



INTERNATIONAL  
TOURISM RESEARCH  
AND CONCEPTS

Volume 7

# Changing Paradigms in Sustainable Mountain Tourism Research

*Problems and Perspectives*

Edited by

Prof. Dr. Harald Pechlaner

Prof. Dr. Peter Keller

Sabine Pichler

Prof. Dr. Klaus Weiermair

With Contributions by

Andrey Abadzhiev · Dr. A. Suresh Babu · Prof. Dr. S. C. Bagri ·

Prof. Dr. Riccardo Beltramo · Dr. Silvia Conte · Prof. Dr. Stefano Duglio ·

Dr. Marianna Elmi · Dr. Arvid Flagestad · Prof. Dr. Matthias Fuchs ·

Dr. Tomáš Gajdošík · Dr. Katarína Holúbeková · Prof. Dr. Christine A. Hope ·

Prof. Dr. Wolfram Höpken · Dr. Katia Iankova · Dr. Elisa Innerhofer ·

Prof. Dr. Stanislav Ivanov · Dr. Maya Ivanova · Dr. Nino Jerenashvili ·

Prof. Dr. Peter Keller · Prof. Dr. Jana Kucerova ·

Prof. Dr. Niko Kvaratskhelia · Lena-Marie Lun · Dr. Tomáš Makovník ·

Dr. Mara Manente · Dr. Vanda Maráková · Prof. Dr. Umberto Martini ·

Dr. Sabrina Meneghello · Prof. Dr. Harald Pechlaner · Prof. Dr. Mike Peters ·

Dr. Bo Svensson · Prof. Dr. Klaus Weiermair · Prof. Dr. Peter W. Williams

ERICH SCHMIDT VERLAG

**Bibliographic information published by Die Deutsche Nationalbibliothek**  
The Deutsche Nationalbibliothek lists this publication  
in the Deutsche Nationalbibliografie;  
detailed bibliographic data is available on the Internet  
at <http://dnb.d-nb.de>.

**For further information concerning this title please follow this link:**  
[ESV.info/978 3 503 16768 5](http://ESV.info/9783503167685)

*The realization of this book and its contributions  
were kindly supported by*



Printed Edition: ISBN 978 3 503 16768 5  
eBook: ISBN 978 3 503 16769 2  
ISSN 1862-9946

All rights reserved  
© Erich Schmidt Verlag GmbH & Co. KG, Berlin 2017  
[www.ESV.info](http://www.ESV.info)

This paper fulfills the requirements of the  
Frankfurter Forderungen of Die Deutsche Nationalbibliothek  
and the Gesellschaft für das Buch concerning the paper permanence  
and meets the tight regulations of American National Standard  
Ansi/Niso Z 39.48-1992 as well as ISO 9706.

Design and Layout: Marlis Vernier, A1EST

Printing and Binding: Hubert & Co., Göttingen

## Preface

Against the background of contemporary trends, current developments and challenges in tourism have led to aspects of sustainability becoming increasingly important for touristic players. Recalling local values and topics, a holistic use of endogenous potentials, conscious and considerate resource-management, and facing challenges in the context of climate change are just a few examples.

Therefore, the present volume of the book series *International Tourism Research and Concepts* features sustainable tourism development, with a special focus on mountain destinations. In this issue, authors from different backgrounds discuss the hot topic of sustainable mountain tourism in 14 different articles. These articles cover sustainable mountain tourism both from a scientific and a practical perspective. Through this successful symbiosis of current research findings with practical recommendations both tourism scientists and regional touristic players gain new and interesting insights on the topic described above.

This book is structured in three main parts: The first part covers current issues of destination management and destination governance from a sustainability perspective. The second part addresses the topic of demand and supply related strategies and proposes measures to increase sustainability, which are supported by various case studies. These studies find their place in a wide geographical context and describe cases from Bulgaria, Georgia, India, and Norway, to name only a few. The third part discusses the tension that arises during the development of sustainable mountain tourism, as competitiveness must be retained.

In Chapter 1 of the first part, *Peter F. Keller* discusses changing paradigms in mountain tourism from a global perspective. After this, a knowledge-based paradigm for the governance of destination sustainability is presented by *Matthias Fuchs, Andrey Abadzhiev, Bo Svensson & Wolfram Höpken*. This is followed by *Peter W. Williams*, who reviews the strategic use of stakeholder relationships in the context of sustainable mountain resort destinations. Subsequently, *Klaus Weiermair* and *Mike Peters* focus on the role and importance of sustainable entrepreneurship in the creation of long term prosperity.

