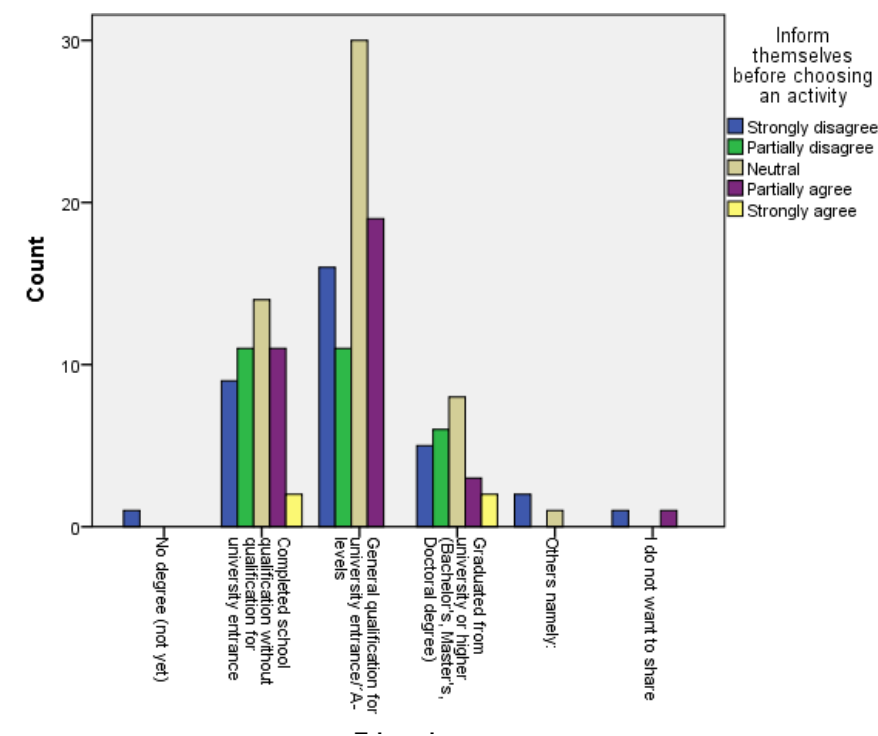
Source: Self-elaboration

Figure H48: Relationship Between Educational Level and Willingness to Use Easily Accessible Public Transportation



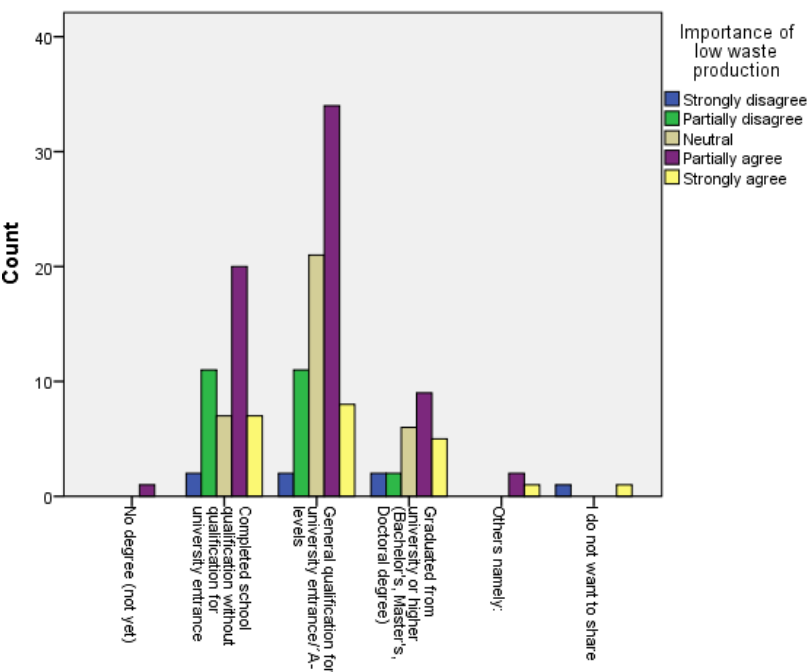
Source: Self-elaboration

Figure H49: Relationship Between Educational Level and the Willingness to Inform About Sustainability During Their Holiday



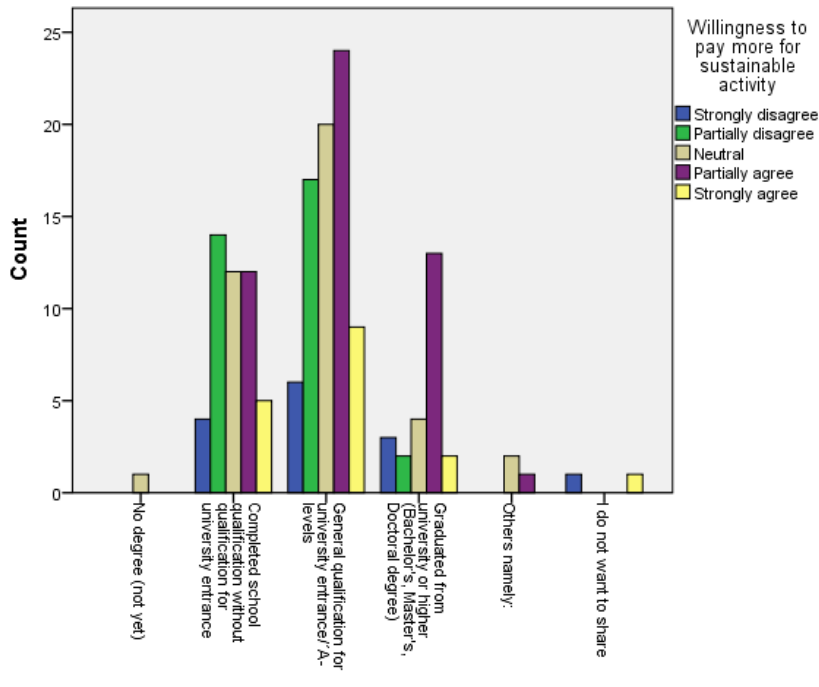
Source: Self-elaboration

Figure H50: Relationship Between Educational Level and the Importance of Low Waste Production



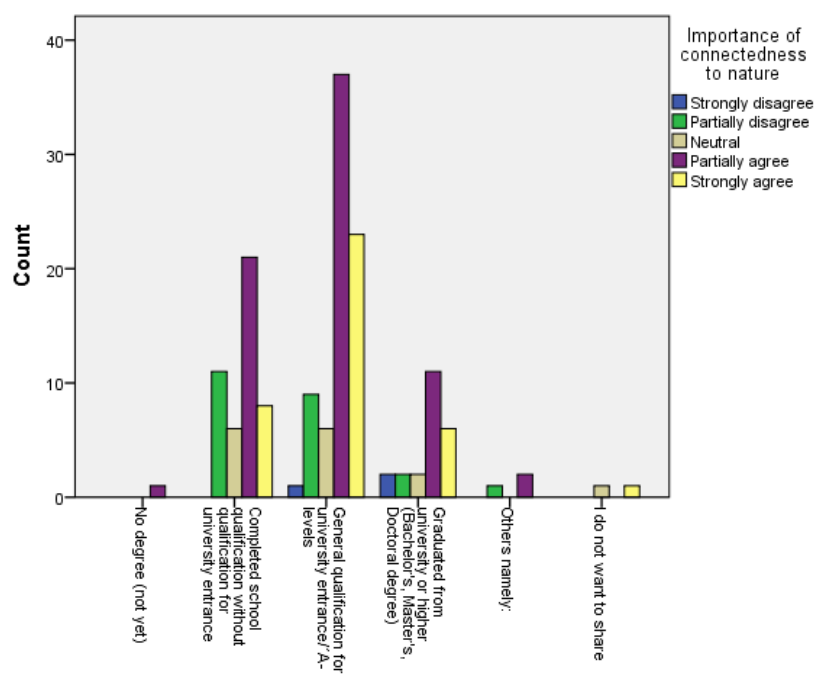
Source: Self-elaboration

Figure H51: Relationship Between Educational Level and Willingness to Pay More for a Sustainable Activity



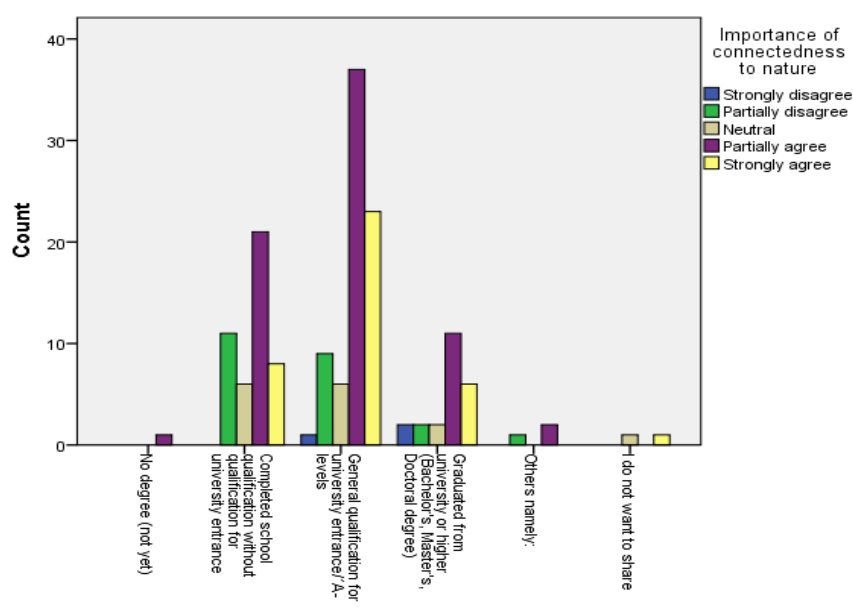
Source: Self-elaboration

Figure H52: Relationship Between Educational Level and Importance of the Connectedness to Nature of the Activity



Source: Self-elaboration

Figure H53: Relationship Between Educational Level and Consciousness Towards Nature



Source: Self-elaboration

Appendix I: Coded Summaries of the Interviews

Figure I1: Summary of the Interview with the “Family Alm Tyrol”

The goal of the interview was to collect knowledge about the sustainable development of the “Family Alm Tyrol” and their possibilities to meet the demands of the consumers and their engagement for a sustainable product development in Tyrol.

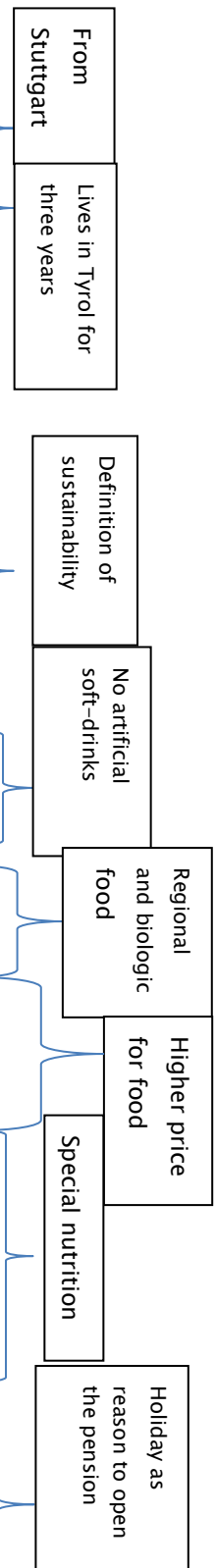
The Interview with Jürgen Helfinger took place on the 11th June 2015 in the “Family Alm” in Biberwier in Tyrol. Jürgen Helfinger comes from Stuttgart in Germany and is now the owner of the “Family Alm” together with his wife. They came to Tyrol three years ago in order to open a Pension. Since then, Jürgen Helfinger works in the tourism industry.

The interview started with some questions concerning sustainability in general, afterwards the consumer demands concerning sustainability were discussed. In the last part of the interview, it was talked about cooperation and possible cooperation with other stakeholders in the tourism industry.

The “Family Alm” defines sustainability with a sense for the beauty of the nature and to pollute the environment as less as possible. The “Family Alm” realizes this by using exclusively natural resources. The insulation consists of wood fiber, the building is plastered with clay instead of chemical colors. Moreover, the floor consists of wood and they heat with pellets.

Sustainability is an important part of daily life, especially concerning the food for the guests. The artificial soft-drinks like coke or sprite are not served but self-made lemonade and fresh juices. Some guests are confused because of that, since it is relatively unusual, but the majority of the guests are satisfied with the products offered by the “Family Alm”. The food is biological, mostly self-produced or purchased from local farmers. An official menu does not exist, but there are a few dishes every day from that the guests can choose. With that, the “Family Alm” can take allergies and intolerances into consideration. Thus people with special habits of nourishment create one target group of the “Family Alm”. Therefore nutrition is an important topic. The dishes the “Family Alm” serves are somewhat more expensive than other restaurants or hotels in the surrounding, however this is due to the biological products they use. Most of the people understand that the quality of the food requires a higher price, but some people are not willing to pay a higher price. The food is also the topic that is mentioned the most by the guests. Many people also ask questions, due to their allergies or their special way of nutrition. People that are interested in biological nutrition ask questions about the origin and the processing of the food. When guests ask why the “Family Alm” does not serve the standard sweet drinks, Jürgen Helfinger explains, that this is part of the requirements of being certified as “Bio-Hotel”.

Jürgen Helfinger and his wife decided to open a pension when they went on holiday to Austria. They were so excited about the culture and the landscape in Tyrol, that they wanted to move there and have their own company.



Moreover, the “Family Alm” integrates sustainability in daily life by occupying children not with electronic devices but offer them an interesting entertainment program. They offer activities like make noodles themselves, they have a petting zoo and wooden toys. It is the goal of Jürgen Helfinger and his wife to give children an understanding of sustainability. Moreover, they want to demonstrate that the nature offers many activities and that there are other occupations than electronic devices. They also would like to explain the preciousness of the nature and that they need to act respectful towards nature.

It was not planned from the beginning to open a sustainable accommodation, they decided this during the reconstruction and until now, it proves to be successful. Sustainability is an important reason for guest “Family Alm” to book the accommodation.

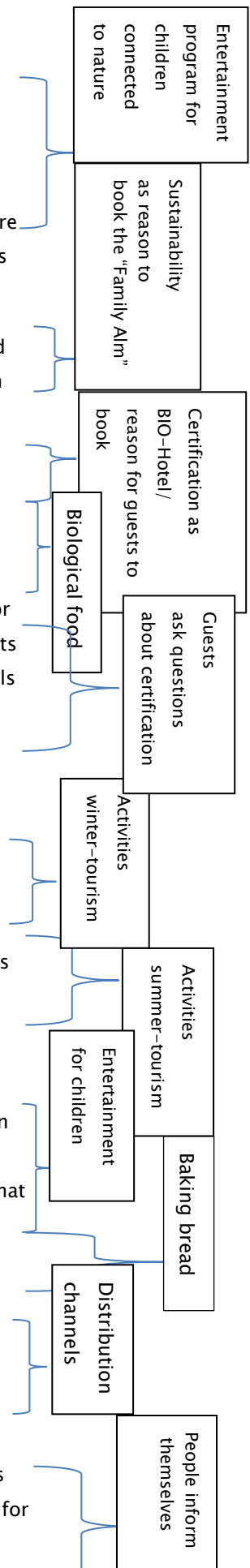
The “Family Alm” is certified as “Bio-Hotel” and is sold via “Bio-Hotels” which works like a tour operator but it sells exclusively certified hotels. In order to be a “Bio-Hotel” an accommodation needs to meet certain requirements. Food may only be bought from biological farmers. For the construction of the house only pure biological construction material can be used. Moreover, items in the interior of the house as for example pillows or mattresses need to consist of natural resources. Jürgen Helfinger confirms that many guests pay attention to the certification and book the hotel because of that. Since “Bio-Hotels” sells the “Family Alm” many guests are very environmentally conscious and ask also questions regarding the certification.

It is difficult to determine, in which season the “Family Alm” is visited the most. During the christmas-season it is mostly fully booked. Also in February, many people come to Tyrol predominantly to ski or to toboggan. Moreover, in the summer season, especially July and August, many people visit the “Family Alm”. When there are holidays or extended weekends the “Family Alm” is usually fully booked. In the summer season, guests do activities like hiking, climbing and biking. Thus, the activities they do are also very sustainable. Also swimming in the lakes in the surroundings is a favored activity.

The “Family Alm” offers several activities especially for children. There is no structured plan for child care, however, according to the number of children certain activities are offered. These activities can be for example a walking tour with ponies or alpacas. It is important that these activities are connected to nature. Usually children are enthusiastic about these sustainable activities and like to attend. Also for adults a few activities are offered as for example a course for baking bread. The adults are enthusiastic as well.

