ABSTRACT

In recent decades, tourism has become an important industry; it is an economic activity that is in continuous evolution. Social changes, climate variations and geopolitical factors drive its trend and development. The management of tourist destinations is correlated to strategies for creating and promoting values in a destination. Creating value for an Alpine destination means to create tourism products targeted to specific market segments and providing services for these segments. If environmental, cultural, and economic impacts of tourism in mountain destinations are managed with the right balance, many benefits can be realized both for mountain communities and those who choose to experience these destinations.

Mountain tourism, which accounts for 18-20 per cent of the global tourism, is a heterogeneous scenario within this industry in terms of characteristics, social aspects, tourist offers and management approaches. These factors can vary considerably even for the neighbouring areas of these mountain destinations, therefore it is of great interest to analyze the different solutions adopted from various places.

This paper considers mountain destinations that, for whatever reason, are under the impact of mass tourism. It considers a real scenario in Europe which tourist operators and administrators are currently facing.

In this paper, models for tourism management are proposed using case studies of mountain destinations that have adopted strategies and changes with a pro-active attitude: the type of attitude required to 'anticipate' frequent changes and fiercer competition.

In some cases, massive tourism flows are spontaneous or a consequence of trend continuity, which means that the destination has interesting features and aspects to preserve and valorize. The case of Val di Genova is a successful example of Sustainable Tourism in a park where the last population of Brown Bear is living. The paper analyzes a concrete example of Sustainable Tourism in a protected area, one year after the signing of the European Charter for Sustainable Tourism.
Large tourism flows can also be largely related to Mega Sporting Events. Another case study is presented relating to the Olympic venue of Turin and Olympic valleys. Aspects of preventive marketing promotions are considered and some tourism management policies activated to take tourism advantages from The Event for a long time as ‘Olympic Inheritance’. Finally an analysis of the most international ski destination of the Alps suggests an interesting model of distributed hospitality. St Anton is a Global Resort which receives huge tourism flows from 43 different countries. Over the years, this flow has induced a spontaneous professional approach amongst residents (Nocifora 2001); the local community has preserved inner origin and traditions and adopted a coordinated tourism management system.

Nowadays tourism faces a challenge to combine both ‘tradition’ and ‘modernity’ and then to transform these contradictions into complementariness (Karpodini-Dimitriadi 1999, Amposta 2004). A remote and isolated mountain destination can take advantage of advancements in technology by means of preservation of its ancient characteristics and traditions. This working paper aims to analyze different models of tourism management and present a case study for each pattern. Whilst some cases are still in the initial stages, three of the cases presented have field activities planned. Moreover, interviews and data analysis must be completed in collaboration with institutions and organizations of each area.

1. INTRODUCTION

In the European Alps 40 per cent of municipalities have no tourism and 10 per cent have large specialized tourist infrastructure. In the New Zealand Alps there is a lower percentage of habitants and villages, and the few tourism centers are highly specialized with a very articulated offer in terms of tourist products, sophisticated and modern marketing strategies and detailed attention to the Environment.

Tourism like all traditional economic activities is subjected to a life cycle. A mountain resort usually evolves following these three phases.

- **Discovery**: few tourists, who arrive, share the lifestyle and the infrastructures of the host place.
- **Development**: tourist can outnumber the local population in some periods of the year, use own houses and infrastructures and get in touch with the local population only through set channels (guides, agencies, hotels,...).
- **Maturity**: the large number of tourists becomes the main limitation for the economic and social development of the local community. Social culture could ‘become a utility’ for the use of forces external to local history and traditions.

Some destinations evolve along this scale rapidly, whereas some others are taking charge and leading the continuous transformations that modern and global society determine.

Future tourists are expected to be more affluent, mature, demanding and expecting a more individualized product.

Understanding the expectations of ‘new tourists’ is necessary in order to prepare places, strategies and methods that permit operators and administrators to confront themselves with other contests and managements, however it is not sufficient. A sustainable Alpine Tourism Development must mix environmental and traditional attractions with cultural values and economic results.

Travellers are everywhere, whereas tourists are more concentrated in attractive destinations, therefore more destinations are becoming flooded by tourism flows.
2. ST ANTON - HOLIDAY RESORT WITH GLOBAL REPUTATION

In this legendary winter sport venue where snow conditions prevail for five months of the year, tourism management is an example of ‘distributed hospitality’ developed and supported by local populations under the Tourism Bureau TB management. The town is situated in Tirol near Swiss and Liechtenstein boundaries, 100 km from Innsbruck, 200 km from Zurich at the altitude of 1304m in the Arlberg area. It is one of the most popular ski centres in Europe with a long tradition:
- the first ski club in the Alps was founded here in 1901
- exactly 100 years later in 2001 St Anton was the venue for the World Alpine Skiing Championships.

The village is a traditional ‘Tiroler Dorf’ with characteristic houses. Whilst all of the accommodation facilities are represented, the ‘Garni’ model is the most dominant, and it is the key that has allowed an impressive tourism development preserving ancient tradition and culture.

The tourist market is characterized by a market duality where limited number of large business provide their offers through intermediaries and small and medium size enterprises offer products and services to tourist who tend to organize their own vacation without intermediary (Keller 2004). In St Anton both of them are represented and both of them are sharing the same accommodation facilities.

There are no second houses, huge and massive residences, buildings or tourist resorts; most of the facilities are chalets, pensionen, small apartments, hotels and Garni.

