



6è CONGRÉS MUNDIAL  
de Turisme de Neu i de Muntanya  
PRINCIPAT D'ANDORRA

## World Tourism Organization (UNWTO) and the Principality of Andorra 6th World Congress on Snow and Mountain Tourism

Ordino, 13-14 April 2010

### REINVENTING SNOW AND MOUNTAIN TOURISM TO ATTRACT NEW CLIENTS

#### **Inaugural session**

How can international demand be connected to local offerings?

#### **Subjects for discussion**

Tapping new market potential, mainly the junior and senior segments  
Creating unique experiences  
Recapturing the fascination of mountains  
Using information technology for better distribution  
Adjusting pricing policy  
Enhancing productivity and profitability

#### **Major debates**

The fascination and risk of mountains between adventure and safety  
Key factors of success of flagship mountain resorts

#### **Conclusions**



## PROGRAMME

### Reinventing snow and mountain tourism to attract new clients

**Tuesday, 13 April 2010**

09:00-10:00

#### **Inaugural session**

- **Welcome remarks by the authorities**
  - Mr. Taleb Rifai Secretary-General, World Tourism Organization
  - Mr. Bonaventura Espot Mayor of Ordino
  - Mr. Claudi Benet Minister of Tourism, Trade and Industry
- **How can international demand be connected to local offerings?**

The integration of snow and mountain tourism in the world market:

How can we get snow and mountain tourism out of its niche?

The financial and economic crisis has disrupted tourism demand, which has been in decline for more than a year. Snow and mountain tourism has weathered this economic turbulence relatively well. It has a future since its potential for growth is far from being exhausted, provided that tourism actors are successful in attracting clients even more effectively. The inaugural session is devoted to the prospects for snow and mountain tourism and to the challenge of connecting an ever more internationalized demand to local offerings.

#### **How does the UNWTO see the future of snow and mountain tourism?**

*Mr. Frédéric Pierret, Executive Director of the World Tourism Organization.*

The problems of snow and mountain tourism are often somewhat neglected. It is possible that climate change could give back to mountain tourism the force of attraction that it had lost to some extent over the decades of globalization. It is in this context that the point of view of the World Tourism Organization, co-organizer of World Congresses on Snow and Mountain Tourism, takes on importance. It is interesting to see how the UNWTO gauges the prospects of this segment of the tourism market in the wake of the turbulence to which the world economy has been exposed for almost two years now.

#### **Is there a need for better marketing of mountains?**

*Mr. Peter Keller, Professor, Scientific Committee of the World Congresses on Snow and Mountain Tourism UNWTO-Principality of Andorra, Bern/Lausanne, Switzerland*

The theme of the 6th World Congress on Snow and Mountain is the marketing management of products, industries and destinations that depend on tourism. Strategies and objectives in the field of



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market intelligence, product development, promotion and distribution for mountain and ski resorts will be debated.



## Subjects for discussion

10:30-12:00

- **Tapping new market potential, mainly the junior and senior segments**

The challenge of potential demand:

Is better customer targeting needed?

Should international markets or rather nearby and domestic markets be better tapped?

Snow and mountain tourism has come to maturity. It draws its potential essentially from domestic and nearby markets. It can penetrate them even better, but this is difficult in light of the large number of replacement options. If the growth potential created by globalization is to be harnessed, it is necessary to internationalize and better target customer segments.

Presentations:

**The future of summer mountain tourism: market segmentation, how can we further improve the targeting of promotional actions in order to rejuvenate and maintain the client base of mountain tourism, looking to juniors and seniors above all?**

*Mrs. Petra Stolba, Director General, Austrian National Tourism Office, Vienna (Austria)*

Austria one of the worldwide market leaders of snow and mountain. The National Tourism Office developed strategies to further improve and launch the summer tourism products. This initiative was taken over by the regions for a better occupation of tourism facilities during the summer season which is still weaker in mountain areas than the winter season.

**The situation and outlook of the world market for ski and board sports: could it be internationalized or would it be better to penetrate nearby markets?**

*Mr. Laurent Vanat, Entrepreneur, Author of the 2009 International Report on Mountain Tourism, Geneva (Switzerland)*

He is the author of an outstanding report on the situation of the worldwide ski market. The author stresses on the fact that the ski business is more and more concentrated in some big resorts which are also present in the international tour operators catalogues. Is this hierarchy between resorts irreversible?

12:00-13:30

- **Creating unique experiences**

The need to be different in an increasingly even world:

How can mountain destinations distinguish themselves from each other and position themselves as being unique in the markets?

Snow and mountain resorts offer somewhat similar attractions worldwide, what does not facilitate their positioning in the markets. The idea is therefore to overcome this strategic weakness by developing, through unique selling proposals, an offer composed of a combination of landscape, cultural and modern interests.



Presentations:

**The mountain: Should it be transformed into Disneyland?**

*Prof. Heinz-Rico Scherrieb, Entrepreneur, Tenerife (Spain)*

Tourism is some sort of a dream factory. Destinations are obliged to imagine icons and to put on stage always new products. The keynote speaker, known as Europe's Walt Disney, has transformed, over the decades, castles, attraction parks and mountain landscapes into dream factories, thus making them unique for the visitors.