Due to the fact that the target group of the “Family Alm” is still a niche market, Jürgen Helfinger and his wife try to sell their rooms by using various distribution channels. They want to inspire and convince people of their enthusiasm for nature.

Jürgen Helfinger recognizes, that the number of people who are environmentally conscious and try to save the nature increases. They become more informed and show more interest for sustainability. They inform themselves on the website of the “Family Alm” before their trip. The “Family Alm” offers special pillows for guests they are filled with different materials. The



different materials can reduce pain or help with other sufferings. People can choose the pillow that fits their needs or health problems best. The majority of the people informs themselves about the pillows already before they arrive and at their arrival they already know what kind of pillow they need.

People are very responsible when it comes to waste separation and waste disposal. Waste management is a very important topic in the “Family Alm”, since they have to dispose the waste themselves. Therefore the personnel pays special attention to waste separation.

Apart from the prices for the food, the overnight stay in the “Family Alm” is not more expensive than in surrounding accommodations. As a sustainable accommodation, compromises have to be made. There is no possibility to purchase the food from every supplier, but the supplier has to be certified and comply with certain formalities. Profit must not be paramount but sustainability needs to have at least the same or even a higher significance. Moreover, the company has to be willing to pay a higher price for food or other material. But over the long-term, using sustainable material will bring advantage, since energy is saved. Thus in the beginning one needs to be willing to invest, in order to benefit over the long-term.

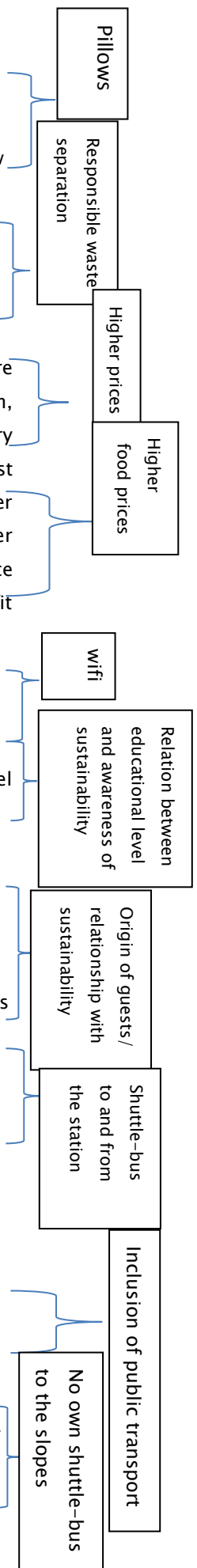
The “Family Alm” decided to offer wifi in their hotel, because many guests ask for it and the target group that is looking for hotels without wifi is too small.

Jürgen Helfinger thinks, that the awareness of sustainability is also dependent from their level of education. Guests who inform themselves and are environmental conscious are mostly from the upper class and have a good education.

The majority of the guests of the “Family Alm” come from Germany but they also have some Dutch guests, they come predominantly for skiing. In general, according to Jürgen Helfinger, Dutch guests pay less attention to healthy nutrition than Germans. They expect to eat a schnitzel and fries. They are also less interested in the origin of the food. Obviously this does not apply for all of the Dutch guests.

The majority of the guests travel by car, just a few go by bus or by train. The “Family Alm” offers a shuttle bus that brings people from the station to the hotel and at their departure it brings them back to the station. However this shuttle bus is barely used, since they arrive by their own car.

At their arrival, the guests receive a guest card, which enables them to use public transport for free and gives them other benefits. This card is supposed to motivate people to use public transport more often. Especially during winter families decide to go by car to the slopes instead of taking the bus or walk, because it is easier with children to just take the car. Until now, the “Family Alm” offers no own shuttle-bus to the slopes. However, when they grow as a company and the number of overnight-stays continues to grow, it is their goal to offer one in the future.



Flexibility is often a priority for the guests. Therefore it is difficult to convince people to use public transportation. With the guest card the guests receive 10% on the bike rental and people use it often.

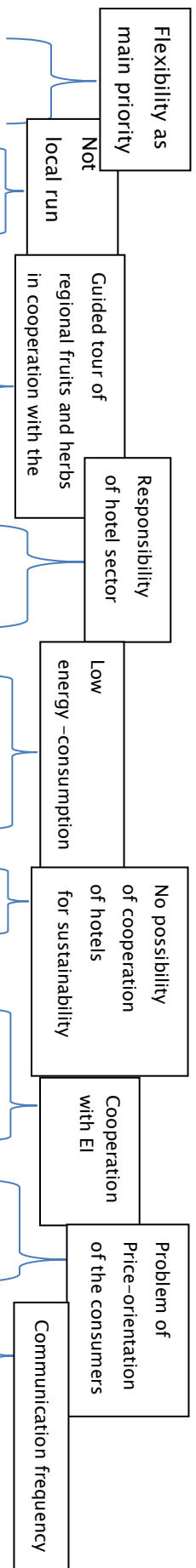
The “Family Alm” is a family business. It never encountered any negative reactions that the “Family Alm” is not run by locals. The “Family Alm” is one of a few hotels in the surrounding that is so conscious about sustainability and pays attention to biological production.

In cooperation with the local tourism board a guided tour of regional herbs is organized in the summer. The tour takes place every two weeks and is very well accepted by tourists. The tour is not only for guests of the “Family Alm” but for every guest who has the guest card of Biberwier. People do the tour and the end of the tour is at the “Family Alm”. There salad and self-baked bread are served and the salad dressing is made out of the collected herbs. This tour costs 2,50€, so that Jürgen Helfinger and his wife can purchase the ingredients for the bread and the salad.

In the view of Jürgen Helfinger the hotel sector plays an important role in the climate change and therefore stakeholders in this sector should act responsible towards nature. Accommodations should pay attention to energy consumption, usage of chemicals and water consumption. In comparison with other hotels the “Family Alm” has a very low consumption of energy. This is due to good isolation and heating with pellets. Moreover, the “Family Alm” plans to install sensors at the windows. When people open the window while the heating is switched on, it switches off automatically, if the window is not closed within a certain time. This should prevent a waste of energy and save energy costs.

Jürgen Helfinger believes that a cooperation of two or more accommodations in order to work towards sustainability is not possible. Each company has to decide whether they want to be sustainable and how they can save energy, water and costs.

The “Family Alm” has a cooperation with EI and EI sells the hotel as a sustainable accommodation and advertises it as such. Mostly, the “Family Alm” is advertised in the prospects especially for sustainable trips. However, Jürgen Helfinger cannot see in the system, whether a booking via EI was made because of the prospect for sustainable trips but only how many bookings from EI were made in total. Until now, the bookings via EI are not as high as desired. Jürgen Helfinger explains this with the price segment. Many customers are still very price oriented and the “Family Alm” is slightly more expensive than other hotels offered by EI. Moreover, the “Family Alm” is not categorized. The communication frequency between EI and the “Family Alm” depends on the season. Before summer and winter season it happens that they communicate weekly and then there might be no communication for several weeks. Bookings is the main topic that is discussed when they communicate. They almost never talk about sustainability, thus sustainability is not the reason for the cooperation. Nevertheless, the “Family Alm” regularly offers, in cooperation with EI, trips with an included course for making bread for adults. With sustainable activities, also adults should become more sensitive for nature.



In order to build trust between the “Family Alm” and another company, the company should have a reliable and trustworthy contact person. If there is trust between the “Family Alm” and the contact person, it is a basis for a good cooperation. If dates are blocked by the “Family Alm”, since they are booked on this dates they should be complied. Jürgen Helfinger expects of a tour operator that distributes the “Family Alm” as a destination that as many bookings as possible are made. Moreover, the description of the hotel should be realistic in order to prevent disappointments and complaints.

The interest of the “Family Alm” to develop sustainable products together with EI is high. However, Jürgen Helfinger believes, that the influence of one hotel is not enough to create a rethink or convince people to think more sustainable than price-oriented.

To give people a better understanding of sustainability, the “Family Alm” wants to cooperate with other stakeholders and companies that offer sustainable activities in order to create the trip to Biberwier even more attractive for customers. Jürgen Helfinger has the opinion, that only sustainability is not enough to attract people and motivate them to pay a higher price but something special or a certain USP needs to be offered to catch their attention.

To summarize, the “Family Alm” is a very sustainable accommodation that is certified as a “Bio-Hotel”. It is heated with pellets, very well isolated and the food is exclusively purchased from certified farmers and is self-prepared. They save a lot of costs with their efforts and most of the guests are inspired and excited about the offer of the “Family Alm”. They cooperate with EI but only to sell their beds. EI sells it as sustainable accommodation but until now the bookings are not as high as desired. They would like to cooperate with EI and work towards sustainability, but the interviewee thinks that they as a single hotel will not have enough influence to convince people of being conscious. However, if many stakeholders build a big cooperation and it can be possible to make people think.

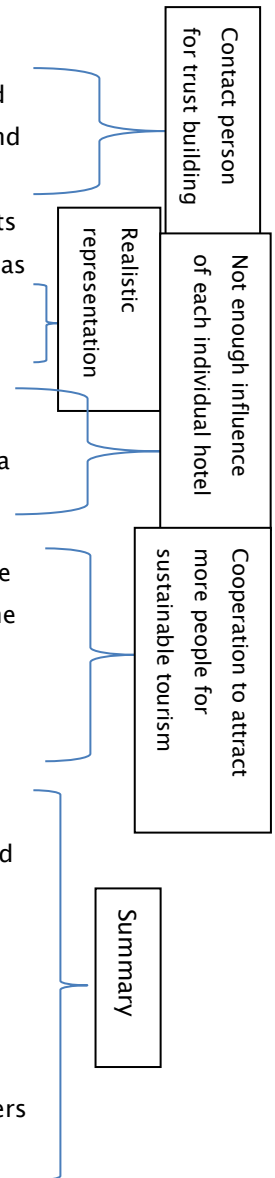


Figure I1.1: Confirmation E-Mail of Jürgen Helfinger from the Family Alm Tyrol

Hallo,
sorry, dass ich mich erst jetzt melde, aber war viel los.
Inhalt passt. Danke!!!

Liebe Grüße aus Biberwier

Naturhotel Family Alm Tirol

Familie Helfinger
Mühlsteig 7
6633 Biberwier
Österreich

Telefon: +43 (5673) 22481-0
Mail: office@familyalm.at
WEB: www.familyalm.at

Helfinger GmbH
Sitz: Biberwier, Österreich
Geschäftsführerin: Silke Helfinger
Registernummer: 6630, UST-ID-NR: ATU67407745

Von: Office - Family Alm Tirol [<mailto:office@familyalm.at>]
Gesendet: Freitag, 19. Juni 2015 07:13
An: 'Family Alm Tirol - Jürgen'
Betreff: WG: Zusammenfassung Interview

Liebe Grüße aus Biberwier

Naturhotel Family Alm Tirol

Familie Helfinger
Mühlsteig 7
6633 Biberwier
Österreich

Telefon: +43 (5673) 22481-0
Mail: <mailto:office@familyalm.at>
WEB: www.familyalm.at

Helfinger GmbH
Sitz: Biberwier, Österreich
Geschäftsführerin: Silke Helfinger
Registernummer: 6630, UST-ID-NR: ATU67407745

Von: Marnie Scheider [<mailto:301915@student.saxion.nl>]
Gesendet: Donnerstag, 18. Juni 2015 21:22
An: office@familyalm.at
Betreff: Zusammenfassung Interview

Lieber Herr Helfinger,

Vielen Dank nochmal, dass Sie sich die Zeit für das Interview genommen haben.
Anbei sende ich Ihnen die Zusammenfassung unseres Interviews, könnten Sie
bitte drüberschauen und auf inhaltliche Richtigkeit prüfen und mir dann kurz
bescheid geben.

Vielen Dank

Mit freundlichen Grüßen

Marnie Scheider

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Figure I2: Summary of the Interview with the “Zapfenhof”

The Interview with Ingrid Eberharter took place on the 12th of June 2015 at 9 a.m. in the “Zapfenhof” in the Zillertal. Ingrid Eberharter is the proprietor of the four-Star Hotel “Zapfenhof” and the hotel is owned by her family since 1939 when it was opened. She was born in Tyrol and she works in the Tourism industry since she was a child.

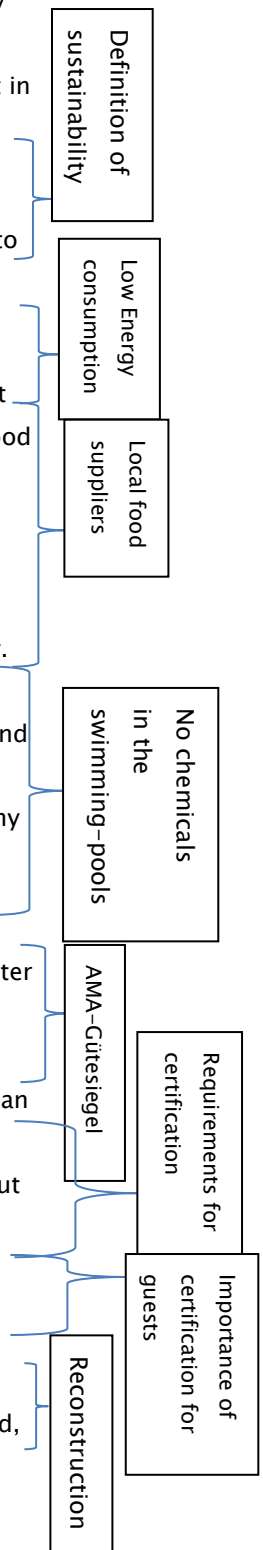
The goal of the interview was to collect knowledge about the sustainable development of the “Zapfenhof Zillertal” and their possibilities to meet the demands of the consumers and their engagement for a sustainable product development in Tyrol. In the beginning sustainability in general is discussed, the related efforts and demands and reactions of the customer. Afterwards, possible cooperation with other stakeholders is discussed and the engagement in sustainable product development in cooperation with other companies.

The “Zapfenhof” defines sustainability as: “Something lasts over time, so that following generations still have the chance to make use of natural resources and can look forward into a live worthy and intact future.”

Sustainability is an important topic in their everyday working-life. The staff of the “Zapfenhof” is constantly striving to consume as less energy as possible. Another important aspect of the sustainability is the purchase of the products, predominantly the food. The food is exclusively locally bought and they pay attention to short supply routes. The “Zapfenhof” produces vegetables and other food products like eggs or milk by itself and everything is meant for own respectively consumption by the guests. All of the other products are not purchased from mass distribution but bought from local farmers that pay attention to sustainable production of goods. By that they have also a chance to survive in the economy. Also to support small and local businesses is part of sustainability in the view of the “Zapfenhof”. Moreover, the “Zapfenhof” works with heat-recovery in the swimming-pools and uses except from the chlorine in the swimming-pools no chemicals during their everyday working life. Also the laundry is done with an environmentally friendly detergent without any chemicals. There is a biologic pond at the “Zapfenhof” and the water for it is gained by a curative spring. Therefore the pond is clean and the water is clear.

Moreover, the “Zapfenhof” is certified with the “AMA Gütesiegel” since 2009. Ingrid Eberharter and her husband took over the company in 2009 and they registered for the “AMA-Gütesiegel”. After the registration the “Zapfenhof” has one year of probation period. This means that invoices and deliveries are checked if they are purchased by local famers, this can also happen by mystery checks. The main requirement for receiving the certification is that the purchased products come exclusively from Austria and are biologically produced without using artificial fertilizers. Mrs Eberharter has the opinion, that the certification is very important, because they have many guests from Austria and these guests also feel responsible for maintaining the beauty of their country.

For the future the “Zapfenhof” plans a reconstruction of one of the houses. The others are already reconstructed. The goal is to upgrade the seals, so that warmth can be better stored,



which permits to reach a high thermal efficiency. Besides they plan to build a photovoltaic system.

Ingrid Eberharter has the opinion that sustainability can contribute to the success of a company. An increasing number of people look ahead and start to pay attention to sustainability and to decide for companies that are sustainable. She believes that there are many hotels in the Zillertal that are very sustainable and due to the fact that in the Zillertal a lot of hotels are family businesses, which has the result that they are more attentive to maintain the environment for future generations.

The "Zapfenhof" is as well occupied in the winter- as in the summer-season. However, the winter-season lasts only 3 months and is therefore relatively short. Most of the guests come to the "Zapfenhof" for relaxing holidays or active holidays. The activities the guests do are diversified, like mountain biking, skiing, hiking and other kinds of sports. The "Zapfenhof" offers guided hiking trips three times a week.