Table 1 shows a brief description and data, whilst table 2 shows the trend in the last 50 years of the number of beds and overnight stays.

| Resident population | 2680  |
| Bars / Restaurants  | 82    |
| Number of beds      | 9500  |
| Ski area            | 280 km|
| Altitude            | 1304m |
| Peak altitude       | 2811  |
| Average annual snowfall | 7 m  |

Table 1 St Anton brief description and data (source: st Anton Tourism Bureau)

<table>
<thead>
<tr>
<th>Year</th>
<th>Beds</th>
<th>Overnight Stays</th>
</tr>
</thead>
<tbody>
<tr>
<td>1959/60</td>
<td>2.243</td>
<td>104.983</td>
</tr>
<tr>
<td>1969/70</td>
<td>4.615</td>
<td>364.444</td>
</tr>
<tr>
<td>1979/80</td>
<td>6.044</td>
<td>437.536</td>
</tr>
<tr>
<td>1989/90</td>
<td>7.838</td>
<td>722.022</td>
</tr>
<tr>
<td>1997/98</td>
<td>8.567</td>
<td>829.769</td>
</tr>
<tr>
<td>2002</td>
<td>9.200</td>
<td>more than 1 million</td>
</tr>
<tr>
<td>2006/07</td>
<td>9.500</td>
<td>Almost 1 million</td>
</tr>
</tbody>
</table>

Table 2 St Anton Overnight trend during last 50 years (source: Tourism Bureau)

Almost a million overnight stays during the winter season in a village with 9,500 beds and 2,680 residents means a huge tourism demand that invests also other villages in the area. In St Anton, the local community did not take to real estate investments, therefore a second house market was not created.
There was a ‘spontaneous professionalization’ (as defined in Nocifora 2001) in the sense of the ability of the local community to take advantage of increasing flows in tourist demand and to improvise business activities. Most of the houses become ‘pensionen’ and in this scenario the Tourism Bureau has taken an important coordinating role:

- creating a thick event’s calendar to spread tourist requests also in low season
- creating an integrated system that allow a fast and direct reservation approach, real time updated
- defining marketing policies and promotions from the guest side and improving partnership and collective initiatives from the hotelier side (special weeks, deals, events coordinated and involving many actors on the territory)
- realizing technology infrastructures, IT-systems and databases (internet website with direct and real time booking system, local television, cameras and webcams system on the whole ski area, booking-board map with real time updated info and integrated phone for free local calls)
- activating many services in the area, from baby sitting to free shuttle bus services (bus system connects St Anton, St Jacob, St Christoph, Pettneu, Flirsch, Strengen, Rendl, Alpe Rauz, Zurs, Lech, some buses run till 3 a.m.)

Many international companies and travel agencies organize fully inclusive packages with direct charter flights and offering special deals for services and facilities. Many ‘do-it-yourself tourists’ arrive in St Anton from all over the world. Every tourism segment is reached with articulated offers of services and facilities on the territory.

2.1 The Garni model

The Garni model is the smallest profile of Small and Medium sized Enterprises (SMTEs) which are family-run and whose development is deeply rooted in the territory and in the local community (Tschurtschenthaler 2000, Keller 2004).

In accordance with taxonomy and criteria to identify SMTEs in Alpine destinations exposed from Buffa (Buffa 2006) referring to Thomas (1998 and 2000), Garni has small accommodations capacity (usually 1-15 rooms), the management is done by the owner and/or family, sometimes there is a seasonal worker, very often the manager is an old lady that has dedicated some rooms of the family house for Bed & Breakfast activities.

Parts of the house are private and inaccessible, where the family lives; then there are rooms and a common living room for the guests. Breakfast and eventual dinner is often cooked in the owner’s kitchen and served to all the guests together.

This model allows many advantages:

- to offer accommodation with cheaper prices
- to create a flywheel for restaurants, ‘stube’, bars, pubs
- to attract families, younger groups, singles in the same way
- to avoid the building of huge residences and structures (empty boxes at the end of the season)
- to favour growth and development of services and to improve the entrepreneurial spontaneity phenomenon

It is probable that this strategy is close to reaching the saturation limit. As it is shown in Figure 1, a tourist request of almost a million of overnight stays in the last 5 years has already pushed the local population to transform their houses into accommodation and join this distributed hospitality model.
Statistics underline a small downward trend in the mean permanence (5.93% day in 06/07 and 5.97 in 05/06) and a slight drop in the number of total guests (-0.99%).

In some periods of the year the town and all the other villages in a range of 30 km are ‘sold out’ completely. In the winter of 2006/2007, 43 nationalities were represented by the 912.216 guests. The most representative countries are Great Britain, Ireland, Germany and Netherland.