**The creation of a unique experience, from heritage to attractor. Fort de Bard: a new icon to attract visitors in the Aost Valley?**

*Mr. Augusto Rollandin, President of the Autonomous Region of Val d'Aoste, Chairman of the Association "Fort de Bard", Aoste (Italy)*

Nowadays, big mountain chains and their famous peaks are well known. Mountain tourism is nevertheless often considered boring. The visitors experiences depend largely on meteorological conditions. There is not much to do in case of bad weather?. Therefore new attractions like Fort de Bard at the entrance of the Aoste Valley are new icons to high rank a destination and to attract visitors more likely to mountain areas.

15:00-16:00

- **Recapturing the fascination of snow and mountains**

Promotion in an attention economy:

How can we make visitors even more attentive to the unique attractions of the mountain?

A day of skiing under the winter sun or a hike through the pristine nature of the mountain are experiences as attractive as holidays on an island paradise in the southern hemisphere. Now, mountain stories should be told in order to create dreams and to attract visitors.

It is necessary to tell stories of the mountain in order to make potential visitors attentive to the destinations, using the most modern promotional and marketing techniques.

Presentations:

**Destination brand management: How can we make potential visitors dream in the post-modern era? The holistic approach**

*Mr. Christoph Engl, Director General, Südtirol Marketing AG, Bozen-Bolzano (Italy)*

The autonomous Italian Region of Southern Tyrol created a marketing corporation which promote the economy as a whole under the umbrella of a strong brand. The successful branding of the Region's economy needs cooperation between the various partners. It has created a critical mass for a targeted marketing communication of the multiple attractions of this Region which makes dream.



### Branding a winter sports country: why Finland's tourism needs a strong brand?

*Mr. Tom Ylkänen, Head Research, Finnish Tourism Board, Vice-President, Research Group ETC, Helsinki (Finland).*

Finland is a winter sport land which does not have a strong growth despite its unique nature. The country has in a creative way repositioned its image for increasing its tourism demand and for making the uniqueness and the quality of its goods and services better known in the world.

16:30-18:30

- **The fascination and risk of mountains between adventure and safety**

The new mountain adventure sports rejuvenate the product and attract new demand:

Which visitors are looking for adventure and how can they be offered both an "adrenaline kick" and adequate safety?

The new adventure sports constitute an option for promoting the mountain experience and for rejuvenating the client base. This is a promising market segment that is in vogue. These activities, however, entail a series of important problems. Fascination and risk are very close to each other. Providers must offer services that take the dangers into account and offer a minimum level of safety for those who practice these sports. This fast-growing field requires rules, certified services, a communication system and trained staff.

#### **Moderator:**

*Mr. Luigi Gaido, Executive Director of the World Tourism Congress on Snow and Mountain Tourism UNWTO-Principality of Andorra, President IRE, Torino (Italy)*

#### **Keynote:**

##### **The attractiveness of adventure sports in mountains as an international asset**

*Mr. Ron Findlay, CEO Niseko Adventure Company NAC, CEO of the Niseko Promotion Board, Niseko (Japan)*

#### **Presentations:**

##### **Providing security for skiing and adventure tourism**

*Mr. Michel Rouffet, Head of the Mountain Research and Planning Unit of Toulouse, Atout France, Toulouse (France)*

##### **The Foundation «Safety in Adventure»**

*Mr. Stefan Reichen, Chief of Staff, Office for Economic Affairs, Canton of Bern, Speaker of the Foundation "Safety in Adventure", Bern (Switzerland)*

##### **Vocational training for security in mountain outdoor recreation**

*Mr. Brian Bell, Coordinator/Instructor, Mountain Adventure Skills Programme (MAST), College of the Rockies, Fernie Campus BC (Canada)*

##### **New experiences of diving under ice and high mountain: Adventure and security.**

*Mr. Héctor Encuentra, Director Diving Andorra, (Principality of Andorra)  
Mr. Raúl Baró, Co-Director Diving Andorra, (Principality of Andorra)*

##### **It exists one Everest for each of us**

*Mr. Maxime Chaya, enterprise's Ambassador, Bank Audi Sal – Audi Saradar Group, Beirut (Lebanon)*



**Wednesday, 14 April 2010**

09:00-10:30

- **Using information technology for better distribution**

Information and communication technology is a boom to mountain regions:

What are the benefits of the ICT revolution for destination marketing in mountain regions and countries?

New destination websites allow potential visitors to dream about a unique experience, to inform them, to organize their trip and stay and to make bookings.

They allow small and medium-sized enterprises that operate under the umbrella of destinations to be present with their products in the whole world 24 hours a day, which creates network externalities at the level of both demand and supply, as well as important benefits in the terms of the efficiency of production and distribution.