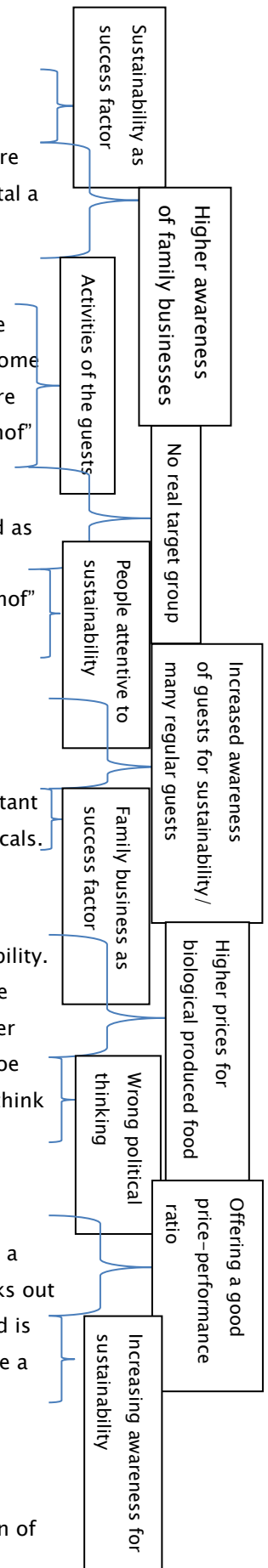
There is no real main target group that can be defined but the guests are very diversified as well. As well couples as Families, retirees and travel groups visit the hotel to spend their holidays in the "Zillertal". Even though there is not one target group defined the "Zapfenhof" attracts mainly people that are attentive to sustainable tourism and to support the sustainable development.

In the opinion of Ingrid Eberharter, it is noticeable that guests become more aware of sustainability. One important indicator for that is that the "Zapfenhof" has many regular guests, who visit the hotel also because of the attention to sustainability. Another important reason for guests to visit the "Zapfenhof" is that it is a family business and it is run by locals.

Ingrid Eberharter states that it is actually the case that one has to pay more for sustainability. It starts already at the biologically produced products, which have a higher price than the normal products. Potatoes from Israel are cheaper than potatoes from Tyrol. This is in her opinion a fault of politics, since businesses are inclined to prefer to buy the cheap potatoe instead of the local one. And the change needs to come from the politicians so that a rethink can be created.

The "Zapfenhof" tries to move people into a more sustainable direction by trying to offer a very good and sustainable price-performance ratio. The attempt to create a rethink works out well for the regular guests but the majority of tourists still thinks very price-oriented and is not that ready to make a compromise. However, the part of tourists who is ready to make a compromise increases.

Many guests ask questions or make comments concerning sustainability. Most of the questions relate to the menu in which the sustainable production of the ingredients is disclosed. The guests ask for information about the origin of the food and the realization of



sustainability. They also ask about the planned reconstruction, what exactly is planned, what kind of material will be used and what the origin of the material is.

The awareness of people for sustainability can depend on various factors, one of them is how traditionally the people are. Guests who care about traditions and that these are still valid in the future will be more conscious about sustainability than someone who is not interested in traditions. Moreover, it seems like the awareness for sustainability depends on how well people are educated. Ingrid Eberharter also thinks that sustainability should be a topic already early in school. Children are very inspirable and if children are educated on sustainability already early at school, it could help to create a rethink to sustainability. When children are at the "Zapfenhof", especially from the city, they are often very excited about seeing all the animals and to experience how everything is produced. That is another factor that has an influence on how aware people are educated, the surroundings where they are from. People from the country are more conscious about sustainability than people who live in the city. Some children from the city see a cow for their first time when they visit the "Zapfenhof".

The majority of the guests in the summer come from Austria, Germany and Switzerland and in the winter from Germany, the Netherlands, Austria and Switzerland. Most of them arrive via car, also some via train, but only the minority of the guests. The reason for that is that people are more flexible with the car even though, public transport is easily accessible from the "Zapfenhof". In order to motivate the guests to use public transport rather than their own car, the "Zapfenhof" offers a free ski-shuttle a free to the slopes that goes regularly. Moreover, the "Zapfenhof" offers a free shuttle to pick the guests up from the station. This shuttle is not used very often, however, the ski-shuttle is accepted very well. Thus, it is very hard to motivate guests to use public transport, because of their need for flexibility. Also the local busses are used relatively well. Nevertheless, the "Zapfenhof" does not work together with any company of public transport, because usually they are still too expensive. As long as it is cheaper to arrive via car than via train, there is no way to motivate the guests to use trains or busses.

Additionally, the "Zapfenhof" offers a free bike rental, which is also accepted very well by the guests. The people are more motivated to use a bike if it is included in the package price. Besides it is very nice for guests, since the rental offers different kinds of bikes among other things also a tandem bicycle.

Not all of the activities in the Zillertal are sustainable and many action-activities do not fulfil the regulations of sustainability. The "Zapfenhof" offers guided hiking tours in which the guests are not allowed to leave the routes but only to access the expelled hiking routes. The people who attend the hiking tour will be brought by bus to the spot where the tour starts. This is easier for the guests on the one hand and on the other hand it is more sustainable.

Questions
about menu and
reconstruction

Relation between
tradition-consciousness and
awareness for sustainability

Relation between education and
awareness for sustainability

Education on sustainability
already in primary school

Target group: Austrian,
German, Dutch, Swiss

Arrival by car

Ski-shuttle

Flexibility as priority

No cooperation
with public
transport company

Free bike-rental
for guests

Guides hiking
tours

The snow cannons are a problem, but due to a declining amount of snow each year it is essential to use them. The guests would like to ski and therefore the cannons are used during the whole winter. However there are specific conditions when it is allowed to use them. They are allowed to use if the temperature is higher than 3°C and only from the 1st December to the first week of March. In addition the Zillertal became over the years more and more built over and too many commercial buildings receive the permission to build. It should be the responsibility of the politicians to not give too much permission to build.

Concerning the tourism in Tyrol Ingrid Eberharter states that businesses that care about the environment and put efforts in sustainability are needed. There are always companies that do not strive for these goals and decide for the easiest way. However, the "Zapfenhof" is anxious to do their best and therewith set a milestone towards sustainability.

Sustainable aspects of the tourism in Tyrol are the protected areas in which hiking is forbidden. In Tyrol it is specifically requested to put a special eye on the nature and all the plants and animals that depend on the nature.

Stakeholders of every sector should show their interest and their responsibility. Tourism is a huge source of income in Tyrol and therefore extremely important for the economy. Thus if the nature gets destroyed, tourism starts to decrease and almost every business in Tyrol, either in the tourism industry or not, will suffer from this decrease.

The "Zapfenhof" would be willing to enter into cooperation with another company if it has the same opinion regarding sustainability and connectedness to nature and a similar way of working. Moreover, it is important that the company they cooperate with is transparent and honest on their actions and intentions. In order to create mutual trust between the companies, contracts and agreements are met.

Also the same way of thinking and same opinion about nature is important to trust each other. The "Zapfenhof" would not really change something to enter into cooperation, since they always strive for sustainability. They would like to suggest or advise other businesses to consider the same way of thinking and put more efforts and money in sustainability.

The already existing cooperation with Eurotours has the goal to ensure a commercial success for both sides. Eurotours communicates the "Zapfenhof" as a sustainable hotel and it is very important for the "Zapfenhof" that their sustainable actions are advertised. However, in the opinion of Ingrid Eberharter it is extremely difficult for Eurotours as international business to pay attention to sustainability in each company they are working with. Therefore until now the cooperation is not based on sustainability but has predominantly the goal of selling the "Zapfenhof" as a holiday-package.

There is mutual trust between Eurotours and the "Zapfenhof", because they have been working together for many years and Eurotours has sold the "Zapfenhof" as a destination over



the course of generations. Usually they communicate only two times a year, for the contracts in the summer– and in the winter–season, unless there are urgent topics to discuss.

In the opinion of Ingrid Eberharter, the interest for sustainability will rise along with the offered possibilities. Thus the more sustainable tourism–products are offered, the more people will show interest. It is really important that hotels and other stakeholders make the first move instead of only reacting to consumers' behavior. Also more promotion especially about sustainability could help. In general advertisement is not a tangible medium, but it has a lot of power and people often react on that. Thus if sustainability is communicated well it might help to make people think more about their own actions. Also word–of–mouth will play an important role, if people tell their relatives and friends about their experience, they will motivate other people to consider more sustainability during their holidays. After a while people will also understand that nature and consistency is an important good and maybe they will also be willing to spend more in order to save nature and culture.

The marketing company "Tirol Werbung" and "Tourismus Zillertal" cooperate very well and realize and understand the importance of sustainability and the preservation of the nature. Moreover, Ingrid Eberharter thinks that the way of thinking in the Zillertal already goes in the direction of sustainability and is forward–looking. She thinks it is reprehensible to build up the beauty of the nature with all these commercial buildings and there should be a change in the Politics. The associations that decide where things are going to be build are very generous with the building control requirements.

To draw a conclusion, the tourism in the Zillertal in general is relatively sustainable developed. Many companies are conscious about the nature and try to harm it as less as possible. The "Zapfenhof" is a very sustainable hotel that is certified with the AMA–Gütesiegel and purchases food only from regional suppliers. Moreover, except from the chlorine in the swimming–pool there are no chemicals used in the hotel. It is a family–business and the whole family feels very connected to nature and responsible to save the nature to ensure that future generations can benefit from it.

The "Zapfenhof" has many regular guests, that are enthusiastic about the actions of the "Zapfenhof" and they ask questions about it. Also the fact that it is a family business makes people feel welcome and comfortable. The "Zapfenhof" is a good example, how to develop tourism in a sustainable manner.

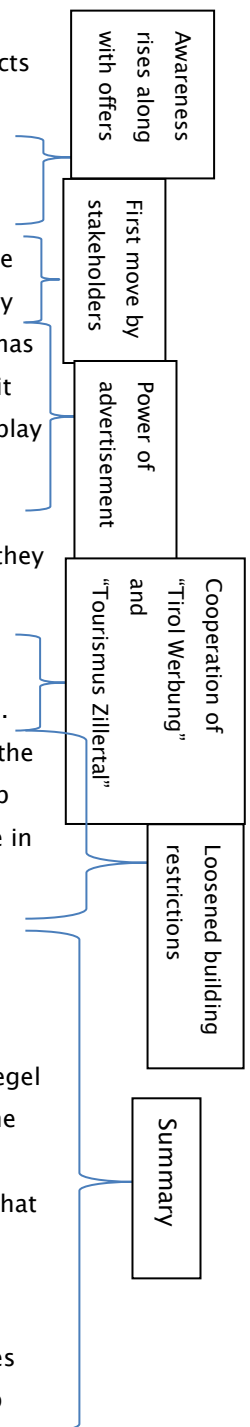


Figure I2.1: Confirmation E–Mail of Ingrid Eberharter

Hallo Marnie!

Vielen Dank alles Bestens.

Deine Fragebögen sind leider noch unberührt.

Ich wünsch dir für deine Zukunft alles Liebe.

Ingrid Eberharter
Landgut Zapfenhof

Von: Marnie Scheider [mailto:301915@student.saxion.nl]

Gesendet: Mittwoch, 17. Juni 2015 12:57

An: info@zapfenhof.at

Betreff: Zusammenfassung des Interviews

Liebe Frau Eberharter,

Vielen Dank noch einmal, dass Sie sich bereit erklärt haben, mit mir das Interview zuzuführen. Anbei sende ich Ihnen die Zusammenfassung unseres Interviews, es wäre nett wenn Sie es sich einmal durchlesen würden und schauen, ob alles seine Richtigkeit hat und mir eine kurze Rückmeldung geben. Bitte wenn Ihnen was auffällt sei es inhaltlich oder grammatisch gerne bescheid geben.

Vielen Dank

Liebe Grüße

Marnie Scheider

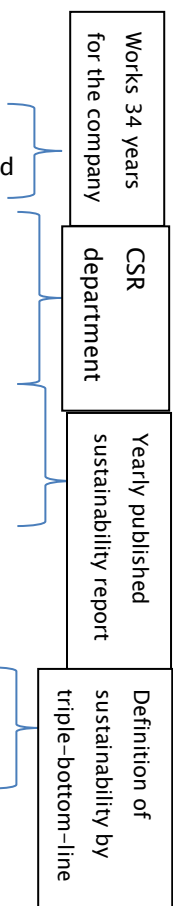
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Figure I3: Summary of the Interview with the ÖBB (Österreichische Bundesbahnen)

The goal of the interview was to gather information on how sustainability is realized within the company, how informed consumers are and what are their demands for sustainability, ideas for a sustainable product development plan and for stakeholder engagement for sustainability. The gathered information are used for an advice on a sustainable product development plan for Eurotours International.

The telephone-interview with Herbert Minarik took place on the 9th July 2015 at 8:00 am. Herbert Minarik is the CSR coordinator of the ÖBB (Österreichische Bundesbahnen), which is the most important Austrian rail company. He works for the company for almost 34 years and has his workplace in Vienna. He did not work in the CSR department from the beginning of his career at the ÖBB, but sustainability gained in importance over the time. Early in the 90's a department for environmental protection was founded. Herbert Minarik was the one of the first contact persons in this department. Then, he became the Deputy Head of the department. Afterwards he changed from environmental protection to CSR. Since 2003 the ÖBB publishes a yearly sustainability report and was therewith one of the first 20 companies that did so. Mr. Minarik had information regarding the passenger traffic countrywide. However, he did not have information especially for Tyrol, but information for Austria is also widely relevant for Tyrol.

The ÖBB define sustainability by making use of the triple-bottom-line, in which economic success, environmental protection and social responsibilities have the same importance. There should be a balance between those three aspects. In the view of the ÖBB, it is very



important not to compare sustainability exclusively with the topics environmental protection and climate change, but to establish an interaction between the three aspects of the triple bottom line. The ÖBB started early to see sustainability as an essential topic and to integrate a balanced view of the three aspects of the triple bottom line in the development of the company. The ÖBB are a mobility provider and it is their goal to enable sustainable mobility for people. Herbert Minarik defines sustainable mobility as a form of mobility with positive economic, ecologic and social influences.

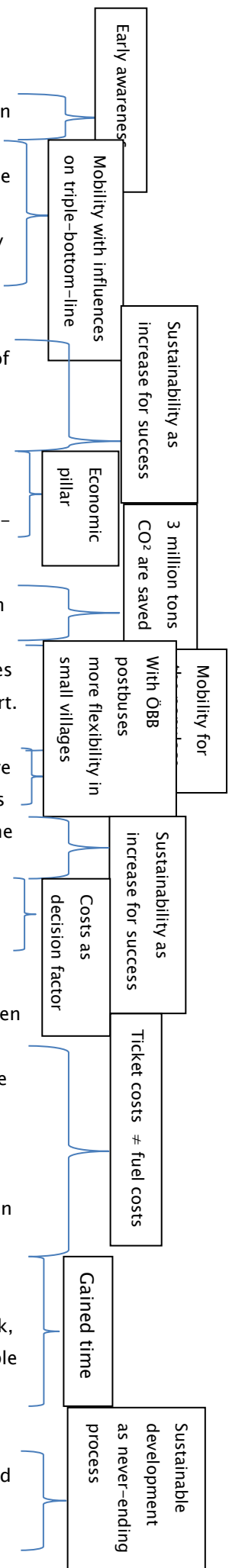
The image as a sustainable company increases, according to Herbert Minarik, the success of the company. Since the ÖBB started earlier than many other companies to establish a sustainable image, the company is associated with sustainable mobility. Moreover, the ÖBB are one of the biggest clients for ordering new locomotives, trains or other important material to develop new rail networks. Thus the company is extremely important for the economy in the country. Therewith, the ÖBB contribute to the economic aspect of the triple-bottom-line.

The ÖBB offer an environmental friendly alternative to road traffic, since about three million tons CO² are saved because of the ÖBB. The ÖBB create mobility for the whole society and contributes therewith to the social aspect of the triple-bottom-line. With the ÖBB-postbuses it can be assured that also small villages and valleys are provided with good public transport. According to Austrian statistics, if there is only one car in the family, the man drives it and the rest of the family is dependent on public transport. Good connections and cost-effective offers make it easy for people, who are dependent on public transport. Moreover, the buses enable them to be flexible. Through integration of the three aspects of the triple bottom line and sustainable mobility for the broad majority, the ÖBB definitely increase its success.