<table>
<thead>
<tr>
<th>Country</th>
<th>2005/06</th>
<th>%</th>
<th>2006/07</th>
<th>%</th>
<th>Country</th>
<th>2005/06</th>
<th>%</th>
<th>2006/07</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deutschland</td>
<td>283194</td>
<td>30.56%</td>
<td>260305</td>
<td>28.54%</td>
<td>Tschechische</td>
<td>2572</td>
<td>0.28%</td>
<td>2174</td>
<td>0.24%</td>
</tr>
<tr>
<td>GB/N.Irl</td>
<td>204880</td>
<td>22.11%</td>
<td>212998</td>
<td>23.35%</td>
<td>Estland</td>
<td>2640</td>
<td>0.28%</td>
<td>2023</td>
<td>0.22%</td>
</tr>
<tr>
<td>Österreich</td>
<td>101343</td>
<td>10.94%</td>
<td>83681</td>
<td>9.17%</td>
<td>Ubriges Achr</td>
<td>1502</td>
<td>0.16%</td>
<td>1948</td>
<td>0.21%</td>
</tr>
<tr>
<td>Niederlande</td>
<td>80868</td>
<td>8.73%</td>
<td>82349</td>
<td>9.03%</td>
<td>Rumanien</td>
<td>1427</td>
<td>0.15%</td>
<td>1944</td>
<td>0.21%</td>
</tr>
<tr>
<td>Dänemark</td>
<td>42051</td>
<td>4.54%</td>
<td>46388</td>
<td>5.09%</td>
<td>Slowenien</td>
<td>1698</td>
<td>0.18%</td>
<td>1930</td>
<td>0.21%</td>
</tr>
<tr>
<td>Schweden</td>
<td>42412</td>
<td>4.58%</td>
<td>41757</td>
<td>4.58%</td>
<td>Griechenland</td>
<td>1510</td>
<td>0.16%</td>
<td>1913</td>
<td>0.21%</td>
</tr>
<tr>
<td>Schweiz</td>
<td>25661</td>
<td>2.77%</td>
<td>25109</td>
<td>2.75%</td>
<td>Lettland</td>
<td>1373</td>
<td>0.15%</td>
<td>1826</td>
<td>0.20%</td>
</tr>
<tr>
<td>Norwegen</td>
<td>14446</td>
<td>1.56%</td>
<td>15790</td>
<td>1.73%</td>
<td>Turkien</td>
<td>1736</td>
<td>0.19%</td>
<td>1282</td>
<td>0.14%</td>
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<tr>
<td>Belgien</td>
<td>15829</td>
<td>1.71%</td>
<td>15571</td>
<td>1.71%</td>
<td>Kroatien</td>
<td>1086</td>
<td>0.12%</td>
<td>1224</td>
<td>0.13%</td>
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<tr>
<td>Rep Irland</td>
<td>11336</td>
<td>1.22%</td>
<td>14933</td>
<td>1.64%</td>
<td>Island</td>
<td>430</td>
<td>0.05%</td>
<td>1086</td>
<td>0.12%</td>
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<tr>
<td>GUS</td>
<td>9008</td>
<td>0.97%</td>
<td>14717</td>
<td>1.61%</td>
<td>Japan</td>
<td>1505</td>
<td>0.16%</td>
<td>1083</td>
<td>0.12%</td>
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<tr>
<td>USA</td>
<td>13956</td>
<td>1.51%</td>
<td>14208</td>
<td>1.56%</td>
<td>Ungarn</td>
<td>1104</td>
<td>0.12%</td>
<td>968</td>
<td>0.11%</td>
</tr>
<tr>
<td>Israel</td>
<td>7689</td>
<td>0.83%</td>
<td>9634</td>
<td>1.06%</td>
<td>Ukraine</td>
<td>1241</td>
<td>0.13%</td>
<td>910</td>
<td>0.10%</td>
</tr>
<tr>
<td>Frankreich</td>
<td>7711</td>
<td>0.83%</td>
<td>8354</td>
<td>0.92%</td>
<td>Portugal</td>
<td>550</td>
<td>0.06%</td>
<td>779</td>
<td>0.09%</td>
</tr>
<tr>
<td>Aus/NZ</td>
<td>8758</td>
<td>0.95%</td>
<td>8330</td>
<td>0.91%</td>
<td>Litauen</td>
<td>386</td>
<td>0.04%</td>
<td>670</td>
<td>0.07%</td>
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<tr>
<td>Finnland</td>
<td>7006</td>
<td>0.76%</td>
<td>7432</td>
<td>0.81%</td>
<td>Sudostasien</td>
<td>461</td>
<td>0.05%</td>
<td>621</td>
<td>0.07%</td>
</tr>
<tr>
<td>Italien</td>
<td>6961</td>
<td>0.75%</td>
<td>7145</td>
<td>0.78%</td>
<td>Slowakei</td>
<td>297</td>
<td>0.03%</td>
<td>419</td>
<td>0.05%</td>
</tr>
<tr>
<td>Spanien</td>
<td>5497</td>
<td>0.59%</td>
<td>6796</td>
<td>0.74%</td>
<td>Zntr-Sud A</td>
<td>394</td>
<td>0.04%</td>
<td>287</td>
<td>0.03%</td>
</tr>
<tr>
<td>Luxemburg</td>
<td>3759</td>
<td>0.41%</td>
<td>3944</td>
<td>0.43%</td>
<td>Malta</td>
<td>89</td>
<td>0.01%</td>
<td>180</td>
<td>0.02%</td>
</tr>
<tr>
<td>Polen</td>
<td>2831</td>
<td>0.31%</td>
<td>2872</td>
<td>0.31%</td>
<td>Jugoslawien</td>
<td>252</td>
<td>0.03%</td>
<td>177</td>
<td>0.02%</td>
</tr>
<tr>
<td>Kanada</td>
<td>3466</td>
<td>0.37%</td>
<td>2402</td>
<td>0.26%</td>
<td>Bulgarien</td>
<td>140</td>
<td>0.02%</td>
<td>110</td>
<td>0.01%</td>
</tr>
<tr>
<td>Sudafrica</td>
<td>3094</td>
<td>0.33%</td>
<td>2353</td>
<td>0.26%</td>
<td>sonstige</td>
<td>2491</td>
<td>0.27%</td>
<td>1594</td>
<td>0.17%</td>
</tr>
</tbody>
</table>

Table 3 St Anton Overnight stays in winter season subdivided by nationality (source: Tourism Bureau)
In analyzing the incoming visitors, there is an upward trend for guests from Great Britain, Ireland, Denmark, Norway and a reduction for guests from Austria and Germany.