The second part begins with *Stanislav Ivanov, Maya Ivanova* and *Katia Iankova*, who describe sustainable tourism practices with respect to both mountain and non-mountain accommodation establishments in Bulgaria. This is followed by *S.C. Bagri's* and *A. Suresh Babu's* description of conditioning factors for development and growth of sustainable entrepreneurship in mountain tourism promotion in Uttarakhand, India. Hereafter, *Elisa Innerhofer* raises the topic of strategic innovations in the hospitality industry in a resource-based approach. From a Norwegian perspective, *Arvid Flagestad* and *Christine A. Hope* analyze how stakeholders can be identified and prioritized in order to measure organizational performance. *Umberto*

*Martini* focuses on perspectives and problems in experiential rural tourism areas, which is followed by *Jana Kucerova*, who describes innovations of selected marketing instruments in Slovakian mountain resorts. Afterwards, *Niko Kvaratskhelia* and *Nino Jerenashvili* describe challenges and outlooks in the case of a sustainable tourism development in Georgian mountain destinations. In the last chapter of the second part, *Lena-Marie Lun*, *Marianna Elmi* and *Harald Pechlaner* present adaptation options to climate change by giving insights into data from the Venosta Valley, Italy.

The third part begins with an application of the tourism area life-cycle to the case study of mountain resort High Tatras, presented by *Vanda Maráková*, *Katarína Holúbeková*, *Tomáš Makovník*, and *Tomáš Gajdošik*. This is followed by a contribution of *Mara Manente*, *Sabrina Meneghello*, and *Silvia Conte*, who focus on destination product targets and the question of whether destinations should differentiate or specialize. In the last chapter of the third part, *Riccardo Beltramo* and *Stefano Duglio* present a study on 40 facilities in the Italian region of Piedmont, which analyzed mountain huts in the context of sustainable tourism.

By combining current research findings with practical recommendations, the fusion of these articles gives a very interesting insight into sustainable mountain tourism development, with a special focus on specific topics. By focusing on particular problems and issues, these insights may make an important contribution on a successful sustainable tourism development in the context of mountain tourism destinations – both on a scientific and practical level.

***The Authors***

# Table of Contents

## Section 1

### **Destination management and destination governance: Towards sustainability**

*Peter F. Keller*

Changing paradigms in sustainable mountain tourism: A critical analysis from a global perspective ..... 3

*Matthias Fuchs, Andrey Abadzhiev, Bo Svensson & Wolfram Höpken*

A knowledge-based paradigm for the governance of destination sustainability . 13

*Peter W. Williams*

Strategic use of stakeholder relationships for sustainability in mountain resort destinations ..... 43

*Klaus Weiermair & Mike Peters*

Sustainable entrepreneurship: Its role and importance in the creation of long term prosperity for tourism development..... 59

## Section 2

### **Demand and supply related strategies and measures to increase sustainability**

*Stanislav Ivanov, Maya Ivanova & Katia Iankova*

Sustainable tourism practices – Mountain vs. non-mountain accommodation establishments in Bulgaria ..... 73

*S. C. Bagri & A.Suresh Babu*

Conditioning factors for the development and growth of sustainable entrepreneurship in mountain tourism promotion in Uttarakhand Himalaya India..... 91

*Elisa Innerhofer*

Strategic innovations in the hospitality industry: a resource-based approach ..... 111

|   |     |
|---|-----|
| <i>Arvid Flagestad &amp; Christine A. Hope</i><br>Identification and prioritisation of stakeholders in a winter sports destination<br>for measuring organisational performance. A Norwegian perspective.....                                | 129 |
| <i>Umberto Martini</i><br>Experiential rural tourism in mountain areas: Perspectives and problems .....   | 153 |
| <i>Jana Kucerova</i><br>Innovations of selected marketing instruments in mountain resorts –<br>sustainability or market driven forces? .....  | 173 |
| <i>Niko Kvaratskhelia &amp; Nino Jerenashvili</i><br>Sustainable development of tourism at Georgian mountain destinations:<br>Challenges and outlooks.....  | 193 |
| <i>Lena-Marie Lun, Marianna Elmi &amp; Harald Pechlaner</i><br>Determining adaptation options to climate change through an integrated<br>assessment of supply and demand side: Empirical insights from the<br>Vinschgau/Venosta Valley..... | 205 |

### **Section 3**

#### **Competitiveness and sustainable mountain tourism development**

|   |     |
|---|-----|
| <i>Vanda Maráková, Katarína Holúbeková, Tomáš Makovník &amp; Tomáš Gajdošík</i><br>Application of tourism area life-cycle in the case of mountain resort High<br>Tatras in the context of sustainable development ..... | 215 |
| <i>Mara Manente, Sabrina Meneghello &amp; Silvia Conte</i><br>Destination-product-target: Differentiation vs specialization? A competitive<br>approach according to different destinations .....                        | 243 |
| <i>Riccardo Beltramo &amp; Stefano Duglio</i><br>A methodology for the evaluation of mountain huts in the context of<br>sustainable tourism. A study on 40 facilities in Piedmont region.....                           | 267 |
| List of authors.....  | 283 |