There are still people, who consider the ÖBB as too expensive. The costs play most of the time an important role for people. Many people decide to go by car to their holiday destination. However, Herbert Minarik explains that the costs for the train-ticket cannot be compared to the fuel costs. Also costs for insurance, taxes and repair work needs to be taken into account. These costs are already included when one buys a train-ticket. Moreover, through all kind of means of transportation arise so-called external costs. These costs arise for example through delays or accidents and have to be paid by the general public. The external costs of the road traffic are many times over the external costs of the rail traffic. These facts are not taken into account by many travellers. Therefore more clarification on that topic and transparency is necessary in order to convince people, that driving by car is in many cases not more cost-effective than taking the train.

Another aspect, which is an advantage of taking the train, is the extra time during the journey. It is possible to use the time during the train ride for example to read a book, work, since in many trains wifi is already offered, or just to take a nap. These things are impossible during the car ride. Moreover, people avoid traffic jams and people arrive more relaxed at their destination.

To develop the sustainability performance is an essential goal of the ÖBB. Many projects and activities are supposed to contribute to the achievement to constantly become more



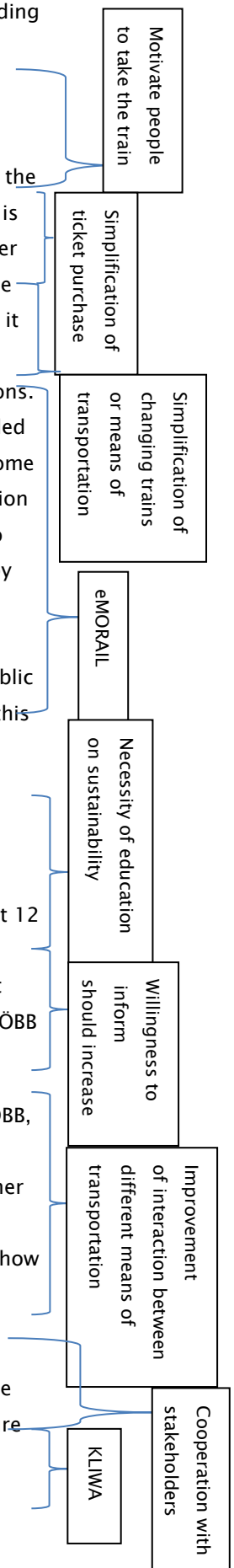
sustainable. Besides the ÖBB want to further improve and to act sustainably is a never-ending process.

Another important goal of the ÖBB is to motivate people to take the train more frequently and to convince them from a more sustainable way of living. Therefore the ÖBB work constantly on the simplification of riding by train. For example they work want to simplify the operation of the ticket vending machines and make it more user-friendly. Furthermore, it is important, that train connections are good. Routes have to be elaborated perfectly, in order to create changing trains as comfortable as possible. This does not exclusively concern the connection between trains but also connections to other means of transport. For example it has to be thought about the fact how people get to the next station or how do they come from the station to their bus. An Austrian innovation gives answers to some of the questions. The ÖBB initiative “e-MORAIL” is a package that enables the client to make use of a provided electric car in connection with their train ride. The client drives the electric car from his home to the next station, where he can park it on a provided parking space with a charging station for electric cars. The person can leave the car at the station and then visit the city or go to work. In the meantime the electric car can charge and it can also be used for short rides by for example servants of the community. Thus “eMORAIL” can also be used, similar to car-sharing to get from one place to another within a city. As for example, if someone is on a business-trip to a city for one day, he can use the electric car and is not dependent on public transportation. Until now this offer is well-accepted. At the moment, the ÖBB implement this initiative throughout Austria.

In order to motivate people to decide for travelling by train more often, it is necessary to inform and educate them more on the topic of sustainability. Herbert Minarik gave many speeches and took part in discussions about mobility. In the discussions they talk for example about CO² emission and Mr. Minarik explains, that the rail-traffic of the ÖBB emit 12 times less CO² per person and kilometre than a car. Often, people come up to Herbert Minarik after the speech and tell him, that they did not know that riding the car emits that much more CO² than the rail-traffic. Next to more transparency and information that the ÖBB offer to people, the willingness to inform themselves should increase.

Since the networking between different means of transport is an important topic for the ÖBB, also busses, bikes and even walking play an important role. Many people walk or ride the bike to the station. For that reason, the interaction between bike and train should be further improved, in order to motivate people to travel sustainably. In order to realize a better interaction, the ÖBB contact the bicycle institutions in Austria. Another important topic is how travellers get from the station at the destination to their accommodation.

Other stakeholders are engaged in the activities of the ÖBB. Different stakeholders are contacted depending to the project or the topic area of the project. The ÖBB have a climate protection project, named KLIWA, which contains adjustment measures of the infrastructure of the ÖBB to the climate change. For that project they worked together with the Federal Environment Agency and the BOKU-Vienna, which is the University of Natural Resources.



The improvement of energy efficiency is an ongoing process. CO²-emissions are yearly assessed and should be further decreased. Therewith, the ÖBB want to act according to the "Austrian strategy for adaption to climate change". This strategy aims at reducing the impact of climate change and to be prepared for climate change. Many stakeholders throughout Austria are involved in the realization of this strategy.

There is a law of environmental compatibility in Austria and according to that law projects or initiatives have to be tested of environmental compatibility. This test has to be taken for example as a company plans a reconstruction of a certain facility. The company has to assess and explain the influences of the project on the environment. Afterwards the concerned authorities and local residents have to agree. The requirements comply with the respective topic of the project. The ÖBB, therefore, take a few tests of environmental compatibility each year.

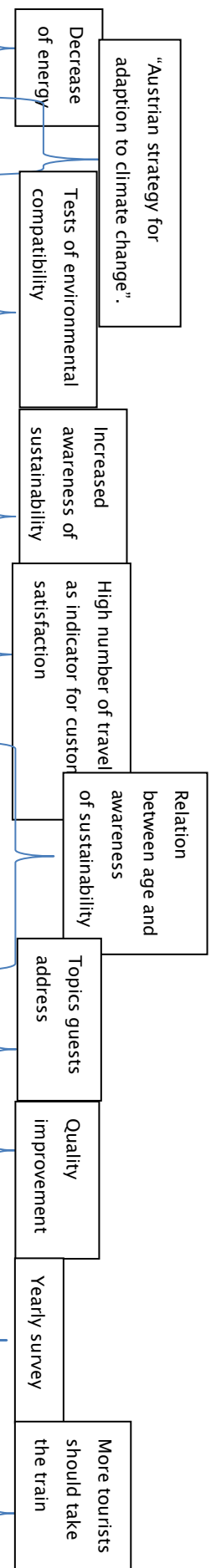
Herbert Minarik realizes, that in the last few years the awareness of sustainability changed and people have become more conscious for the environment. According to statistics, Austria is the country in the EU, where the most people go by train. The EU assesses annually, how many kilometres per year and per person are gone by train. The ÖBB are proud of their performance, since the big number of people that go by train is also an indicator for satisfaction with the performance of the ÖBB. The quality of travelling by train improved and also the sustainable development of the ÖBB lead to a higher usage.

At the moment not enough travellers ask questions about sustainability, but Herbert Minarik believes that general awareness for sustainability will further increase. Especially young people become more aware of and better informed about sustainability. One reason therefore is, that sustainability is increasingly a subject of discussion in the media, in schools and in daily life. Some people also make efforts to inform themselves about the topic. However, still not enough people are conscious about sustainability and an increase of awareness would be more than desirable.

The guests sometimes address topics like CO²-emission and climate protection. Since the CO² value of the trains is very good in comparison with those of the road traffic, can the ÖBB ascertain the guests an environmental friendly mean of transport. The quality improvement of the ÖBB is also a topic that is addressed by travellers. One topic they talk about is the punctuality, the ÖBB are verifiably the most punctual trains in Europe. Moreover, the friendliness of the personnel of the ÖBB is a topic frequently addressed by people.

Feedback from passengers and other addressed topic are taken very seriously and surveys are executed annually. The "Verkehrsclub Austria" (VÖ) executes a so-called train-test once a year, in which all trains in Austria are tested. The ÖBB is by far the biggest railway company in Austria. The evaluation of the tests and surveys show the ÖBB the aspects that they improved and the aspects that worsened in comparison to the previous year. Obviously they work on the improvement on these points.

Since the ÖBB cover many villages and regions with their mobility and therewith a certain degree of flexibility offers, also many tourists go by train. Herbert Minarik does not have any



concrete data. However, an increase of the usage by tourists is still desirable. The ÖBB targets mainly people who live their life conscious and put value on sustainability. The number of people who are aware increased, nevertheless it should still increase.

The interviewer asked, if it was imaginable to offer a luggage-service that brings the luggage of the guests directly to their accommodation. This might be a good motivation for people to travel by train to their destination, since it would be more comfortable. Herbert Minarik answered that the ÖBB offered such a luggage service a few years ago, but it was not often used. Therefore it was abolished again. However, Herbert Minarik wants to internal bring that idea up again and maybe they could take a luggage service into consideration again.

Flexibility is still of main importance for many travellers. Obviously, it is impossible for the ÖBB to offer the same flexibility to their clients as their own car would. People, who travel with the ÖBB depend on certain time-tables of the ÖBB. Moreover, they cannot stop at a certain place if they wish to. Many people travel by train and it is impossible to perfectly meet individual needs of each traveller. However, the ÖBB try all efforts to provide the best service to their guests, provide them with maximum comfort and offer them a high degree of flexibility. According to transport research and mobility experts, the mobility behaviour will change anyway. The possession of cars will become less important and the utilisation possibilities of mobility will gain in importance. The possession of a car is often no more considered as the main status symbol, but many other devices as for example smartphones or other technical devices will contribute to define a status. Thus the utilisation of a mean of transportation will become more important than the possession of a mean of transportation. Efficient usage of a mean of transportation can also be reached for example through car-sharing, riding the bus or travelling by train.

In the opinion of Herbert Minarik, the awareness of people for sustainability is dependent on various factors. They should be interested in a sustainable lifestyle. Besides, Hebert Minarik believes that the interest for sustainability is among others also connected to the particular level of education of people. People who reached a high educational level have in many cases also a better understanding of sustainability. This can be then again led back to the fact that people with a higher educational level have higher chances of a good job and therewith they have a higher salary. Due to the fact that sustainability still requires a higher budget, people with a high salary have the possibility to act more environmentally conscious and invest in sustainability in terms of travelling and nutrition.

Furthermore, people with children are often more aware of sustainability, since they wish to give future generations the possibility to have the same quality of live and to make use of the same resources as we do nowadays. As already mentioned also younger people have a higher awareness of sustainability, because it is an omnipresent topic in the media, schools and also in the job. Herbert Minarik has the impression that sustainability is well accepted by young people and that they have a better understanding of the topic. Young people think more future oriented. Obviously, exceptions exist. Thus there are also older people who are interested in sustainability and act accordingly. Herbert Minarik named an example. He talked to a man of the age of 75 about sustainability. This man sold his car and bought an electric scooter instead.

Target group:
conscious people

Offered luggage
service barely used

Not the same
flexibility as car

Change of mobili-
ty behaviour:
from possession
to utilization

Relation between
educational level and
awareness of sustainability

Better education
usually higher
income

People
with children
are more aware

Relation between
age and awareness
of sustainability

In the opinion of Herbert Minarik, the hotel sector could be more aware in terms of mobility of the guests. Additionally to board and lodging, accommodations could offer their guests a sustainable possibility for arrival and departure. Hotels should increasingly invest in the service for the guest to get from one place to another. To realize this, accommodations could for example work together with transport experts. Those could give advices to hotels how to offer their guests sustainable and attractive mobility. Some actions were already taken, but still more measurements could be taken. It is difficult for the ÖBB to find individual solutions for each accommodation. Preferably a tourism association or the hotelier association should approach the ÖBB in order to find a suitable solution. The ÖBB already actively approached tourism associations in order to address the topic of cooperation. They are also in contact with some hotelier- and tourism-associations in different regions. Nevertheless, it still could be more cooperated in order to work together on solutions for mobility for tourists in various regions. Some hoteliers or regions are more progressive than others.

More responsibility of accommodations for mobility of guest desired

Also legislations, as for example the ministry for environment or the ministry of transport should make sustainability increasingly to a subject of discussion. Moreover, projects could be worked out in cooperation with concerned stakeholders, therewith also the ÖBB and other mobility companies. An idea would be to tailor special packages for the journey to the destination and the departure, in order to motivate tourists to travel by public transport more frequently.

More responsibility of ministry of environment and ministry of transport desired

Herbert Minarik personally experienced that many hotels respond impolitely when one asks to be picked up at the station. Moreover, the motivation of people to travel by train could be higher. However, the lacking mobility at the destination could be one reason for that.

Hotels are unwilling to pick their guests up

Many companies in Austria are transparent with their efforts for sustainability, offer information and have contact persons who can be contacted for questions concerning sustainability. Also tour operators are rather transparent and offer information about sustainability for example on their website. The website mostly contains also information on hotels they offer and their sustainable actions or aspects.

Transparency of stakeholders

To summarize, the ÖBB are a very sustainable company that started very early to take measurements for sustainability and save up to 3 million tons of CO² each year. Moreover, Austria is the country in the EU where the most people go by train. The ÖBB are currently working on simplifying the handling of the ticket vending machine and improvement of train connections. They are willing to cooperate with other stakeholders especially accommodations in order to create travel packages with included arrival and departure. Herbert Minarik wishes that more hotels and hotel associations would show responsibility and approach the ÖBB so that a common solution can be found. The ÖBB try constantly to improve and develop in a sustainable manner. Therefore they collect feedback from travellers annually in order to improve possible weak points.

Summary

Figure I3.1: Confirmation E-Mail of Herbert Minarik

Liebe Frau Scheider!

Anbei meine Änderungsansätze im Änderungsmodus gut ersichtlich.

Noch ein kleiner Hinweis: die ÖBB sind „die österr. Bundesbahnen“ also Mehrzahl

Aber das wissen nur wenige ;-))

Anbei noch der versprochene Kontakt zu Rail Tours Touristik:

Frau Mag. Eva Buzzi

Mail: eva.buzzi@riltours.oebb.at

Beziehen Sie sich bei Kontaktaufnahme einfach auf mich!

Ich wünsche Ihnen viel Erfolg für Ihre Bachelor-Arbeit und alles Gute für Ihren weiteren Lebensweg.

Beste Grüße

Herbert Minarik

Von: Marnie Talena Scheider [mailto:marnietalena@web.de]

Gesendet: Sonntag, 12. Juli 2015 19:35

An: Minarik Herbert (Holding)

Betreff: Zusammenfassung des Interviews

Lieber Herr Minarik,

Noch einmal vielen Dank, dass Sie sich die Zeit genommen haben, ein Interview zu führen und mich bei meiner Bachelor-Arbeit zu unterstützen. Anbei sende ich Ihnen die Zusammenfassung des Interviews und möchte Sie bitten, diese zu lesen, auf Richtigkeit zu prüfen und mir eine kurze Rückmeldung zu geben.

Vielen Dank

Mit freundlichen Grüßen

Marnie Scheider

Figure I4: Summary of the Interview with the national park “Hohe Tauern”

The goal of the interview was to gather information on how sustainability is realized within the company, how informed consumers are and what are their demands for sustainability. Moreover, information on ideas for a sustainable product development plan and for stakeholder engagement for sustainability is collected. The gathered information is used for an advice on a sustainable product development plan for Eurotours International.

The Interview with Mag. Florian Jurgeit took place on the 22nd July 2015 in the administration building of the national park “Hohe Tauern” at Kirchplatz 2 in Matrei. Florian Jurgeit does not

Born in Tyrol
(Kitzbühel)

actually work in the tourism industry but he studied geoinformatics and has a diploma in geography. He was born in Tyrol and works for the national park “Hohe Tauern” for ten years.