![Bar chart showing overnight stays for the most 15 representative countries in the last two winter season (source: Tourism Bureau)](image)

This global reputation and the heterogeneous international incoming has been managed with intelligent strategies. Most of the shops, restaurants, bars and services have seasonal workers of English mother tongue. It is easy to find old local residents of this alpine town that speak many languages or with a mother tongue student as a worker in the family pensionen. Culture, Architecture and ‘Tiroler’ Traditions, are preserved and valued, whilst the management and quality of services has been internationalized.

Interviewing managers and workers in the service field (restaurants, shops, ski schools, ski guides, transports, bars and clubs) is easy to find a huge presence of Australian, Irish, Canadian and English mother-tongue. Some shops with Austrian owners have direct importation from New Zealand and the market is one of the most international of the Alps.
3. VAL DI GENOVA - PARCO NATURALE ADAMELLO BRENTA

Sustainable, durable, compatible are adjectives that dominate on the future of alpine tourism. Sustainable Tourism means tourism capable to last in time, preserving its values (material, cultural and social resource that contributes in a positive and fair way to the wellbeing of the individuals who live and work in the tourist resorts (Pezzano 2006).

The WTO (2004) affirms that sustainability principles refer to the environmental, economic and socio-cultural aspects of tourism development and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability.

Therefore a sustainable tourism strategy should be inspired by three principles:

- involving in all choices, in a participative and active way, all interests and stake in the tourism resorts
- protecting the diversity (thus protecting the existing tourism motivations)
- promoting the diversity, i.e. discovering and creating new tourism opportunities.

Datzira-Masip (2006) has defined the key areas that should be present in a sustainable tourism development process of any destination (local, regional, national, international):

- Establishment of development guidelines
- Determine and control the planning process
- Define a marketing strategy and actions

Ritchie and Crouch affirm that tourism policy seeks to provide high-quality visitors experience that are profitable to destination stakeholders, while ensuring that the destination is not compromised in terms of its environmental, social and cultural integrity (Ritchie and Crouch 2003).

The Parco Naturale Adamello Brenta since 2004 started a management policy and defined the strategy for the European Charter for Sustainable Tourism certification in 2006.

3.1 The European Charter for Sustainable Tourism

The European Charter for Sustainable Tourism (ECTS) is an initiative from the EUROPARC, the non-governmental federation grouping the organizations responsible for the management of protected areas and for nature conservation in Europe. The Federation was founded in 1973 and actually has 371 organizations in 38 countries that are managing more than 400 protected areas.

The ECTS is an answer for the world and European priorities relating to tourism and sustainable development adopted in the 'Earth Summit’ (Rio de Janeiro, 1992), the 5th Action Plan for the European Union, the World Charter for Sustainable Tourism (Lanzarote, 1995) or the 4th World Park Congress (Caracas, 1992). (Flores 2005)

The Charter engages signers to implement a local level strategy in favor of a sustainable tourism, defined as ‘any form of tourism development, planning and activity that respects and preserves the natural, cultural and social heritage in the long run, and contributes in a positive and fair way to the economic development and to the fulfillment of the people that live in the protected areas’ (Pezzano 2006).
Complying with the European Charter of Sustainable Tourism means adopting a work method based on the principle of partnership, carried out in each phase of definition and implementation of the sustainable tourism principle. It translates into a contractual activity and into an intense and loyal cooperation that manages the protected area, the tourism operators, the travel organizers and the other local stakeholders.

### 3.2 Parco Naturale Adamello Brenta

The Parco Naturale Adamello-Brenta is the largest protected area of Trentino composed of two mountain ridges completely different from each other: the granite massive of Adamello and Presanella on the west side and the whole group of the Brenta Dolomites on the east side.

The rich alpine fauna is well represented. In the Park are living: approximately 8000 chamois, 5000 roe-bucks, approx. 1000 deer, some reintroduced Steinbock, a significant number of ungulates, rodents, like the squirrel and the marmot, many predators like the fox and all the weasels, more than 82 species of birds. The most significant animal is the brown bear, the symbol of the Park.

<table>
<thead>
<tr>
<th>Park’s surface</th>
<th>620.517 km²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipalities</td>
<td>39 (part of 4 different district)</td>
</tr>
<tr>
<td>Resident population</td>
<td>42,915</td>
</tr>
<tr>
<td>homes occupied by resident on total homes</td>
<td>55%</td>
</tr>
<tr>
<td>Number of visitors (2003)</td>
<td>871,430</td>
</tr>
<tr>
<td>Overnight staying (2003)</td>
<td>6,511,011</td>
</tr>
</tbody>
</table>

Table 4 brief description in data of PNAB.

Parco Naturale Adamello Brenta extends over 38 municipalities of Trentino and 1 in Lombardia. In 2002 the local tourism offices were substituted with companies called ‘Aziende per il turismo’ (APT). The new APT has become the new subject of reference for tourism services and marketing initiatives and the PNAB must liaise its policy with them. There are 5 Apt, 4 consortiums and some tourism association for a total of 50 partners on the territory.

