

Please cite this paper as:

OECD (2009), "Chapter 7: The Vorarlberg Province, Austria", *The Impact of Culture on Tourism*, OECD, Paris, pp. 97-113.



The Impact of Culture on Tourism

CASE STUDY OF AUSTRIA

Vorarlberg Tourismus GmbH |
Vorarlberg State Tourist Board
Bahnhofstraße 14 / 4
A-6901 Bregenz



Centre for
Entrepreneurship,
SMEs and Local
Development

The Vorarlberg Province, Austria

Background

Location and economic development level of the destination

Vorarlberg is the Federal Province located at the most western part of Austria. From a cross-border perspective, Vorarlberg forms part of the international Lake Constance area, which includes parts of Germany, Switzerland and Liechtenstein. The international Lake Constance area is a region characterised by dynamic growth and a highly developed business and recreation area; its immediate sphere of influence encompasses the large urban centres of Stuttgart, Munich and Zurich. Vorarlberg has an area of 2 601.48 km² and has 363 880 inhabitants (December 2007).

In an international comparison, its economy and living standard in general, and also its tourism and recreation industry, present a high development level and above-average growth. The economic structure, dominated by small and medium-size enterprises, is characterised by new, knowledge and technology-oriented companies and businesses with an ever increasing sectoral diversity and by-structures typical of the creative industries, with particularly high export rates and good competitiveness.

In mid-2006, Vorarlberg housed 8 561 businesses in trade and industry with a total of 102 020 employees.

Today, Vorarlberg counts among Austria's and Europe's most economically powerful regions. In 2003, the per capita regional product of Vorarlberg was EUR 29 500, that is, EUR 1 500 or 5.4% higher than the Austrian average, a figure topped only by Vienna and Salzburg. Compared with the average of the other NUTS-2 regions in the EU-25 member states, Vorarlberg's gross regional product per inhabitant reached 125.6% in 2002.

The share of the individual business sectors in added value also demonstrates the advanced development level of Vorarlberg's economy. In 2003, agriculture and forestry accounted for 0.8%, manufacturing for 40%, and the service sector for 59% of added value generated in the province.

Situation in tourism

Vorarlberg is characterised by a topographically fragmented natural landscape, consisting of an attractive lake area and extensive forest and mountain areas with varying cultural settings. Both from a natural and a cultural perspective, the region offers good development conditions for winter and summer tourism, as well as summer mountain recreation.

Vorarlberg has a landscape diversity in such a small area rarely found anywhere else. The quality of the landscape experience is to a great extent determined by unscathed natural beauty and various types of cultivation by man, ranging from natural farming to nicely groomed town landscapes.

As a result, Vorarlberg had the means to become not only a modern industrial province, but also a popular tourist destination. Vorarlberg made good use of this opportunity. Especially in rural and mountainous areas, which were less suitable as industrial or trade locations, tourism has developed well, gaining not only a high economic but also considerable social significance. From a general point of view, tourism has contributed to reducing the wealth gap

between the increasingly urban agglomeration of the Rheintal and the mountain valleys and other mountain regions.

Tourism contributed to achieve the objective of sustainably guaranteeing the basis of livelihood in all geographical regions of the province, an objective which is also incorporated in Vorarlberg's Regional Planning Act.

In an ecologically sensitive mountainous region like Vorarlberg, the link between tourism and agriculture is particularly close. Farming determines the appearance of large parts of the cultivated area, and greatly contributes to its maintenance. In addition, agriculture produces high-quality food supplies for the hotel and restaurant industry, and is also a source of accommodation as part of the "holiday on a farm" scheme. For this reason, the attractiveness and competitiveness of Vorarlberg as a tourist destination is a matter of survival for most regions of the province.