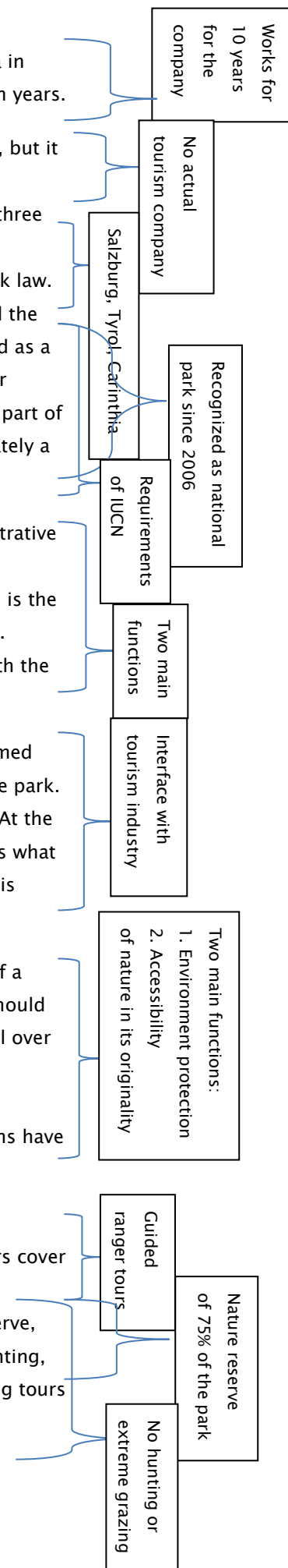
The administration of the national park “Hohe Tauern” is actually no tourism company, but it manages the national park as conservation area. Therewith it is a branch office of the environment department of the province of Tyrol. The national park extends over the three provinces Salzburg, Carinthia and Tyrol. However, each part of the park has an own administration and works independently, since each province has another national park law. Therefore each administration works according to the respective national park law and the three administrations do not work in close contact with each other. In order to be titled as a national park, a park has to meet the requirements of the IUCN (International Union for conversation of nature). The part of Carinthia became a national park in 2001 and the part of Salzburg in 2006. In total the part of Tyrol covers in total 611 km², which is approximately a third of the whole park.

The administration in Matri has two main functions. First, they do the classic administrative work, like project management; development of the protected area; construction of infrastructure and control and execution of the national park law. The second function is the service for visitors. This includes guided tours with a ranger through the national park. Together with the development of the infrastructure, these tours built the interface with the tourism industry.

The development of the infrastructure is therefore an interface, because there are themed trails in the park and they manage the entry points of the most important valleys in the park. At these entry points are information-points with three-dimensional panorama-view. At the lodges in the national park are information-points where hikers can inform themselves what are the routes and the destinations. Moreover, the administration of the national park is responsible for the signposting within the park.

According to IUCN a national park has two pillars that define the two main functions of a national park. The first pillar is environment protection. This means, that the nature should be protected from human impacts and exploitation, as for example building ski lifts all over the area and destroy important natural habitats. The nature should be preserved in its originality. The second pillar includes the accessibility of the nature in its originality. Obviously, this has to happen in a nature compatible manner. These two main functions have to be fulfilled by national parks worldwide.

Connected to these pillars, national parks fulfil different functions. One function is the experience of the visitors during their tours with rangers and guided tours. These tours cover the aspect of accessibility for humans. Moreover, a national park has to have a nature reserve, which should cover at least 75% of the whole national park. In this nature reserve, absolutely no exploitation through humans should take place. Thus, absolutely no hunting, no grazing or other kinds of exploitation are allowed in these 75%. Nevertheless, hiking tours can take place.



Hunting or extreme grazing is forbidden in the national park. Moreover, as already mentioned, the construction of ski lifts is also not allowed. Thus everything that can harm and exploit the nature for benefits of humans is not allowed in the national park. These are a few examples of the guidelines written by the IUCN, which is a non-governmental organisation but it is the world's oldest and largest global environmental organisation. The subordinated organisation WCPA (World Commission on Protected Areas) is responsible for the national parks and environment protection areas.

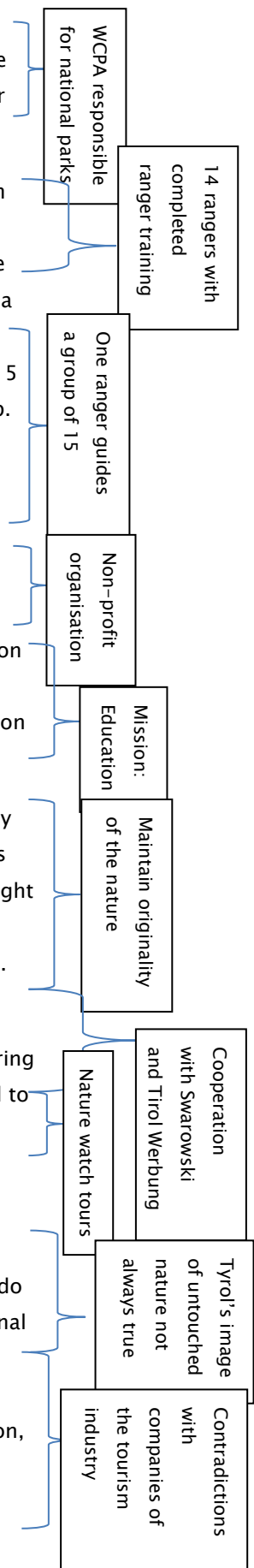
The Tyrolian part of the park has 14 rangers in the high season, who guide people through the park. A ranger has to receive a corresponding training that allows him to be a ranger. This training starts with the basic education and afterwards a professional training of three years. Additionally the ranger needs to complete the hiking-guide-course, which includes a summer and a winter course. In Tyrol each ranger also needs to take the mountain rescue service examination. According to the ISO 9001 one ranger is allowed to guide a group of 15 people, if there are 22 or more registrations for a hiking tour, two rangers guide the group. The ISO 9001 is a quality management standard that describes certain requirements for a company that it has to meet in order to comply the ISO 9001. The entire visitor service is certified for ISO 9001.

The administration of the national park "Hohe Tauern" is a non-profit organisation. They receive revenue from the tours they offer and the shop, but they do not make profit. Additionally it is financed by 50% by the ministry for a liveable Austria. Actually, the mission of the national park "Hohe Tauern" is to educate. Through the tours they want to create awareness for nature and to inspire them from the idea of national parks. The administration works also closely together with schools in Tyrol.

Another important function of the national park "Hohe Tauern" is to maintain the originality of the nature by for example the protection of endangered species. For example are ibexes were extinct in the area. These animals were hunted because in the past since people thought they have magical powers. Also bearded vultures and golden eagles were eradicated. The animal protection is successful, as for example eagles already reproduce themselves again.

The administration of the national park "Hohe Tauern" offers nature watch tours in cooperation with the Austrian jewellery-company "Swarovski" and the "Tirol Werbung". During these tours the visitors can watch wild animals spotting scopes. The variety of animals and to offer people this experience is a main strength of the national park.

Tyrol as a destination has an image of untouched nature. Posters of Tyrol always show beautiful nature instead of ski lifts, water reservoirs or concrete walls. Thus these posters do not always reflect the reality but suggest a desired image of the area. The aim of the national park "Hohe Tauern" is to maintain the nature. However, the measurements to regain an untouched nature take exclusively place within the national park. Sometimes, there are controversial points with the companies of the tourism industry, since they have the opinion, that more skiing areas and ski lifts increase the number of visitors and that brings more



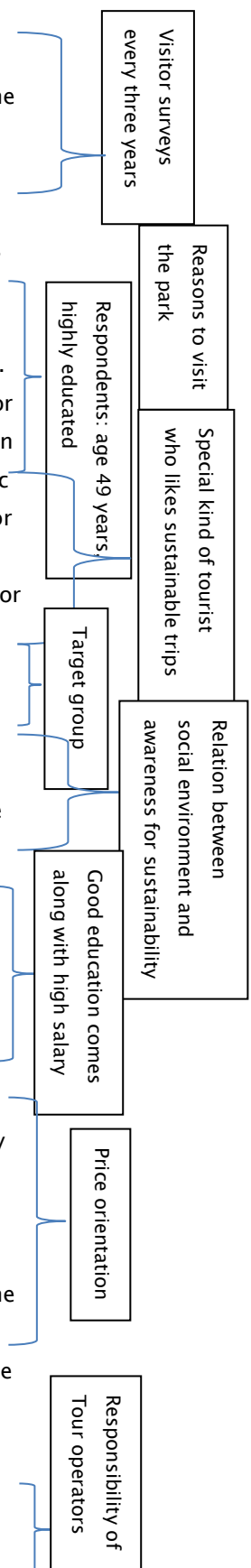
profit. But an increase of tourism also damages the nature. Therefore some goals of the tourism industry and the goals of the national park contradict each other.

According to Florian Jurgeit, it would be counterproductive to build more ski lifts, because the national park executes visitor surveys every three years. In these surveys people are asked for their motivation to visit the area. The majority of the respondents are Germans, the second largest group of respondents are Austrians, followed by Dutch. The results of this survey shows that the most important reasons for people to visit the national park are relaxation and recovery in a beautiful landscape, to be away from mass tourism, to see and experience the alpine animal world and vegetation, collective hiking and explore the area as natural and cultural region. The average age of the respondents is approximately 49 years. Moreover, the results of the survey show, that the visitors of the park have usually a high educational level, thus more than 60 percent of the visitors have reached A-levels or higher. Therefore, Florian Jurgeit sees a connection between the interest in nature and awareness for sustainability and the educational level of the person. However, people, who are interested in visiting a national park in order to experience the nature and watch wild animals is a specific target group. Florian Jurgeit, believes that tourists, who are interested in package holidays or holidays in a Club hotel will not be interested in a trip to the national park or in a cultural trip. They have a shyness flap view and are not interested in getting to know other cultures or watch the countryside or animals.

The main target group of the national park are people of 50 years or older, received a good education and are mostly in a position where they have a relatively high salary. Also the social environment plays a role for the awareness of sustainability of the people. If people learn it from the childhood on to take care of the environment, it is more likely that they are aware of sustainability later.

Nevertheless, people with a good education have in many cases also a higher salary and therefore they do not have to think too price-oriented. This might also be a reason why people with a better education choose trips that are connected to nature. Thus people from different social levels have different values. Some people prefer organised trips, which are completely planned by the tour operator and where they are brought from one cultural highlight to the next one just in order to take a picture and leave again. Other people would like to create their own package and choose the components of their trips themselves. Many people think more price-oriented than value-oriented, however, some people might be compelled to think price oriented, due to their low salary. Florian Jurgeit counters that holidays in the nature are not more expensive, a guided hiking tour in the national park "Hohe Tauern" costs approximately between 7 and 10€. This is a reasonable price, due to the fact that the park has an educational task and it is not their goal to make profit. However if people that have to think price-oriented book a package tour they have in many cases all the meals and sometimes even drinks included. And if people really want to make a cheap vacation, a package tour from a big tour operator is the best solution for them.

The interviewer argued that it is also in the responsibility of the tour operators, not to offer packages that cheap. Florian Jurgeit agreed and he stated that it starts already with the



flights that are extremely cheap and harm the nature extremely. However, tour operators are profit-oriented companies and the profit is more important than sustainability.

The value of natural assets should be conveyed to people and also to children from childhood on. Therefore almost all schools in the region are partner companies of the national park. The rangers of the park visit the schools and they educate the pupils on the value of nature by outdoor-activities. They teach them on sustainability and the importance to treat the nature in the right manner. Additionally they have the "House of Water" that is visited by school classes for projects that last three to five days and are supposed to raise the awareness for sustainability and the impact of climate change. During the project the pupils stay overnight in the "House of Water". The topic areas that are covered during the projects are facts about the climate in general, human influences on the climate, historical development and future scenarios, processes and phenomena of the weather and the climate and water distribution on earth and changes in the sea level. Thus, the national park wants to actively raise awareness, since people can only protect the nature and treat it well, if they know how and what impact it has if they don't. It is only possible to act sustainably if people know what it is and what it includes.

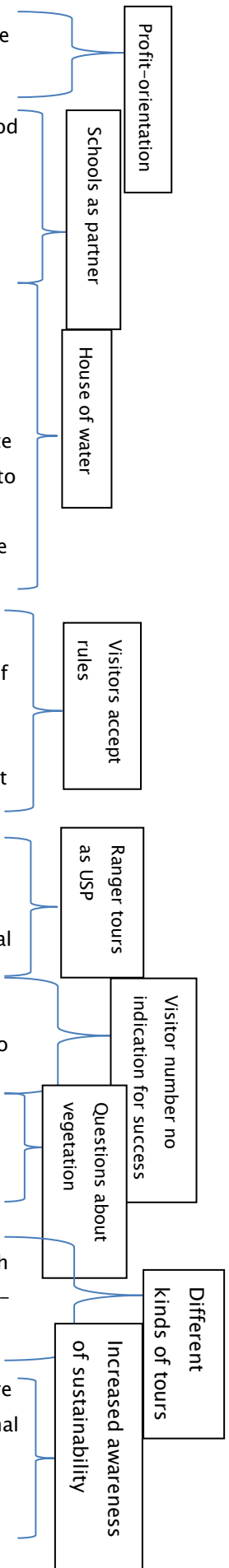
According to Florian Jurgeit, the visitors do not have to make compromises when they visit the park. Most of the rules that have to be followed by the guests are also valid in the rest of Tyrol, as for example to camp outside of camping grounds. The visitors never make any problems or break any rules, all the regulations are well-accepted and nobody complains. There are a few signs in the park, that show people what is not allowed as for example to let the dog run without a dog leash.

The motivation for guests to visit the national park is mainly the untouched nature, but also the tours guided by rangers are an USP for the national park. There are one-day tours but there is also the possibility to stay overnight and therewith have multi-day tour. The national park "Hohe Tauern" has no limitation of guests who are allowed to enter the park. Nevertheless, an absolute visitor number is no real indication for success for the national park itself. It is only in that way an indication for success, that their goal is to educate and to raise awareness and the more people visit the park, the more awareness can be rose.

People sometimes ask questions, mostly regarding the vegetation in the national park. Questions especially concerning sustainability are almost only asked from student groups, who are intensively involved in the topic.

The national park offers different kind of tours. People are also allowed to go hiking through the park. Moreover, they also offer snowshoe hiking. These tours can be booked directly on-site or online.

Florian Jurgeit has the impression that people become more aware of sustainability and more sensitive towards the nature. However, he refers to the fact that people, who visit the national park, belong to a special target group that is extremely interested in nature and the protection and maintenance of the environment. Also in the results of the visitor survey an interest for sustainability of the visitors of the national park is recognizable. The results did



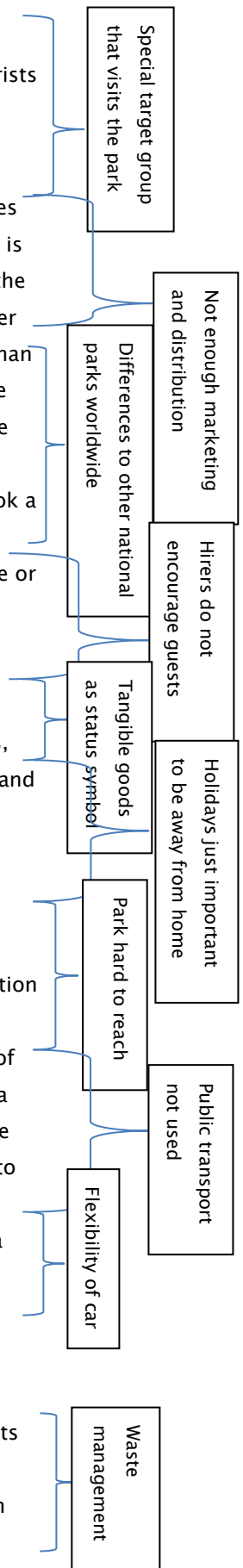
not change significantly over the years, but the number of respondents who indicate the national park as main motivation to visit East Tyrol increased over the last few years. Tourists inform themselves in advance about the area and select their activities very conscious according to their interests but they also have the environment in mind.

Florian Jurgeit is not really sure, why sustainable tourism is still a niche market. He believes that the marketing and the distribution of sustainable holidays or activities is not as good as for usual package tours. It is more difficult to book a sustainable package or a tour in the national park than the usual package tours. There is a difference to national parks on other continents. Here in Europe, sustainable tourism is more suitable for individual travellers than for typical package bookers. People who are interested in sustainable trips usually arrange their trips tailored to their personal needs and interests. However, it is impossible to make sustainable tourism a mass-product because people who want to go on sustainable trips want to be away from mass tourism. In South Africa or New Zealand it is really easy to book a package for the Krüger national park. South Africa is known for the national park and it is better distributed than the national parks in Austria or Germany. A problem is, that people or the hirers of accommodation do not encourage people to visit the park. Moreover the national park "Hohe Tauern" is not the only important tourist attraction in the area.

Another reason that Florian Jurgeit brought up was that we live in a consumer society, in which everybody can have everything. Things like cars or smartphones are status symbols, which everybody likes to have. Anyway, the holidays are not that seen as a status symbol and for many people a package tour where they barely leave the hotel is enough. Many people come into indebtedness just for status symbols, thus they put more value on having the latest device than on the nature.