<table>
<thead>
<tr>
<th>Accommodation structures</th>
<th>Number</th>
<th>Beds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Second homes</td>
<td>8,815</td>
<td>40,982</td>
</tr>
<tr>
<td>Private homes</td>
<td>6,899</td>
<td>31,709</td>
</tr>
<tr>
<td>Hotels</td>
<td>335</td>
<td>21,162</td>
</tr>
<tr>
<td>Health resorts and mobile camp-sites</td>
<td>67</td>
<td>2,899</td>
</tr>
<tr>
<td>Camp-sites</td>
<td>6</td>
<td>2,693</td>
</tr>
<tr>
<td>Refuges</td>
<td>31</td>
<td>1,590</td>
</tr>
<tr>
<td>Rooms for rent</td>
<td>42</td>
<td>1,047</td>
</tr>
<tr>
<td>Holiday homes</td>
<td>11</td>
<td>620</td>
</tr>
<tr>
<td>Other</td>
<td>7</td>
<td>545</td>
</tr>
<tr>
<td>Farm Holiday Accommodations</td>
<td>20</td>
<td>228</td>
</tr>
<tr>
<td><strong>Total PNAB</strong></td>
<td><strong>16,233</strong></td>
<td><strong>103,475</strong></td>
</tr>
</tbody>
</table>

Table 5 the accommodation structures in the PNAB (source PNAB 2007)

Val di Genova in the Adamello group and Val di Tovel in the Brenta massif, since the beginning of the 20th century, were identified as area which needed protection for their naturalistic aspects as well as
the last population of Alp brown bear. The following list resumes some important dates of Parco Naturale Adamello Brenta:

- 1967  Provincia Autonoma Trento decide to create the Park in Provincial Urban Plan Pup
- 1987  Park's boarder are widened from 504.000 to 618.000 sq km
- 6/05/88 Provincial Law decrees institution The Ente Parco Adamello Brenta
- 2003  Some new area are added
- 23/09/06 At Oxford Carta Europea Turismo Sostenibile
- 2008  Candidature to became GeoPark in Unesco Network
- 23/05/08  Summit: 1988-2008 20 years of evolutions on the Alps. Parks are actors or spectators?

The tourism flow in the territory amounts to 6 millions overnight stays per year (871.000 arrivals) featuring a market share on the province territory equal to 22,8%.

<table>
<thead>
<tr>
<th>Valleys</th>
<th>Summer 90</th>
<th>Summer 95</th>
<th>Summer 02</th>
<th>Summer 03</th>
<th>Summer 04</th>
</tr>
</thead>
<tbody>
<tr>
<td>Val Adige (4)</td>
<td>789.107</td>
<td>876.088</td>
<td>805.209</td>
<td>834.568</td>
<td>805.103</td>
</tr>
<tr>
<td>Val di Non (10)</td>
<td>52.732</td>
<td>51.115</td>
<td>32.28</td>
<td>34.763</td>
<td>25.39</td>
</tr>
<tr>
<td>Val di Sole (3)</td>
<td>465.732</td>
<td>505.352</td>
<td>444.408</td>
<td>428.825</td>
<td>409.435</td>
</tr>
<tr>
<td>Giudicarie (21)</td>
<td>2.643.734</td>
<td>2.468.324</td>
<td>1.862.497</td>
<td>2.163.330</td>
<td>2.146.913</td>
</tr>
<tr>
<td>PNAB</td>
<td>3.951.346</td>
<td>3.900.879</td>
<td>3.144.394</td>
<td>3.461.486</td>
<td>3.386.841</td>
</tr>
</tbody>
</table>

Table 6 Overnight stays with indication of number municipalities (source Provincia Trento - Statistics)

In the PNAB territory it is possible to see a different phenomenon and behavior considering what was analyzed on the other side of the Alps at StAnton. In this area during last decade second houses and hotels have been preferred in respect to private accommodation, as can be seen from the data collected from Provincia di Trento Statists Office shown in Figure 3. From the Statistics provided it is also possible to observe a predominance of 3 or 4 star hotels; only one valley has 1 and 2 stars and agritur are few. It is interesting to observe how the different valleys have sensible differences in regards to the various accommodation structures.

Figure 3 Tourist distribution on accommodations in 1990 and 2003 (source Provincia Trento)

Parco Naturale Adamello Brenta has identified the follow reasons for a Sustainable Strategy for Tourism in the Park:
1. In the communities that undergo heavy environmental stress due to ski related plants and to building developments, the alarm for the environment has reached such high levels as to request the intervention of the relevant authorities.
2. PNAB is seen as a possible promoter of development. In the area with light tourism load. Nature untouched and PNAB is like a tourism promotion tool
3. The occasions for interaction between operators and the Parco Naturale Adamello Brenta should be improved changing communication process: Not only a direct promotion to the final consumer and client but also an undirected promotion implementing communication with hoteliers and stakeholders.

Parco Naturale Adamello Brenta has conducted an interesting diagnosis of the territory analyzing social/economic reality, natural/cultural attraction, tourism flow. It has also conducted a market analysis and later has defined and developed a strategy and an action plan.

Park and stakeholders agreed in giving priority the following three strategic objectives or routes. Each route is articulated in accordance to various specific objectives (Strategy Plan PNAB 2006):

- **Awareness Route** - values of the cultural, historic, environmental heritage of the territory: -
  - Enhancing local population’s awareness on local heritage
  - Enhancing visitors’ awareness of local heritage
  - Promoting a reflection on the future of tourism

- **Route of the Senses** - helping emotion-driven, seeking discovery and authenticity-
  - Offering an opportunity to live an authentic experience also through new tourism products

- **Quality Route** - promoting an holistic approach to the quality of the territory and of the enterprises.
  - Improving the quality of the territory and its use
  - Improving the quality of tourism destinations
  - Improving the population’s and visitors’ life quality

There are hundred of Projects, initiatives and ‘eco-tourist products’ from cultural events to environmental education, from new digital marketing strategies to University research and visitor centers. Project Life Ursus, GeoPark, ParcoCard are just examples of an intense activity.