Today, the tourism and recreation industry account for approximately 15% of the gross regional product of Vorarlberg. Up to a total of 12 600 people are employed in the hotel, catering, and cableway businesses. Tourism today represents one of the pillars of Vorarlberg's economy. The contribution of the catering and accommodation businesses to added value amounts to 6.1%, well above the Austrian average of 4.6%. The accommodation business registers approximately 8 million overnight stays each year, the visitors from Germany occupying a market share of around 65%. Other important foreign markets include Switzerland and Liechtenstein, with a market share of 9%, and the Netherlands with approximately 10%. At approximately 11%, the domestic market plays an important yet not paramount role.¹

Its relatively high economic and social importance, however, are not the only arguments in favour of tourism in Vorarlberg. An international Tourism Benchmark Study² carried out by BAK Basel Economics for the Province of Vorarlberg revealed the high competitiveness of Vorarlberg's tourism industry in comparison with twenty other holiday tourism regions in the Alps.

Although the performance of the eight destinations of Vorarlberg varies, tourism in Vorarlberg as a whole shows a high degree of competitiveness as compared to other destinations in the Alps, reflected in particular in a favourable price-attractiveness ratio. In addition, the beauty of the landscape and low environmental pollution levels constitute good conditions for a positive development of tourism in the future.

In the ecologically sensitive mountainous landscape of Vorarlberg, however, the demand for competitiveness cannot represent an excuse for all possible and conceivable developments and projects in tourism.

There are limits to the strain that the natural environment can be exposed to. It is the responsibility of the tourism business to ensure that the products offered have as little an impact on the environment as possible. It is necessary to continuously monitor development trends in tourism and assess them as holistically as possible against the background of the targets for the tourist development of the province. Long-term utility maximisation can only be achieved when the economic, environmental, and social balance is kept on the positive side. The results of a study on sustainability in the Alpine region³ show that Vorarlberg has already embarked on the right course. Vorarlberg achieved first place in the overall ranking – under consideration of the strongly networked factors of business, environment and society.

As a highly developed region, Vorarlberg is presently a tourist destination with unfavourable cost structures, exposed to international and global competition from other tourist destinations and cheap holiday providers from around the world. Despite Vorarlberg's good general conditions, this challenging situation seems all but easy to manage.

1. Amt der Vorarlberger Landesregierung: Leitbild 2010+ Wirtschaft Vorarlberg.

2. BAK Basel Economics: Tourismus Benchmark Studie für das Bundesland Vorarlberg – Schlussbericht i. A. des Amtes der Vorarlberger Landesregierung, Basel, September 2005.

3. MARS Monitoring the Alpine Region Sustainability; INTERREG IIIB Alpine Space Project.

A possible solution lies in tourism development strategies that make use of the particular natural landscape and cultural conditions of Vorarlberg in an ideal, authentic, and distinctive manner, focusing on types of tourism and business models with a particular added value, distinguished by high know-how requirements and competence-enhancing links to other sectors and social development areas. What is needed is high-quality conference and seminar tourism marketable throughout the year, skill-intensive health tourism with a typical local character, and new forms of culture tourism. Implementing forms of culture tourism that make use of the region's cultural heritage in a genuine manner, and also contemporary cultural forms appealing to a wider audience, which attract the arts-oriented leading groups in highly developed societies seem promising strategies and possibilities for survival in the international competition for markets.

Inventory of cultural resources

Cultural heritage and customs

Due to their rich cultural heritage and their international, multicultural character, Vorarlberg and the surrounding Lake Constance area possess diverse and attractive basic resources for a culturally interesting form of tourism.

Vorarlberg's distinctive features are a highly diversified natural and cultivated landscape in a small area, rich customs, and an interesting craftsman tradition, which are maintained and presented to this day with pride and openness for everything new, yet in rejection of cheap forms of tourist exploitation.

A dynamic arts and culture scene

The cities of the Rheintal present a vibrant arts and culture scene. Diverse genres of art and culture such as music, performing and fine arts, literature, and other forms of creative production are cultivated here with a focus on high quality and a considerable level of discourse and are performed in attractive locations.

There is often international attention and expert recognition for such original, creative performances. Culture, arts, and creative productions in Vorarlberg are subject to a dynamic development in an atmosphere of openness. Culture tourism in Vorarlberg no longer has to remain restricted to the use and utilisation of its historic heritage. Tradition and contemporary art production have entered a mutually inspirational relationship.