The accessibility of the national park or also other protected areas constitutes a major obstacle that holds back people from visiting it. Thus the connection by public transportation is not good enough. On the other hand Florian Jurgeit explains, that even if the offer of public transport is available, the majority of the people do not make use of it. The usage of public transport is not included in the price of the tour. Thus the visitors have to pay extra for it, only for the glacier hiking trail the bus is included, but people still do not use it. The staff of the administration of the national park has the impression, that everybody wants to have his own car available and even if they say they would be interested in a better bus-connection, they do not use it when it is offered. To enter East Tyrol, people have to pay a road toll at almost every entering point. Thus, it is not even cheaper to go by car and it seems that it is the greater flexibility that motivates people to use their car.

The waste management works as usual in every other area. In the past some mountain huts were not that responsible with the disposal of their waste and it was buried around the building. By now all the waste from the past is eliminated in order to recover and maintain the virginity of the nature.



In the opinion of Florian Jurgeit transparency is an important issue for companies in the tourism industry. Nevertheless he also thinks that the guest is responsible for himself and they have to inform themselves. Moreover he believes that supermarket chains are moving in the right direction by offering already biological products and the offer that people can trace back the origin of their food with an application. These supermarket chains also start to offer sustainable trips. And he believes if they would make more efforts to sell their sustainable packages that many people would feel attracted. Thus the number of sustainable packages is still too low and if there is no offer there cannot be any demand

There are partner companies of the national park like hotels or renter of cottages or pensions. These companies want to integrate the national park in their operations. These accommodation companies are also extremely sustainable. The accommodations in the national park are very important partners for the administration, because these companies have the same values as they do. Moreover they work closely together with the destination marketing organisation of East Tyrol and with the Alpinist association. The Post AG operates a hiking bus in the summer to starting points in the park. It is organised and financed by the administration of the national park and Alpinist association. The purpose of these busses is to support the public transport in the main season. These busses are only allowed to bring people to the entry points of the national park, the busses are not allowed to enter the national park.

In the winter, the administration of the national park "Hohe Tauern" cooperates with two hotels outside the national park. These hotels sell snowshoe hiking in the national park. Moreover they work together with event agencies, which sell the trips to the national park to large groups of 100 to 400 people. Until now, the administration of the national park "Hohe Tauern" does not cooperate with tour operators and a cooperation with any tour operator is not planned at the moment. This is due to the fact that cooperation partners have to be as flexible as they are. On some dates it cannot be guaranteed that tours actually take place, since they need a certain number of people in order to earn enough to cover their costs. If there are not enough people the tour is usually cancelled, but if someone booked the tour through a tour operator it cannot be cancelled or the person has to receive compensation. However, the person will be unhappy. Another reason is that the administration is only interested in covering their costs but not in making profit. Therefore the tours are very affordable. However, if they decide to distribute their tours through a tour operator, this tour operator wants to receive a commission. Therefore they would have to make the tours more expensive, which would have the result that people would decide against the tour due to a higher price.

Companies that work together with the administration of the national park "Hohe Tauern" have to support the idea of the national park. Accommodations also need to fulfil certain requirements like serving regional food. There is trust, that these requirements are met by the partner companies. Partner companies have to have the logo on their website. Also in daily life the partner company should follow certain rules. The partner companies offer,

Importance of transparency

Partner companies that have the same values

Cooperation with Post AG for busses

Support for public transport in the main season

Cooperation with two hotels outside the park

Cooperation with event agencies

No cooperation with TO's due to increase in costs and no guaranteed demand

Requirements for partner hotels

Logo on website

amongst others, also packages in with tours of the national park. They communicate regularly with all partner companies.

Ruth Bstieler, who joined the interview to answer a few questions, that Florian Jurgeit was not sure about, said that it was a problem in the tourism industry that every company works independently. In order to change something it would be important that they join together in order to aim in the same direction. Each company looks after itself and there is rather competitiveness between the companies. They displace one another. Also areas compete with each other, each area tries to become bigger and to increase the overnight guests, but if one area grows this happens at the expenses of other areas.

There is no real solution for the problem, because first of all, stakeholders in the area need to be willing to cooperate or to join. Furthermore they have to make compromises and each party should profit from this cooperation. An example that Florian Jurgeit brought up was, that the Tyrolean tourism association should take responsibility to contact stakeholders in the area to engage them to join, so that everyone could work in the same direction.

The national park "Hohe Tauern" has more guests in the winter season than in the summer season. However, the number of the visitors in the winter season grew over the last few years. Approximately 15 years ago, people were not interested in snowshoe hiking. But by know many people are enthusiastic about it.

To summarize, the administration of the national park "Hohe Tauern" is a non-profit company but they have the goal to educate on nature and sustainability. This is one reason that they do not cooperate with tour operators yet, since if these tour operators would need to receive a commission and the park would need to make the tours more expensive. The main target group of the national park is 50+ and people with a high educational level, mostly A-levels or higher. Visitors can book tours at the visitor service of the administration itself or online. These tours can be either done by themselves or guided by rangers.

The national park is divided in three parts, from East Tyrol, Carinthia and Salzburg, the part from Carinthia is called a national park according to IUCN since 2001 and the two other parts since 2006. People who visit the national park are mainly there to watch the beauty of the nature and the main function of the national park is to maintain the virginity of the nature and prevent it from human exploitation

Importance of stakeholders joining together

Competitiveness between companies

Responsibility of Tyrolean tourism association

Visitor numbers in the winter increased

Summary

Figure I4.1: Confirmation E-Mail of Mag . Florian Jurgeit

Hallo!

Anbei das Dokument mit einer kleinen Anmerkung.

Danke und lg aus Matrei,
Florian

Mag. Florian Jurgeit

Nationalpark Hohe Tauern

9971 Matri in Osttirol . Kirchplatz 2

Tel: +43 4875 5161 6875

Fax: +43 4875 5161 7420

florian.jurgeit@tirol.gv.at

<http://www.hohetauern.at>

Figure 15: Summary of the Interview with the tourism association Pillerseetal

The goal of the interview was to gather information on how sustainability is realized within the company, how informed consumers are and what are their demands for sustainability. Moreover information on ideas for a sustainable product development plan and for stakeholder engagement for sustainability is collected. The gathered information is used for an advice on a sustainable product development plan for Eurotours International.

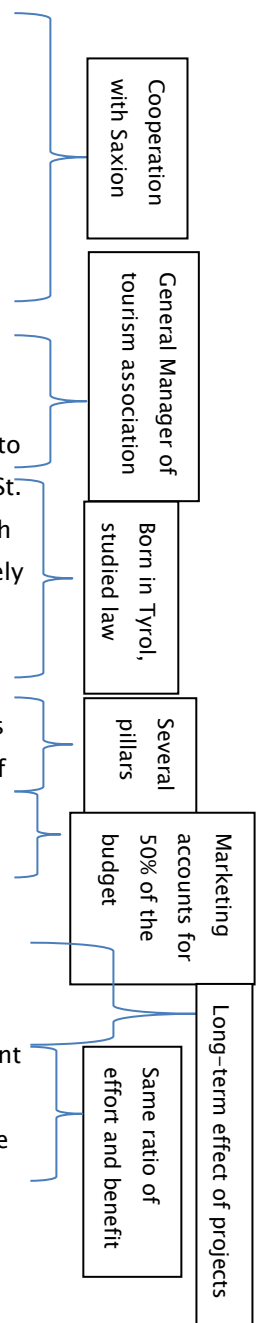
The tourism association actually works together with the Saxion and is in touch with Mark van het Bolscher. Mark van het Bolscher gave a speech on the demands of Dutch guests in Austria, since the amount of Dutch guests in the Pillerseetal is compared to other communities in Tirol rather low.

Moreover they plan together with the Saxion, the ROC Twente and the tourism school in St Johann an Erasmus project.

The interview took place on 3rd August 2015 at the tourist information of the Pillerseetal, Dorfplatz 1, 6391 Fieberbrunn. Mag. Florian Phleps is since 28.05 2012 the managing director of the tourism association Pillerseetal. He was born in Innsbruck and moved 1982 to Fieberbrunn with his family and attended school there. Afterwards he graduated school in St. Johann and studied law in Innsbruck. He worked in Vienna and Saalfelden/Salzburg to finish his bar exam and to work there. He changed to the tourism industry, because he was actively involved in several tourism projects during his time in a law office in Saalfelden/Salzburg. Thus he went back to his home town in order to work for the tourism association.

The work of the tourism association Pillerseetal is based on several pillars. The first pillar is touristic organisation and administration, the second pillar includes touristic information of guests and hirers of accommodations, the third pillar is organisation and management of infrastructure, also marketing and PR is a pillar, which accounts for 50% of the budget and work.

To act sustainably means for the tourism association to evaluate activities and projects according to a long-term effect or success instead of having a one-time-effect. Moreover, the projects should need to be associated with a potential for development. A very important issue is the sustainable increase of overnight-stays and value creation. However, it always needs to be questioned, if it is possible to increase the capacity and if effort and benefit are in the same ratio.



Florian Phleps feels responsible to develop the tourism in the Pillerseetal in a sustainable manner. He thinks, that the worst that happens recurrently is that events are organised or measurements are taken that constitute only a short-term success and ultimately do not have a considerable effect on the market. Florian Phleps intentionally did not mention any examples for such measurements, but he stated that often image-related events that need a high budget do not influence the market sustainably. In many cases, it was relatively obvious that the event will have only a short-term effect. It is important that projects, measurements and event always match the regional offers. Otherwise it will not lead to sustainable success.

During the planning of a new project, the tourism association Pillerseetal evaluates, if the project fits the positioning of the region, if it is financially viable and if it is environmentally sustainable. The protection and conservation is an extremely important aspect when planning a project, since the nature, the landscape and the mountains are the main reasons for tourists to visit Tyrol and the Pillerseetal. For each project the influences on the several pillars is considered before it is executed.

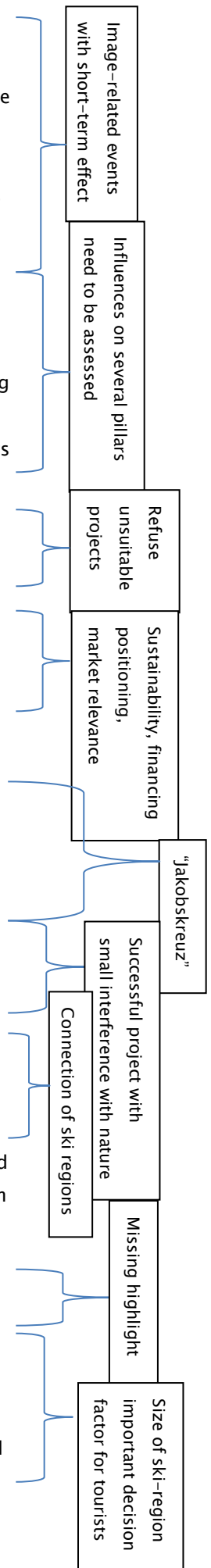
If the tourism association is approached by another company concerning a certain project and they consider it as unfitting for the region they just refuse to support the project.

The financing plays an important role in evaluating the suitability of a project. Moreover the impact on the environment is an important decision factor, the suitability to the positioning of the region in the particular season and also the size of the market relevance plays an essential role while evaluating a project.

There are a few projects that were recently finished or that are currently in the process of implementation. One of these projects is the "Jakobskreuz" which is a viewing platform for hiker. It is already implemented. The goal was to add value to the region. It is supposed to attract more people to hike on the mountain by giving them a destination to reach. The sustainable aspect of the cross is that it fits perfectly to the region and to the cultural heritage of Tyrol. Moreover, the "Jakobskreuz" was only a small interference with nature. The cross is built in an already existing ski-region, therefore it does not affect the wild nature. It fits to the landscape and the natural scenery. The project was successful.

Another project is the connection of the two ski-regions Fieberbrunn and Salbach-Hinterglemm. This connection will create the biggest connected ski-region in Austria. This project means effort, expenses and interference with nature. The project is financed by the mountain railways in Fieberbrunn in cooperation with the tourism association PillerseeTal and the community (Gemeinde) of Fieberbrunn. In order to finance the project, the tourism levy in Fieberbrunn was increased.

The reason for the project is, that there are three ski regions of good quality in the region. However, a highlight in the region is missing. Visitor surveys resulted that the size of the ski region is an important decision factor for people when they make a choice for their winter holidays. The region Pillerseetal could not cover 70% of the Tyrolean holiday winter market. Florian Phleps believes that with the new connection of the ski region the holiday market can be covered. Moreover, the ski region is additionally a connection of the border between Tyrol



and Salzburg. Since it is only one ski lift, the interference with nature is rather small. A comprehensive evaluation of environmental impact resulted that the project is sustainable. Moreover, the authorities did not raise any objections and there was no political pressure. In the opinion of Florian Phleps, the project will be a great success for the region and will help to raise visitor numbers and benefit.

The tourism association Pillerseetal has two main goals. The first goal is to adapt the prices to the consisting offer. A problem of the region is that rooms are sold below value. The new connected ski region will add value and prices can be increased.

The second goal of the tourism association Pillerseetal is to increase the occupancy of the existing beds, but also to increase the number of the beds. This will not happen from one day to another but it will be a process that needs time.

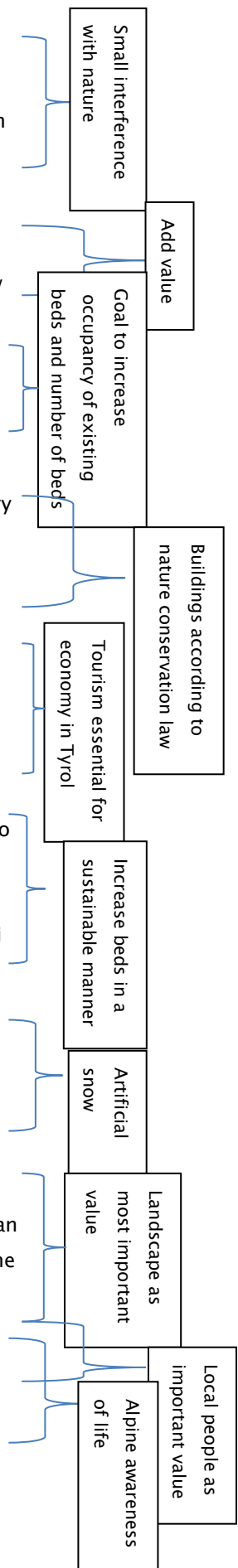
In Tyrol the designated construction areas are rather limited. Therefore construction of every building has to happen according to very strict rules and laws for nature conservation. If a building is built according to those nature conservation laws, the project can be considered as environmentally sustainable.

Tourism in Tyrol is essential for local economy and many of the local residents could not survive without tourism in the area. For that reason it is important to make use of the potential of the region. Obviously, this needs to happen in harmony with the nature and without exploitation of the resources.

Regarding economic sustainability, an increase of numbers of beds will help to add value. To invest in tourism does not necessarily mean to invest in big hotels and harm the environment. To invest can also mean to invest in protection of the environment, preservation of landscape and nature or to ensure the existence of mountain pastures in ski regions.

It is proven that are artificially snow-covered grounds are the most fertile soils. Thus, the energy consumption during the production of artificial snow is still high, but it is very good for the soil. Moreover, the technology for artificial snow is constantly developed and improved.

Sustainability is very important for the success of the tourism association Pillerseetal. The most important value of the region is the landscape. Since the beauty of the nature is such an important good, it is crucial to treat it with care. Another very important success factor of the region are local people. Next to their great hospitality, tradition and culture is maintained very authentically. This is a USP for Tyrol, since also in other parts of Austria culture is not taken as serious as in Tyrol. Moreover, the alpine awareness of life that is lived by the local people is something that makes Tyrol unique as a holiday destination. Therefore it is essential to use resources responsibly in order to be a successful destination.