In this paper the focus is on the Sustainable Mobility Plan that is in the list of improving the quality of the territory and its use (Quality Route).

### 3.3 Sustainable Mobility Plan

During the latest decade there has been an inhomogeneous growth of tourism: long holidays have become less frequent, while tourism mobility on the territory has increased.

Mobility problem into parks is a trouble correlated to tourism and, vice versa, tourism problem into a park very often became a mobility task to solve.

Since summer 2003, PNAB has actively managed, though an innovative project, the Val Genova mobility. The success reached convinced the administrations to renew the initiative in summer 2004. Afterwards the initiative was experimented in Val di Tovel. Later was extended to Val Nambrone and from summer 2006 also to Vallesinella.

The project consists in overall management of these valleys, taking into account both the control of private car circulation and the establishment of an alternative public transport service through shuttle buses; all this is accompanied by a range of recreational-cultural initiatives. The aim is to invert the trend, changing the hasty approach to a more nature respectful approach. Not just drive to the waterfall for taking pictures but living an experience taking time for it.

During the whole summer, Integrated Mobility System allows an easy way to move around the territory carrying bikes and luggage. Shuttle buses and trains are equipped for bike transport, special
deals are offered and parking areas at the beginning of valley are for free. The initiative is not only logistic, many itineraries are promoted for biking and trekking as well as guided excursions.

<table>
<thead>
<tr>
<th>Vehicles parked in free parking 2007 - 89days</th>
<th>number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incoming vehicles counted 08.00 - 17.00</td>
<td>42,557</td>
</tr>
<tr>
<td>Incoming after ‘Ponte Verde’ check point –free toll-</td>
<td>3,434</td>
</tr>
<tr>
<td><strong>tot. visitor’s vehicles</strong></td>
<td><strong>39,123</strong></td>
</tr>
<tr>
<td>total taxed visitor’s vehicles</td>
<td>19,622</td>
</tr>
<tr>
<td><strong>TOT. Visitor’s vehicles parked in free parking</strong></td>
<td><strong>19,501</strong></td>
</tr>
</tbody>
</table>

Table 6 Vehicles parked in free parking - during 89days of summer season 2007 (source: PNAB)

<table>
<thead>
<tr>
<th>Vehicles after Ponte Verde - 86 days</th>
<th>2006</th>
<th>2007</th>
<th>dif. ’07/'06</th>
</tr>
</thead>
<tbody>
<tr>
<td>motorbike</td>
<td>1,411</td>
<td>1,592</td>
<td>12.8%</td>
</tr>
<tr>
<td>bus</td>
<td>335</td>
<td>451</td>
<td>34.6%</td>
</tr>
<tr>
<td>cars</td>
<td>17,571</td>
<td>17,283</td>
<td>-1.6%</td>
</tr>
<tr>
<td><strong>tot. taxed vehicles</strong></td>
<td><strong>19,317</strong></td>
<td><strong>19,326</strong></td>
<td><strong>0.0%</strong></td>
</tr>
<tr>
<td>Resident’s car (counted at Ponte Verde)</td>
<td>1,431</td>
<td>1,549</td>
<td>8.2%</td>
</tr>
<tr>
<td>Service car (estimate 20 day)</td>
<td>1,720</td>
<td>1,720</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>tot. vehicles free toll</strong></td>
<td><strong>3,151</strong></td>
<td><strong>3,269</strong></td>
<td><strong>3.7%</strong></td>
</tr>
<tr>
<td><strong>TOT. Vehicles after check point Ponte Verde</strong></td>
<td><strong>22,468</strong></td>
<td><strong>22,595</strong></td>
<td><strong>0.6%</strong></td>
</tr>
</tbody>
</table>

Table 7 Vehicles in the protected area -after Ponte Verde- summer season 2007 (source: PNAB)

Table 7 and 8 show the important results of traffic halved in the valley and contained number of vehicles after ‘Ponte Verde’, the check point with free parking areas at the beginning of the valley. During last year 49.8% of vehicles were parked on the beginning of the valley and the number of visitors with bus was +34.6% and, most important, use of shuttle was increased of +43%.

Analog results are reached in another valley of the protected area, Vallesinella, where 40% of the traffic was confined in the parking and the Shuttle Bus has been used from increasing number of tourists.

<table>
<thead>
<tr>
<th>Val Genova Express</th>
<th>2006</th>
<th>2007</th>
<th>var. % '07/'06</th>
</tr>
</thead>
<tbody>
<tr>
<td>passangers Val Rendena</td>
<td>822</td>
<td>1173</td>
<td>43%</td>
</tr>
<tr>
<td>passengers from Madonna di Campiglio</td>
<td>286</td>
<td>415</td>
<td>45%</td>
</tr>
<tr>
<td><strong>Tot. Passangers</strong></td>
<td><strong>1,108</strong></td>
<td><strong>1,588</strong></td>
<td><strong>43.3%</strong></td>
</tr>
</tbody>
</table>

Table 8 Passengers on Shuttle bus Val Genova summer season 2007 (source: PNAB)

Figure 4 Paying Vehicles in ValGenova 2006 2007 (source:PNAB)
4. TORINO AND THE OLYMPIC VALLEYS – XX WINTER GAMES VENUES

Olympic Games are the biggest ‘Sport Mega Event’, and for the management of destinations they represent a unique chance to have a lasting tourism effect. Olympic venues during the years before the Games, at the Games Time and in the years after the Games have important and persistent change at any level, both social and economic. In regards to Torino 2006 Olympic and Paralympic Winter Games, more than an article would be required, as there are many topics and interesting aspects to analyze. Many studies have been conducted and many projects are still running in relation to these Olympic Games. The aim of this paper is to present an overview on the activated tourism flows with a brief description of the promotion strategies at Pre-Games stage; to analyze increasing flows and to consider the ‘Olympic Inheritance’.