Contemporary architecture and cultural heritage

So far, the strongest expression of the exciting relationship between tradition and modernity and the corresponding cultural identity can be found in the area of architecture. Today, Vorarlberg is characterised by an impressive omnipresence of contemporary buildings, and displays these in a direct proximity and connection to the traditional forms of construction and settlement of the Alpine Rim.

Vorarlberg presents itself as an innovative, open-minded culture and tourism region with a great aesthetic sense and with the courage and willingness for consensus required for novelty to thrive next to tradition.

As Wallpaper (August 2000) writes "... the most progressive part of the planet, when it comes to new architecture".

International celebrations, festivals, cultural institutions, and arts events

Vorarlberg's decisive potential for long-term success in culture tourism lies in its internationally renowned and appreciated festivals, arts institutions, and events, distinguished by an original, locally influenced creativeness and aesthetic innovations capable of generating international attention, recognition, and tourist attractiveness. The following institutions are particularly worth mentioning:

- Bregenz Festival

The unique atmosphere and aesthetic possibilities of the lake stage and the new Festival House, as well as intentionally experimental event formats, and the festive atmosphere during the festival at the lake have made the Bregenz Festival an international top event on the European summer festival calendar.

Theatre performances on the lake, operas in the new Festival House, various concerts featuring renowned orchestras, the operetta at the Kornmarkt, the “Kunst aus der Zeit” series, and special events staged by the Kunsthhaus Bregenz, have transformed the Bregenz Festival into a tourist magnet and the major attraction on Vorarlberg’s summer agenda.

Christmas specials and a snow opera in Lech-Zürs in Arlberg ensure that winter tourism, too, can be culturally enhanced and made more attractive.

- Kunsthhaus Bregenz

The Kunsthhaus Bregenz constitutes Vorarlberg’s regional centre of competence in the area of fine arts, and allows the province to stay connected to the international arts scene and to become itself a location for arts production and art mediation. The decisive contribution to the success of the Kunsthhaus came primarily from those exhibitions and productions that encouraged invited artists to venture into new creations within the specific possibilities offered by the Kunsthhaus Bregenz and Vorarlberg’s cultural landscape. These original productions in public spaces attracted international attention and recognition.

The factor that contributed most to making Vorarlberg and the Kunsthhaus Bregenz a particularly attractive location for the artists’ creative work and the audience’s interest in the arts, was, however, the communication and mediation commitment so typical of Vorarlberg and especially of the Kunsthhaus Bregenz. Art mediation has become a special feature of the Kunsthhaus Bregenz, something that is already being used and appreciated by international travel and congress organisers.

In Vorarlberg, the Kunsthhaus Bregenz has already become active in art mediation beyond the city limits of Bregenz. The Kunsthhaus Bregenz organises interesting and spectacular arts and art mediation shows in collaborating communities and tourist resorts, which attract large audiences, thus maintaining a culturally enhanced and aesthetically refined culture and tourism landscape typical of Vorarlberg.

- Schubertiade Schwarzenberg/Hohenems

In a proven mixture of top quality, a spirit of perfection, and international stars, the Schubertiade Schwarzenberg attracts culture tourists from all over the world, securing Vorarlberg’s image as a qualitative, internationally oriented destination for culture tourism.

The Schubertiade has brought an international, wealthy audience to Hohenems and the Bregenz Forest, which appreciates Vorarlberg’s special landscape quality and, in addition to the cultural agenda, also actively uses the recreation, natural landscape, and hiking possibilities that Vorarlberg has to offer.

- Feldkirch Festival

Through the repositioning of its festival and consistent marketing efforts, the attractive town of Feldkirch has managed to attract audiences from the entire Lake Constance area and establish a centre for youth culture appreciated by tomorrow’s culture tourists from many parts of Austria, Switzerland, and Germany. The artDesign Feldkirch, an art and design fair, was established as a new culture-oriented exhibition focus for Feldkirch.