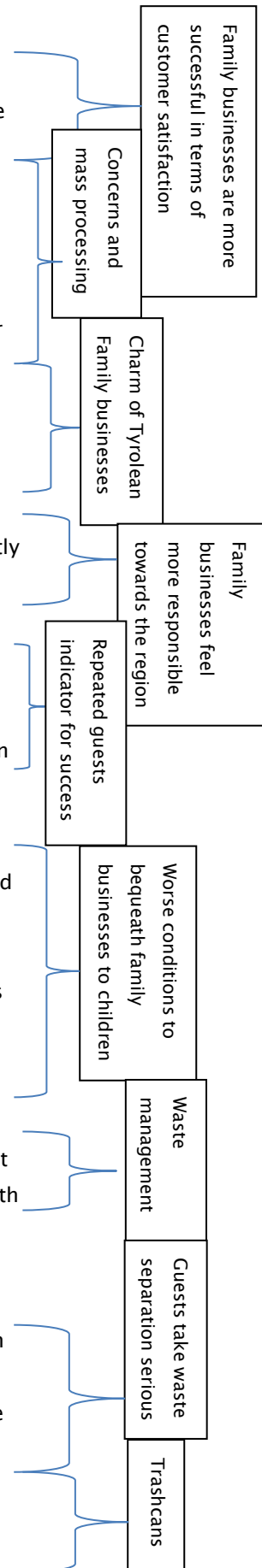


In the opinion of Florian Phleps, it depends on what is considered as success if a family business is more successful than a not local run accommodation. There are big hotels in the region that are not local run and are still successful. However, this kind of hotel could be located anywhere. Thus it does not have anything to do with the local culture. For these hotels the main importance is to reach the full capacity. It is more or less mass procession. Family businesses have not the same possibilities, since a big company has many financial means and the family business can only be financed by the money they generated. Family businesses are the basis for the tourism in Tyrol and if it is possible it is important to prefer the family business. One should not completely refuse big concerns. However to support family businesses should be the main goal. Florian Phleps thinks that family businesses are more successful if guest satisfaction is taken as indicator for success. Many tourists that come to Tyrol are especially looking for the charm of a Tyrolean family business. Two other important factors that make family businesses are more successful is the dealing with personnel and the engagement in local associations or events. Big companies, that are mostly not local run, feel less responsible for the region and are less interested in what happens in the surrounding.

An indicator for success of the region is the number of repeated guests and recommendations. There are not as many repeated guests as twenty years ago, however, there are still a lot of people who come back every year or after a few years. Sometimes even in later generations families come back.

The federal government in Vienna currently makes decisions that work against family businesses. The generation change has become extremely difficult. The conditions worsened and it is very expensive to hand over the ground to the children. Also taxes and other costs have become so increasingly high that many family businesses cannot afford to have their children continue the business. This is obviously contra-productive, since family businesses are one of the reasons for people to visit Tyrol. The tourism association tries together with the Tyrolean state government to counteract this in order to give family businesses the chance to continue their operations.

The waste management in the region is taken very serious but the tourism association is not responsible for that. The tourism association has associations for infrastructure together with the communities. The main task of these associations is to organise the public area of the waste management and cares about the landscape. In all communities are recycling yards, where waste is separated. As well local people as the hotel industry pay attention to waste separation. Also the consciousness of the guests for waste separation has become better. In the past, people took food on their trips and just left the trash somewhere. Nowadays it is recognizable that the majority of the guests take their waste with them and dispose it at the next trashcan. Thus guests have become more sensitive for the topic and do not leave their trash somewhere. Some trashcans have been organised by the tourism association, so that people do not have to carry their trash all the way back. And all hiking trails where infrastructure, like alpine huts or mountain rails exist, are also trashcans around.



The tourism association also offers travel packages. Among others sustainable trips are offered and advertised as such. Travel packages are generally advertised with the beauty of the nature and landscape. Especially the mountains play an important role for the consumer. Also wellness, relaxing and health trips are offered. Nowadays, relaxing and slowing down plays an important role for the tourists. Florian Phleps sees this kind of tourism also as sustainable. People are always stressed and in a rush and increased mobility and accessibility have the result that many people take the stress with them on holiday. Guests feel compelled to do as much activities as possible and therewith completely forget to relax. The tourism association Pillerseetal deliberately tries to slow down and helps the guests to feel relaxed.

Ways to make people feel relaxed are for example guiding hiking tours especially for regaining energy. These are really nice hiking trails away from the trails that are visited by the majority of the people and the guide takes them to special places where they can forget the daily life and gain new strength. Furthermore they offer activities as for example guided Nordic walking with a specialist. The main focus is on a healthy way of living with sport activities in the nature. Also food and healthy nutrition is an important topic. Thus many ski lodges do not exclusively offer unhealthy food as Schnitzel with fries but pay attention to have also some healthy meals on their menu. It is cooked with regional food and ingredients.

The "Tiroler Wirtshauskultur" also makes the destination special. Obviously it is impossible to completely avoid fast food. However there are less fast food restaurants than in other typical holiday destinations. The resonance of the guests is mostly very positive.

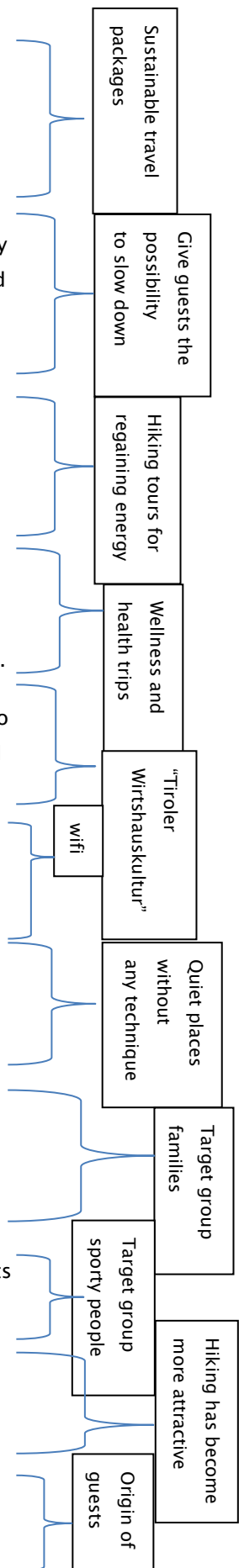
However, at the majority of the hotels and at many public spots wifi is provided, since many guests ask for it and need it also during their vacation. Moreover it is a marketing instrument. If people take pictures and post them it is the best way to advertise.

Of course in order to reach various target groups it is inevitable to use technique and technical devices. Nevertheless, it is also very important that there are quiet places without any technique for people who exclusively want to relax and to be away from their daily life.

The main target group of the Pillerseetal are families. However, families are not only like the classical family picture anymore but also patchwork families or extended families with parents and grandparents make holidays together. The Pillerseetal has a broad variety of offers for families. The offer is always connected to activities on the mountains.

Additionally the target group of the future are athletic and sporty people. In the winter guests come for skiing and cross country and in the summer for hiking and biking. Hiking has also developed over the centuries. Hiking has become more attractive. This happened through product innovations and a broad variety of hiking clothes, shoes and outfits in every colour. Also the mountain rails are an important aspect, since people can come easily on the mountain and do not have to go all the way up on the mountain.

The origin of the people who visit the Pillerseetal are on average 15% Dutch guests 15% Austrian guests and 60% German guests.



Tourists who decide to visit Tyrol as their holiday destination and want to experience the authenticity are already sustainable. They decide not to go by plane or visit artificial places but spend their holiday in Austria. Maybe they even have reasons to go there because the public transportation is good or the environment is rather untouched. According to Florian Phleps, guests do not often ask questions especially about sustainability but some ask questions about topics that are connected to sustainability like public transport or food.

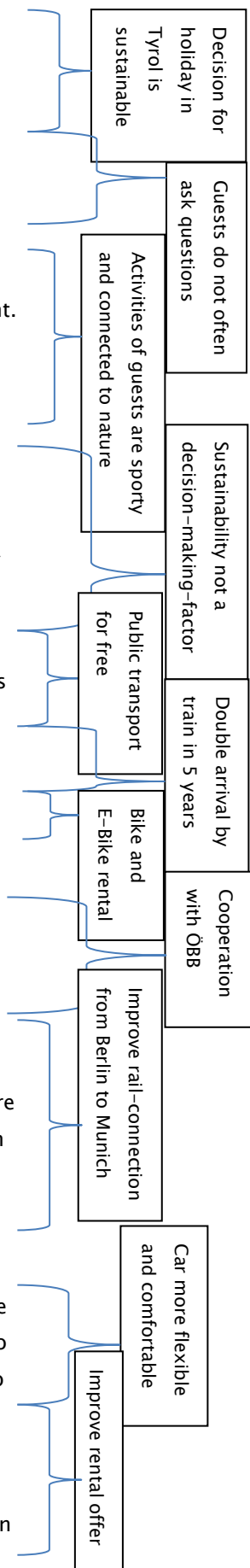
Guests do not stay in the hotels but they go outside hiking, climbing, riding the bike or simply go to the lake and swim. The activities are always connected to nature and movement. Therefore they are sustainable and healthy. He thinks that some people might do these activities with the intention to be sustainable and for others they just do these activities for fun or their own health.

In the opinion of Florian Phleps, people do not search especially for sustainable or environmentally friendly trips but they decide for a holiday theme and on the basis what activities they would like to do. So they decide whether they want to have a beach holiday, a city-trip, active holiday etc. Since holiday is known as the best time of the year people want to satisfy their personal desires and sustainability as the main decision.

All guests in the region can use public transport for free. On site the public transportation is used very well. Nevertheless, too many people still use the car for arrival and departure. Therefore the goal is to double the arrival by train within the next five years. Also Bicycles and E-Bikes can be rented for a fair price. This offer is often used by guests. Florian Phleps sees a future for E-Bikes. In some mountain huts are charging stations where people can recharge their bike.

The tourism association Pillerseetal carries out a project in cooperation with the ÖBB. This project is about a lottery for people and they can win a trip to the Pillerseetal with included journey by train. The tourism association Pillerseetal approached the ÖBB with this project. They know that the ÖBB are always open for these ideas and moreover they are always ambitious to increase sustainable awareness. A significant issue to increase the arrival via train is to improve the rail connection from Berlin to Munich. If this connection is better more people will be motivated to take the train to their destination. Thus they also cooperate with the Deutsche Bahn. The car is still the main mean of transportation used for the journey to the destination. Therefore the Pillerseetal wants to find ways to motivate people to go by train and also combination tickets for special events are offered.

Florian Phleps thinks that so many people arrive by car, because it is more flexible and more comfortable for families who arrive with a lot of luggage, especially in the winter. In order to support the arrival by public transport, the tourism association improved the rental offer, so that families do not have to bring the equipment for everyone and have less to carry. The interviewer told, that during the interview with the ÖBB the CSR manager explained, that an offered luggage service for the guests existed, however, people did not use it very often. Florian Phleps answered, that he believes, that a luggage service will exist in the future again and that many people will start to use it.



In answer to the question why sustainable tourism is still a niche market, Florian Phleps stated that he does not think that sustainable tourism is a niche market. People do not look especially for sustainable trips but their behaviour during their holiday in Tyrol is sustainable. Regions increasingly decide to put their focus on sustainability or at least make it an important topic. The region Pillerseetal is a sustainable destination since local people live the close connection to nature and are grown up with an understanding for sustainability. Moreover, Florian Phleps does not think that it is more expensive to travel sustainably.

In Tyrol various seals of quality exist. For example one for slopes and cross-country ski trails, in which environmental aspects play a role. Furthermore the "Tiroler Wirtshauskultur" is characterised as sustainable. Classifications for hotels always consider the aspect of sustainability, and even the connection to public transport is included for classification.

In order to contribute to a rethink to sustainability, each company should evaluate every decision under inclusion of different topics related to sustainability and not only the environmental aspect of sustainability should play a role but it should be seen holistically.

Florian Phleps does not see a relation between the origin of the guests and their awareness of sustainability. Even guests from completely different cultures as for example Arabic guests, know how to behave and to adapt to the customs. The awareness for sustainability increased a lot and therewith a relation between specific characteristics and the awareness of sustainability can be observed.

Florian Phleps describes the tourism in the Kitzbüheler Alpen in general as sustainable. The decisions for tourism are not based on a one-time effect but they are made on the basis of an evaluation for a long-term effect. It is possible that some holiday packages are not offered when it would have an unbearable impact on nature. Every company should daily reflect its operations on sustainability and improvement is a never-ending process. All activities should also be evaluated with a view to the future.

In the opinion of Florian Phleps the awareness of the companies in the region is rather high, especially with family-businesses or local-run businesses. Basically each company looks more or less after itself. Nevertheless, they all have similar interests. Organisations and associations are connections between accommodations or other companies in the region, they ensure that most of the companies work in the same direction. Almost all projects are coordinated by the tourism association, but other stakeholders play an important role in these projects.

Stakeholders outside the tourism industry that still play an important role for sustainable tourism are the Tyrolean state government as lawmaker for environmental protection, the service for landscape with building regulations and administrative bodies in the communities, also the tourism associations belong to them.

The willingness of the tourism association Pillerseetal to cooperate with other companies is very high and they actively approach other stakeholder in order to suggest cooperation. Important cooperation are with the public local transport, mountain rails, ski schools, provider of hiking tours, mountain guides and of course many hotels in the region. Thus



there is cooperation with local stakeholders in order to develop successful and sustainable tourism.

The decision for a company to cooperate depends on the project or topic they work on. Florian Phleps expects from cooperation partners an open and honest relationship that lasts over time. Mutual trust is built through openness, actions and active involvement. How often it is communicated with the cooperation partner depends largely on the project. For example with the local bus company communication takes place on a regular basis. If cooperation was established for only one big event or a special campaign, it is communicated regularly during the time shortly before, during the execution and shortly after the event.

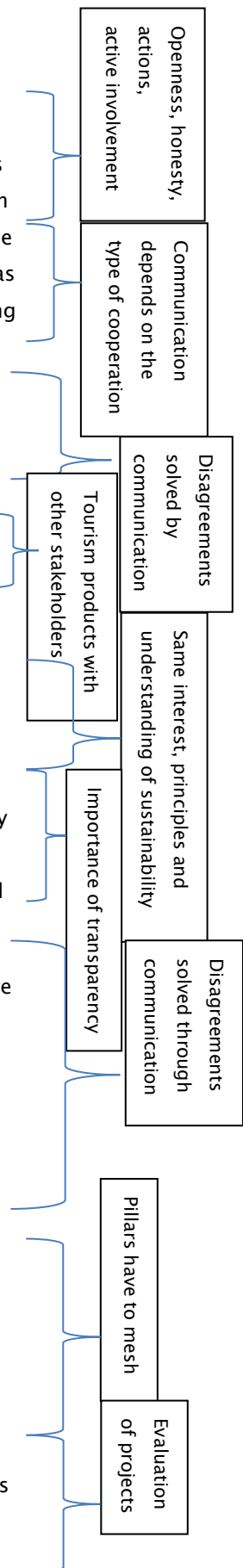
During the time Florian Phleps has been manager of the tourism association Pillerseetal no conflict situations with cooperation partners arose. However some disagreements arose, mainly due to financial issues, but these issues are all solvable by communicating.

The tourism association Pillerseetal develops travel packages and other tourism products together with other stakeholders in the region, for example with hiking guides, with ski schools for different courses, and other providers.

If the company want to work together with another stakeholder, it is important, that they have the same interest and the same principles. Also the understanding and perceived importance of the term sustainability should be the same. In the opinion of Florian Phleps, transparency plays one of the most important roles within cooperation. Dealing openly with numbers, ideas, goals and experiences is extremely crucial. Other companies in the industry and the region are transparent enough. Transparency with sustainability also increases the success of a company. The public pressure is very high, therefore companies feel compelled to act sustainably.

Companies and people are aware, that resources are limited and it is essential that they have to use them responsibly. Sometimes conflicts of interests arise, since many people are not aware that they profit from tourism in the region and they do not support the frequent tourism. Florian Phleps thinks due to own experiences that these kinds of conflicts can be solved through open communication and discussion. A good example is the connection of the two ski areas. Some associations were against this connection. And after some discussions a solution that was acceptable for each party could be found.

In the tourism industry is like a wheel that only works when stakeholders have the same goals and work in the same direction. Everything has to fit and the different pillars of sustainable tourism need to be coordinated and balanced. This requires a responsible organisation of each company, variety of products, responsible conservation and use of resources and increased awareness of the importance of tourism in the region. Companies should not work only for themselves and held on their personal position but have to be open-minded, willing to discuss certain topics or disagreements. Moreover, each project has to be evaluated in order to find out if effort and economic outcome stand to each other in a balanced proportion. Without tourism a big part of leisure offers would not exist, since it would not be affordable without the tourism in the region. For local people the tourism is



essential for employment, variety of leisure offers and environmental protection. In the opinion of Florian Phleps the tourism in Tyrol is sustainable and of great importance for the region to further exist in the way as it does now.

In the 70's and 80's each community wanted to build an indoor swimming pool and efficient energy usage was not an important issue during that time. Nowadays the communities are connected by public transport and people are very mobile and it is not necessary to have a swimming pool in each little community. However there is also competition between the communities.

The tourism association Pillerseetal does not cooperate with EI, however they contact each other regularly. There are two accommodations in the region that belong to the Verkehrsbüro Group. This is a connection with EI, but the tourism association sells their travel packages only directly.