The focus is more on the mountain destinations in the Olympic Valleys than Torino but it is necessary to dedicate a brief description also to the city. Torino wanted to hold The Olympic Games. It was the first city in Italy to define a Renewal Strategic Plan with municipality administration as coordinator and many private and public actors. Torino decide to ‘re-plan’ the city and to choose Tourism and services as a solution for the industrial and economic crisis; it has been a city completely dedicated to the industrial sector since the beginning of XX century.

Once the process had started, the Olympic candidature increased, the investments multiplied, upgrade were made to infrastructure, and other initiatives in the whole social sectors: for example traffic, accommodation, telecommunication and entertainment. The general appearance of the destination also began to change. A well developed infrastructure can be decisive to prefer a destination and the preparations for a mega-event attract give the opportunity to improve the appearance of a destination and to close gaps in the infrastructure supply (Obermair 1993).

Torino Internazionale, ITP Investment for Turin and Piedmont, Turismo Torino, Torino Incontra, are the bigger organizations but there were many other ones, very active on the territory and at international level. Bardonecchia, Sauze, d’Olulx, Sestriere, Cesana and other mountain destinations became ‘Olympic Venues’. In these alpine villages there were short term effects and long term effects to be considered as exposed by Moesch: from a short-term perspective there is the demand of the traveling fans. Maybe some tourists would stay away from the destination during the event because they fear chaotic conditions, increasing prices and other disadvantages, but many others will arrive and usually the positive effects prevail. In the long-term the improvement on the supply side is much more important. The most relevant effects are:

- Upgrade in the infrastructure level
- Image and promotion effects as publicity, image-enhancement
- Networks as contacts, alliances,…
- Establishment of know-how (Moesch 2007)

Every venue that hosts Games must provide an Urban Strategic Plan defined with the International Olympic Committee. IOC have consolidated requests for the hosting city:

- An Olympic Village and a Media village a Press Centre
- Public transportation system, local, regional and national
- Sports infrastructures and specific transport
- Accommodations
- Investments for city suburbs
- Upgrade or new creation of infrastructure and services
- Attention for the Environment
- Attention for security
An artistic and cultural plan
Attention to job opportunities and economics

To be under the world’s eyes is an incredible occasion with image effects and benefits. From the tourism point of view the event generates accelerating power for upgrading the appearance of a destination and creating a new level of tourism supply. The supply effects can have a positive impact that is difficult to estimate, usually is qualitatively seized without quantification as explained from Brunet (Brunet 1995, Häusermann & Siebel 1993).

4.1 Events on the Event

The successful strategies adopted for Torino 2006 was to organize Events during The Games: events for the biggest event.

Olympic Games require an incredible number of promotional activities and by themselves are correlated to usual initiatives that hosting country arranges: Olympic Flame Trip, Kids Village, Sport’s events and many more.

Hall summarized the points that characterize a mega event in the follow points:

- Large number of participants and visitors
- Worldwide publicity
- Key role in economic marketing strategies and tourism
- Long term social, economic and other legacies (Hall 1992)

Torino and the mountain venues have organized additional and important tourism events to promote the territory, the arts, the culture and the traditions. These special tourist products were created and targeted to many different segments with a plan which started two years before the Winter Games and still running.

Talking about tourist segmentation is inappropriate because the idea was to attract a cluster composed of many profiles, the short break tourism which is the short and medium range tourism. Obviously attention was dedicated also to tourism from long range with initiatives not only in cultural field. Tourist products were defined in collaboration with administrators, municipalities and tour operators. To the visitors a special event is an opportunity for a leisure, social, or cultural experience outside the normal range of choice. Events arouse expectations and always have motivated Torino and the Olympic valleys to fully benefit from them, implementing a long term strategic approach and developing an event portfolio which helped to reach different goals in the different destinations.

Big-events is one component of this strategy and under this label are grouped the follow events:

- 1998-2000 Ostensioni della Sacra Sindone
- 2006 Olimpiadi di scacchi
- 2006-2007 Capitale mondiale del libro con Roma
- 2006 Campionati mondiali di scherma
- 2006 Tricentenario dall’Assedio di Torino per mano francese
- 2007 Universiadi
- 2008 Capitale Mondiale del Design
- 2008 XXIII° Congresso Mondiale dell’Ordine degli Architetti
- 2009 Europei Indoor di Atletica Leggera
- 2011 Centocinquantenario dell’Unità d’Italia
- 2015 Esposizione Universale.

Italyart was the name for the Cultural Olympiad, the artistic and cultural programme set up to accompany the sport programme. It was a festival of the arts designed to showcase the Italian cultural
heritage and to promote local traditions. It covered 5 main areas, was composed of 150 initiatives and about 600,000 presences were registered:

- Visual arts
- Theatre and dance
- Music
- Cinema and literature
- History and society

The list of initiatives and events organized on the territory could be very long as well as the list of Museums, Castles, Historical site, Art’s Gallery upgraded.