Presentations:

**The new ICT instruments: A revolution for destination marketing?**

*Mr. Dimitrios Buhalis, Professor, School of Service Management, University of Bournemouth (United Kingdom)*

There is a series of new IT methods and instruments which can make tourism marketing more efficient and consumer friendly. At the level of destination organizations, there is often a lack of an overview of the actors about the usefulness of the different instruments for the marketing mix of the tourism organization. Such an overview will be presented by the keynote speaker.

**Web-based promotional techniques: How can they create dreams and incite potential visitors to book?**

*Mr. Michel Ferla, Deputy CEO, Swiss National Tourism Office in Paris*

The promotion of destinations goes more and more through the web. The Swiss National Tourism Office created a public website which makes dream potential visitors and gives them the possibility to bundle and book their own products.

11:00-12:30

- **Adjusting pricing policy**

Pricing policy can attract new visitors:

How should price and services be combined in order to attract new clients?

Price is a major factor in the choice of destination and in the composition of the travel budget. It becomes even more important in the case of saturated sites that can no longer aim at quantitative



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growth and which are obliged to attract the public through new, original offerings that optimize value for money. Such policies are still little developed in mountain regions.





Presentations:

**Pricing policy as an instrument to popularize skiing: How can attractive prices be reconciled with high-quality services?**

The case of Piani di Bobbio

*Mr. Massimo Fossati, General Manager, Piani di Bobbio resort (Italy)*

Pricing can popularize skiing in the nearby agglomeration and makes also smaller ski area profitable and allows them to invest and to grow.

**The low-cost ski resort: Could it attract additional skiers?**

The example of Szczyrk in Poland

*Mr. Thomas Zukal, CEO, StayPoland, Warsaw (Poland)*

Poland is a country with low cost ski resorts. This low cost development model makes skiing affordable for larger strata of the population, particularly in emerging countries, which could be followed by medium size resorts in well known traditional countries.

14:30-16:00

- **Enhancing productivity and profitability**

Growth through productivity and not through quantity:

How can attractive, well-paying jobs be created without a quantitative growth?

Enterprises operating under the umbrella of a mountain destination must become more productive, which entails using resources in a more efficient manner and obtaining the best prices in contested markets. It also means to stimulate demand by new growth models.

Presentations:

**The future of ski resorts: Is size important for profitability?**

*Mr. Jean Marc Silva, Director of France Montagne, Chambéry (France)*

There is more and more a concentration of the demand on the best resorts. The question is how smaller resorts with constant economies of scale can survive. Recent research shows that size is important for the profitability of a resort. Nevertheless, smaller resorts can return to growth by consolidating their investment and promoting the existing assets.

**The future of ski areas: Which market potential and how can it be stimulated marketing measures such as pricing?**

*Mr. Elia Frapoli, Entrepreneur, c2bconsulting, Camorino (Switzerland)*

Some regions are declining where leading industries such as cable car companies cannot be run in a profitable way anymore. The authorities also stop more to give any support. The question is how to produce attractive services on markets with a minimum costs and to return to profitability.



16:30-18:30

- **The worldwide future of ski and mountain resorts in developed and emerging countries**

The success of major mountain resorts depends on the development of key factors, such as nature and environment as well as marketing strategies.

What are the reasons behind the success of the major mountain resorts?

Snow and mountain tourism is increasingly concentrated in the best sites that have major natural, cultural and tourism attractions, and where there is a combination of environmental value and quality of the territory. Their success is also due to marketing strategies that highlight the combination of these key factors of success, which clearly distinguish the resorts one from the others. The marketing management of ski resorts should follow these success stories.

**Moderator:**

*Mr. Francesco Frangialli, Former Secretary-General of UNTWO, and Professor at the Sorbonne University, Paris (France)*

**Keynote:**

**Tourism Marketing for Ski and Mountain resorts: which are the crucial issues for the future?**

*Mr. Simon Hudson, Professor, Center of Economic Excellence, Endowed Chair in Tourism and Economic Development, College of Hospitality, Retail and Sport Management, University of South Carolina, Columbia (United States)*

**Presentations:**

**Republic of Korea: land of ski resorts and mountains: Which are the assets of Korean winter and summer tourism in the mountains?**

*Dr. Hyun-chul Kim, Member of the Korean Ski Management Association, Seoul (Republic of Korea)*

**The International Ski Federation's efforts to develop ski worldwide: Which are the new coming ski resorts with a high potential?**

*Mr. Joseh Zenhäusern, Expert of the International Federation of ski, CEO Zeno Advice, Sion (Switzerland)*

**Andorra: which future for a mountain country?**

*Mr. Alex Andrès, Director of Andorra Turisme, Andorra la Vella ((Principality of Andorra)  
Mrs. Valeria Croce, Researcher and Lecturer, MODUL University, Vienna (Austria)*

18:30-19:00

- **Conclusions and closing**

Mr. Frédéric Pierret	Executive Director of the World Tourism Organization
Mr. Bonaventura Espot	Mayor of Ordino
Mr. Josep M <sup>a</sup> Camp	Mayor of La Massana
Mr. Claudi Benet	Minister for Tourism, Trade and Industry