- Dornbirn: Jazz, scene, and creative industries

Dornbirn, the shopping centre of Vorarlberg, has taken advantage of its economic power and its rich cultural life to become the centre of the new arts scene in Vorarlberg. Dornbirn thus somehow distinguishes itself from the high-culture scene, making its mark as a centre for Vorarlberg's alternative culture and creative industries. The Art Bodensee is characteristic of the overall development, since this fair and the city of Dornbirn have established an important initiative for the entire Lake Constance area, temporarily transforming Dornbirn into the centre of fine arts and art trade in the Lake Constance area.

Issues related to the location attractiveness

Problems to be addressed

During the development of a future strategy for Vorarlberg's culture tourism in 2004, the following weaknesses were identified:

- Small number of own productions attracting international attention.
- Insufficient number of marketing cooperations between cultural and tourism organisations.
- Lack of intensive exchange and communication activity between culture and tourism.
- Inadequate development of the international nearby markets.
- The tourism products are not prepared in a customer-friendly manner.
- A weak culture media landscape.
- Profile as a culture and culture tourism destination is still too low.

Rationale for government intervention

For years, Vorarlberg has been pursuing a strategically sound tourism policy matching its development level. Therefore, it was a matter of time before culture tourism received the corresponding attention. What triggered the development of a culture tourism strategy, however, was the strategic "culture tourism" priority programme launched by the tourism department of the Federal Ministry of Economics and Labour, which offered the corresponding financial support and proposed the development of international marketing initiatives on a federal level.

In Vorarlberg, the new culture tourism strategy was implemented as part of the Inno Net Programme, which focused on the definition and realisation of the most important innovations for securing the future of Vorarlberg's tourism.

As already described, the rationale for the development of a business field strategy for culture tourism was that Vorarlberg's highly developed tourism needs most of all to develop added-value and skills-intensive forms of tourism to secure its competitiveness in the Alps region and against globally operating cheap destinations. In culture tourism, thanks to its outstanding cultural potential, Vorarlberg has a great development opportunity for such an authentic form of tourism that generates great added value that can culturally enhance the Vorarlberg brand and provide additional opportunities for differentiation.

Typology of programme

The project Future Strategy for Culture Tourism Vorarlberg 2010+ primarily focuses on the elaboration of a strategy for the development of culture tourism. The objective was to fathom out the chances and possibilities of culture tourism in an international market environment, and to develop a suitable positioning of Vorarlberg in culture tourism. The

strategy also provided for the planning and realisation of the main implementation measures and the necessary organisation and co-operation forms for the accomplishment of the new strategy.

The programme was developed in close co-operation with the regional experts and representatives of culture and tourism organisations, and represents an effective implementation impulse for jointly developed strategies and projects. Particularly interesting were the possibilities that culture tourism offers to enhance the attractiveness and distinctive character of the Vorarlberg tourism brand. The results of the culture tourism strategy were therefore integrated in a parallel development project on the Vorarlberg brand, thus giving it a stronger and more contemporary cultural character.

Applying the programme implementation to the proposed programme typologies, the following classification can be made:

The main objective of the programme was to enhance the competitiveness and attractiveness of Vorarlberg as a destination through a new development strategy for culture tourism. A corresponding strategy and new organisation forms were developed for this purpose.

The programme of a strategy development for culture tourism also played an essential role for location branding. The reason for this was that it soon became evident that the cultural development potential and culture tourism would play a significant role in the repositioning and differentiation of the Vorarlberg brand. As a result, the new Vorarlberg brand became one with an intensive cultural character.

What seems more important than the required typological classification is its integrated strategy approach that both aims at repositioning Vorarlberg as a culture tourism destination and also attempts to determine the organisational needs and innovations in the relationship between cultural and tourism organisations.

Programme features

The main objectives of the programme “Future Strategy for Culture Tourism Vorarlberg 2010+” are:

- Identification and examination of Vorarlberg’s opportunities in culture tourism.
- Identification and presentation of the potential synergies between culture and tourism.
- Implementation of a SWOT analysis for culture tourism in Vorarlberg.
- Development and argumentation of a future strategy with an international focus.
- Development of an adequate implementation strategy and implementation organisations, accompanied by a definition of the corresponding key projects.
- Involvement and activation of the most important strategic partners from the area of culture and tourism towards developing the strategy and securing its implementation.
- Definition of the success factors for the implementation of the strategy.