Events reached the goals to change peoples perceptions for the destinations and to communicate destination attributes improving visitor’s satisfaction in the Olympic venues.

Sport Events and Test Events have characterized Pre-Games time and constituted the tool for testing new infrastructures and procedures. An Olympic venue during two years before the Games organize events with similar characteristics of the Olympic competition and arrange simulations for the possible scenarios. Hoteliers, Police departments, public transport and volunteers are involved and the local population start to be trained to the Olympic impact.

The schema in figure 5 reassumes the main event’s categories and the scheduled realization.

There is relevant attractiveness about these events and tourism benefits. Olympiad is one of the few circumstances where main streets became preferential paths, buses change routes, buildings change colors, an entire valleys can be closed, a small mountain village becomes an international resort.

A well organized event’s strategy must consider involving the local population otherwise the impact is suffered and not participated.

Events during Games Time are uncountable. There are official appointments and thousands of initiatives everywhere. A sponsor can build a glass pyramid on the river just as location for parties or cover a swimming pool for a dinner. A Japanese multinational can decide to invite important top managers of different continents for an Olympic weekend and organize snow motorbike competitions. Most events which occur during the Games time are irrelevant for the long-term approach even if they are important tourist business opportunities.

Torino Olympic Park TOP is the organization founded by municipalities in charge to organize and promote Olympic infrastructure in the Post-Games phase. Sport’s structures and know how in event management are important resources for the territory and this should be the longest phase connected with future tourist products.
4.2 Analysis of tourism flows

It interesting to analyze the changes in the tourism flows during the last years in the Olympic valley. Figure 6 shows the trend in the last 6 years of overnight stays in Piemonte and is visible the increasing Games attractiveness. For the first time in 2005 the number of 10 millions of overnight stays was passed with a growth of +26,16% respect 2000.

Mean permanence is almost the same and is little bit more than 3 days. The details about the destinations shows a growth of +25,5% in Tourin and +16,4% in the Olympic valleys. The number of foreign guests is growth for every country and Germany is still at the top with 9,61% of the total presence. American guests are many more in Piemonte +53,16%.

As mentioned above the Strategic Plan upgraded many infrastructures and also mountain destinations were a kind of building sites. Analyzing the number of beds is visible more or less the same percentage value than overnight stays: +24,66% in the period between 2000 and 2006 even if the total receptivity is not so big.

Finally the analysis of the overnight stays detailed for the different destinations underlines how the increasing phenomenon is limited only to Turin and the Olympic valleys (first and second histogram in the graphic below). All of the other tourist destinations have a constant trend.
This analysis was conducted without considering the Games Time. During the period of the Games the impact of tourism flows was incredible and required special plans and strategies for accommodation and viability. A special viability plan was adopted and many crisis management policies adopted. Statistics based on Games Time could be another topic.

Since July 2003 a regional law has imposed to all the hoteliers to communicate monthly overnight stays to the Regional Tourist Observatory and a new IT-platform has been released to collect all of this data. Every year at the end of May Regione Piemonte and the Tourist Observatory publish the annual report with data related the previous year. The next report will be the first one with data of Post-Game Time and it could be possible to verify if the trend is still the same or not. Some press investigations and interviews affirm that Torino and Bardonecchia have a positive trend but some mountain destinations in the Olympic valleys probably have returned to the previous number of overnight stays. Next year it should be possible to understand if Torino and the Olympic valleys have been able to take permanent advantages like Barcelona. Lillehammer was the venue which held what was considered to be the best Winter Olympic Games; perfect organization and amazing atmosphere in the Norwegian village where athletes and fans were hosted, however after the Games it returned to the previous tourism flow.
5. CONCLUSION

The case studies presented in this Paper, show three different solutions and strategies for tourism management of destinations with enormous flows of tourists. Mass tourism flows for mountain destinations may be risky but not necessarily negative. They always have many impacts on the local economy, the environment and all levels of the social life.

Local mountain communities sometimes take advantage of the real estate business, but also sometimes have a protective approach for preserving original state and traditions with other indirect advantages. Nowadays a new Strategic Approach considers many aspects for the sustainable development of a destination; there is a natural endorsement in the ability to use resources effectively and the adoption of marketing strategies to take competitive advantages.

The tourism industry is highly specialized in many remote mountain destinations all over the world. Even a country such as Japan, which is not famous for allowing foreign tour operators to build their own businesses easily, has been opening destinations to a new tourism market. Niseko, a ski resort on Hokkaido Island, under the increasing flows of Australian and Canadian tourists, has seen the development of different types of infrastructure, and also allowed a small percentage of buildings western style lodges. If a Strategic Plan is designed and established well, and conducted with the collaboration of local communities and tourism operators, it is possible to preserve and to valorize traditions, whilst taking advantage from large and changing tourism flows.

Strategies and plans should not be only related to the infrastructure’s development but also to the tourism products, services and events.

Events are more than tourism products; they are key tools for destination management. Events target the media, potential tourism and also investors and potential business partners.

Events and celebrations, in tourism destinations, are following a process of 3 consecutive steps:
- Community events are attracting privileged guests
- Events become a part of the product portfolio of a destination
- Events become products specially made for tourists (Dimanche 2007).

During the last XX Winter Olympic and Paralympic Games extraordinary organization was provided for the Events but usually there is a lack of coordination among most of the hoteliers, tour operators, administrators, organizers and the main actors.

In the near future Tourism Management of mountain destinations will be able to fill the gaps, to solve the lack of planning and to create systems and strategies necessary for promoting event tourism.
BIBLIOGRAPHY