In the opinion of Florian Phleps, sustainable travel packages should be more communicated. The more information the guests receive the better the products are accepted. Nevertheless, it is a big problem that people are still too price-oriented and decide rather for the cheap than for the sustainable offer, which might be slightly more expensive. This puts a lot of pressure on the destination and it is a challenge for accommodations in the region to survive in a highly competitive market with so many ways of distribution and comparison. Therefore the price has become more important than the service performance.

To summarize, the tourism in the region is a very sustainable kind of tourism. Nevertheless, improvement and reflection is a never-ending process. Each project needs to be evaluated in order to make sure that it fits to the region, that it is environmentally sustainable and that the effort and the influence on the market are in the same ratio. The main target group of the Pillerseetal are families and increasingly people who are interested in sports. Hiking has become more attractive and even young people like to hike in the summer. The guests who visit the Pillerseetal are the most of the time outside and are sporty and like to do activities closely connected to nature. The tourism association Pillerseetal wants to increase the arrival by train and cooperates therefore with the ÖBB and the Deutsche Bahn. The goal is to increase the arrivals by train during the following five years.

All in all the tourism at the Pillerseetal is already really sustainable and the tourism association feels responsible and constantly works on projects to make it even more sustainable.

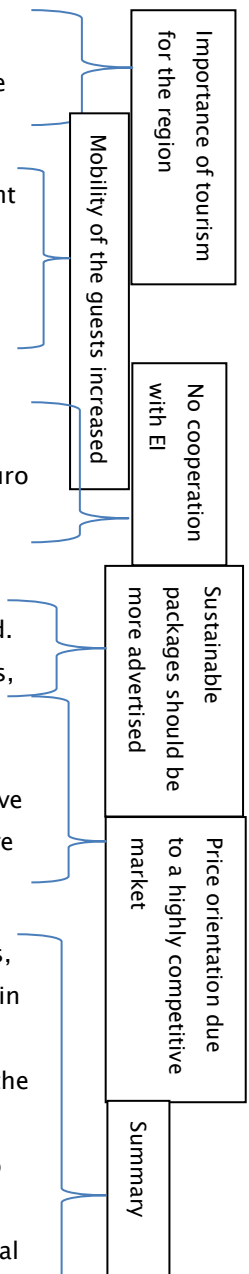


Figure I5.1: Confirmation E-Mail of Mag. Florian Phleps

Sehr geehrte Frau Scheider,

ich habe mir erlaubt meine wenigen Änderungswünsche und Konretisierungen direkt in der Word Datei auszubessern.

Ich bitte Sie, die angehängte Version des Interviews zu verwenden.

Bei Fragen bin ich jederzeit für Sie erreichbar.

Beste Grüße,

Florian Phleps

Mag. Florian Phleps

Geschäftsführer

Tourismusverband PillerseeTal

Dorfplatz 1

6391 Fieberbrunn

Tel.: +43 (0) 5354 56304

Fax: +43 (0) 5354 56304-60

florian.phleps@pillerseetal.at

www.pillerseetal.at

<http://www.facebook.com/PillerseeTal>

Von: Marnie Scheider [mailto:301915@student.saxion.nl]

Gesendet: Donnerstag, 06. August 2015 19:46

An: Florian Phleps – PillerseeTal – Kitzbüheler Alpen

Betreff: Zusammenfassung des Interviews

Lieber Herr Phleps,

Ich bedanke mich noch einmal dafür, dass Sie sich die Zeit genommen haben, um mir das Interview zu geben und mich damit bei meiner Bachelor Arbeit zu unterstützen.

Anbei sende ich Ihnen die Zusammenfassung des Interviews. Ich möchte Sie bitten, drüber zu lesen und mir Ihre Verbesserungen bis Mitte nächster Woche zukommen zu lassen.

Vielen Dank

Mit freundlichen Grüßen

Marnie Scheider

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Appendix J: Axial Coding

Figure J1: Axial Coding Accommodation

Sustainability

- Definition
 -
- Reasons
 - Holiday as reason to open a pension
- Importance
 - Higher awareness of family businesses
- Responsibility
- Compromises
- Food
 - No artificial soft-drinks
 - Regional and biologic food
 - Local food suppliers
- Efforts
 - Low energy consumption
 - No chemicals in the swimming pool
 - Reconstruction
- Waste management
- Costs
 - Higher prices for biological produced food
- Realisation
 - Protection of nature
- Certification
 - BIO-Hotel
 - Biological food
 - AMA-Gütesiegel
 - Requirements for certification
 - Importance of certification for guests
- Success
 - Sustainability is one reason to book the “Family Alm”
 - Certification as reason to book
 - Sustainability as success factor
 - Family business as success factor
- Suggestions
 - Education on sustainability already in primary school

Consumer demands

- Target group
 - German

- Dutch
- Austrian
- Swiss
- People with a special nutrition
- No real Target group
- People who are attentive to sustainability
-
- Awareness of sustainability
 - Responsible waste separation
 - Relation between educational level and awareness of sustainability
 - Relation between origin of guests and awareness of sustainability
 - Increased awareness of guests for sustainability
 - Many regular guests
 - Relation between tradition-consciousness and awareness for sustainability
 - Nature as reason to visit Tyrol
 - Awareness rises along with offers
- Willingness to pay more
 - Higher prices
 - Price orientation of the consumers
 - Offering a good price-performance-ratio
- Information
 - People inform themselves
 - Pillows
 - Questions about menu and reconstruction
- Operation
 - Wifi
 - Family-Alm not local run
- Transportation
 - Shuttle-bus to and from the station
 - Inclusion of public transport
 - No own shuttle-bus to the slopes
 - Flexibility as main priority
 - Arrival by car
 - Ski-shuttle
 - Free bike-rental for guests
- Activities
 - Occupation possibilities for children
 - Activities winter-tourism
 - Activities summer-tourism
 - Baking bread
 - Guided tour of local fruits and herbs in cooperation with the local tourism association
 - Relaxing holidays
 - Active holidays
 - Guided hiking tours

- Distribution
 - Distribution channels
 - Power of advertisement

Stakeholder Engagement

- Level of interest
- Level of influence
 - Low level of influence of each individual hotel
 - More sustainable accommodations are needed
- Level of affection
- Willingness to engage
 - No possibility of cooperation of hotels for sustainability
 - Willingness to cooperate for sustainability
 - No changes for cooperation
- Responsibility
 - High responsibility of hotel sector
 - Wrong political thinking
 - Problem of snow cannons
 - Loosened building restrictions
 - First move by stakeholders
- Trust
 - Contact person for trust building
 - Honesty and transparency
 - Cooperation over a long time
- Communication frequency
- Activities
 - Guided tour of local fruits and herbs in cooperation with the local tourism association
- Objectives
 - Attract more people for sustainable tourism
- Level of transparency
- Cooperation
 - Cooperation with EI
 - No cooperation with public transport company
 - Cooperation of “Tirol Werbung” und “Tourismus Zillertal”
- Expectations
 - Realistic representation
 - Involvement of stakeholders of every sector
 - Honesty and transparency

Figure J2: Axial Coding Transportation

Sustainability

- Definition
 - Triple-bottom-line
- Reasons
- Importance
- Responsibility
 - Ordering material = economic pillar
 - Mobility for the populace = social pillar
- Compromises
- Efforts
 - Yearly published sustainability report
 - Postbuses for more flexibility in small villages
 - Motivate people to take the train
 - Simplification of ticket vending machines
 - Improving connections between trains and means of transport
 - eMORAIL
 - KLIWA
- Waste management
- Costs
 - Ticket costs ≠ fuel costs
- Realisation
 - Early awareness of ÖBB
 - Mobility with influences on triple-bottom line
 - 3 million tons CO² are saved in comparison to car
 - Sustainable development a never-ending process
- Certification
 - Tests of environmental compatibility
- Success
 - Sustainability as increase for success
 - High number of travellers
 - Customer satisfaction
- Goals
 - Decrease of CO²-emission
 - Adapt to "Austrian strategy for adoption to climate change"

Consumer demands

- Target group
 - Conscious people
- Awareness of sustainability
 - Necessity of education on sustainability
 - Increased awareness of sustainability

- Relation between age and awareness of sustainability
 - Relation between educational level and awareness of sustainability
 - Relation between age and awareness for sustainability
 - People with children are more aware
- Willingness to pay more
 - Costs as decision factor
 - Better education usually higher income
- Information
 - Willingness to inform should increase
 - CO²-emission
 - Climate protection
 - Quality improvement
 - Yearly survey
- Operation
 - Offered luggage service barely used
- Transportation
 - Train should be taken more often by tourists
 - Not the same flexibility as a car
 - Change of mobility behaviour in the future: from possession to utilisation
- Activities
 - Gained time
- Distribution

Stakeholder Engagement

- Level of interest
- Level of influence
- Level of affection
- Willingness to engage
- Responsibility
 - More responsibility of accommodations for mobility of guests desired
 - More responsibility of the ministry of environment and ministry of transport desired
 - Hotels are often not willing to pick their guests up from the station
- Trust
- Communication frequency
- Activities
- Objectives
 - Improvement of interactions between different means of transport
- Level of transparency
 - Transparency of stakeholders
- Cooperation
 - Cooperation with stakeholders depending on the project
- Expectations

Figure J3: Axial Coding Activities and Entertainment

Sustainability

- **Definition**
 - Several pillars
 - Evaluate long-term-effect of projects
 - Same ratio of effort and benefit
 - Pillerseetal as sustainable destination
 - Pillars have to mesh
 - Two main functions: project management, development of protected areas
infrastructure control and execution of the national park laws
 - Environmental protection
 - Accessibility of nature
- **Reasons**
 - Missing highlight in the region
 - Add value
- **Importance**
 - Landscape as most important value
 - Local people as important value
- **Responsibility**
 - Influences on several pillars need to be assessed
 - Refuse to finance unsuitable projects
 - Sustainability as decision factor
 - Seals of quality
- **Compromises**
 - Visitors accept rules
- **Efforts**
 - “Jakobskreuz”
 - Successful project with small interference with nature
 - Connection of ski-region
 - Improve rental offer
 - 14 rangers with completed ranger training/ 1 ranger guides a group of 15 people
- **Waste management**
 - Trashcans on mountain huts and mountain rails
- **Costs**
- **Realisation**
 - Sustainable travel packages
 - Never-ending process
 - 75% of the park nature reserve
 - No hunting and extreme grazing
- **Certification**
 - Recognized as national park since 2006

- Requirements of IUCN
 -
- Success
 - Family businesses are more successful in terms of customer satisfaction
 - Repeated guests as indicator for success
 - Non-profit organisation
 - Ranger tours as USP
 - Visitor number as indicator for success
- Goals
 - Increase number of beds sustainably
 - To double arrival by train in 5 years
 - Maintain originality of the nature
- Education
 - Mission: education
 - Schools as partner
 - House of water
- Problems
 - Artificial snow
 - Concerns and mass procession
 - Worse conditions to bequeath family business to children
 - Tyrol's image of untouched nature not always true
 - Contradictions with companies of the tourism industry
 - Differences in marketing to other national parks worldwide
 - Hirers do not encourage guests to visit the park
 - Tangible goods as status symbols
 - Holiday just important to be away from home

Consumer demands

- Target group
 - Families
 - 15% Dutch
 - 15% Austrian
 - 15% German
 - Approx.. 49 years
 - Highly educated
 - Like sustainable trips
 - High salary
 - Special target group that visits the park
 - Visitor numbers in the winter increased
- Awareness of sustainability
 - Guests take waste separation serious
 - Sustainability not a decision-making factor
 - Sustainable tourism is no niche market in Tyrol

- No relation between nationality of the guests and awareness for sustainability
 - Relation between social environment and awareness for sustainability
 - Increased awareness of sustainability
- Willingness to pay more
 - Price orientation due to a highly competitive market
 - Good education comes along with high salary
 - Price orientation
- Information
 - Guests do not often ask questions
 - Visitor surveys every three years
 - Questions about vegetation
- Operation
 - wifi
- Transportation
 - Public transportation for free
 - Bike and E-Bike rental
 - Improve rail connection from Berlin to Munich
 - Car more flexible and comfortable
 - Mobility of guests increased
 - Park hard to reach
 - Public transport barely used
- Activities
 - Size of ski region important decision factor
 - Possibility to slow down
 - Hiking tours for regaining energy
 - Wellness and health trips
 - Hiking has become more attractive
 - Sporty and connected to nature
 - Guided ranger tours
 - Nature watch tours
 - Different kinds of tours
- Reasons
 - Family businesses
 - Alpine awareness of life
 - Charm of Tyrolean family business
 - “Tiroler Wirtshauskultur”
 - Quiet places without technique
 - Decision to make holiday in Tyrol is already sustainable
- Distribution
 - Marketing accounts for 50% of the budget
 - More advertising for sustainable packages/ not enough marketing

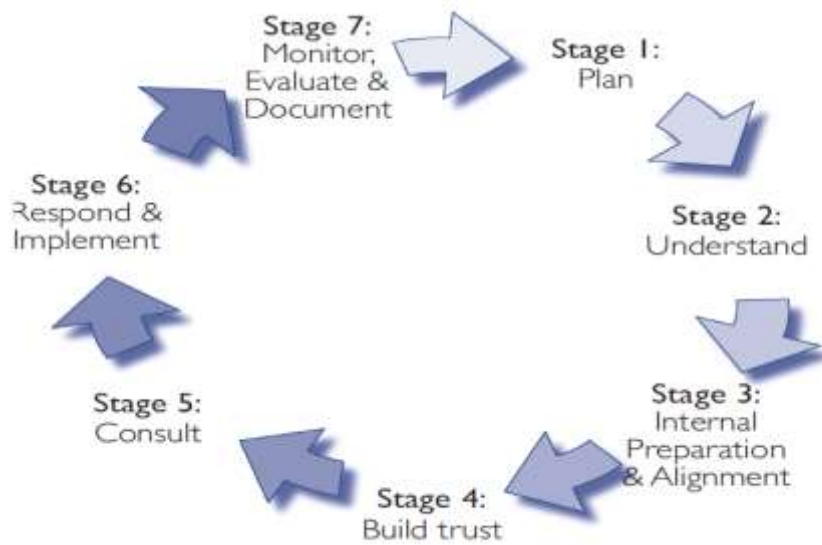
Stakeholder Engagement

- Level of interest
 - Importance of stakeholders joining together
- Level of influence
 - Each company looks after itself
 - Projects coordinated by the tourism association
- Level of affection
- Willingness to engage
 - High willingness to engage
- Responsibility
 - Image-related projects with short-term-effect
 - Stakeholders should evaluate their projects
 - Responsibility of tour operators not to offer unsustainable trips too cheap
 - Responsibility of Tyrolean Tourism association
- Trust
 - Openness
 - Honesty
 - Actions
 - Active involvement
 - Same values
 - Support the idea of the national park
 - Logo on website
- Communication frequency
 - Communication depends on the type of cooperation
- Activities
- Objectives
 - Buildings according to conservation law
- Level of transparency
 - Importance of transparency
- Cooperation
 - Cooperation with Saxion
 - Cooperation with ÖBB
 - Cooperation with Deutsche Bahn
 - No cooperation with EI
 - Cooperation with Swarovski
 - Cooperation with Tyrol Werbung
 - Cooperation with Post AG for buses
 - Cooperation with two hotels outside the park
 - Cooperation with two event agencies
 - No cooperation with tour operator due to increase in costs and no guaranteed dates
- Expectations
 - Also stakeholders outside the tourism industry
 - Openness

- Honesty
 - Actions
 - Active involvement
- Disagreements
 - Solve through communication
 - Tourism essential for economy in Tyrol

Appendix K: The Process Flow of Stakeholder Engagement

Figure K1: The Process Flow of Stakeholder Engagement



Source: Neil Jeffrey (2009)

Figure L: Financial Implications

	Assigned staff	Required time	transparency	Miscellaneous	Total costs
Survey	One assigned person	Elaborating the survey questions Send it to potential respondents Analyse results Pick winner of the prize competition and contact him	Disclosure of survey results	Prize for a possible prize competition In case via post: printing ink, paper, envelop, postal charges	€
Stakeholder engagement	One person to collect and analyse data Two persons to communicate and coordinate with stakeholders One person to develop the platform	Identification and prioritization of stakeholders Approach possible stakeholders Regular communication Platform creation and management	Disclosure of finances	Possibly Christmas presents for stakeholders Food on the meeting every two years	€
Product packaging	A team of four to five people packaging the products	Researching products in the area Coordinate with the department for contracts Analyze contracts Create product packages Coordinate with the department for pictures and texts Check pictures and texts, also with stakeholders Distribute products	Label on each component of a product, indicating the sustainable aspects of the trip	–	€
Finances	Salary	Hourly salary	Disclosure costs	Purchasing costs	Total costs for the project