The target area of the future strategy was the entire province of Vorarlberg as a destination, also taking consideration of the possibilities offered by the international Lake Constance area.

The programme’s target group included the representatives of cultural and tourism organisations that possess significance for the development of a culture tourism in Vorarlberg focusing on national and international markets. The programme was commissioned and financed by the provincial tourism organisation Vorarlberg Tourismus.

The programme was funded by Vorarlberg Tourismus, the Austrian Federal Ministry of Economics and Labour, and the Provincial Government of Vorarlberg.

How does the programme work?

The programme began as a strategy development and consulting project. The organisational framework was provided by the provincial tourism organisation Vorarlberg Tourismus.

The firm “invent GmbH – Innovationsagentur für Wirtschaft, Tourismus und Kultur” was assigned with the project management and the development of the Future Strategy for Culture Tourism and had to accomplish this task during three large workshops in close co-operation with representatives of the most important cultural and tourism institutions.

Institutions and agencies responsible for implementing the programme

Vorarlberg Tourismus is in charge of instigating and organising the implementation of the programme, and has established an informal coordination platform on culture tourism, in which the mentioned implementation partners from the area of culture and tourism participate on a project basis. For the purpose of international marketing, Vorarlberg Tourismus and the Bregenz Festival participated in the strategic priority programme for Austrian culture tourism and founded the marketing organisation Creative Austria together with other partners from Austria.

Roles of national and local governments and private actions, partners, co-operation networks

Culture Tour Austria, the strategic priority programme for Austrian culture tourism was significant for the creation of the programme. This programme was initiated and financed by the tourism department of the Federal Ministry of Economics and Labour, and was organised by the private innovation and consulting agency “invent GmbH”. From this national development initiative emerged the marketing co-operation Creative Austria, which is currently funded by major culture and tourism organisations from around Austria and has assumed important marketing tasks in culture tourism for these organisations.

Within the region of Vorarlberg, an open development and marketing network for culture tourism in Vorarlberg has emerged from the informal platform for culture tourism, which becomes active depending on the occasion or the project, and prepares and co-ordinates important marketing and development projects.

Specific measures in place

The development of the programme and future strategy and the corresponding implementation proposals have resulted in specific objectives and proposed indicators which are enumerated in Table 7.1.

Program implementation and future strategy

The practical implementation of the Future Strategy for Culture Tourism Vorarlberg 2010 represents a very demanding and complex undertaking. This major objective can only be achieved through a professionally organised implementation scheme.

The long path toward the demanding objective of becoming a leading culture tourism destination must be broken down into organisable and efficient key projects that implement the future strategy step by step and project by project.

This new quality in culture tourism can only be achieved through an effective set of joint key projects that must, on the one hand, lead to tangible success soon and, on the other hand, implement projects that secure long-lasting success stories. Therefore, the implementation of the future strategy requires quick success and the long-term commitment of the major players to a motivating and obviously attainable vision and strategy as a recipe for success.

Due to their size and complexity, the said goals and implementation proposals seem attainable only through professionally co-ordinated and conducted co-operation and implementation structures.

Table 7.1. Objectives and indicators for Culture Tourism Vorarlberg 2010+

LEVEL 1: MAJOR ECONOMIC AND STRATEGIC OBJECTIVES	
1.1	By 2010, Vorarlberg becomes the most attractive and successful culture tourism destination in the Lake Constance area.
1.1.1	Among regions bordering Lake Constance, Vorarlberg achieves the highest added value from culture tourism.
1.1.2	By 2010, the added value generated by culture tourism in Vorarlberg reaches 25%, thus accounting for approximately 10% of the total added value of tourism in the province.
1.1.3	Vorarlberg's relevant decision makers and competent authorities regard culture tourism as an independent, brand-defining business field of tourism in Vorarlberg.
1.1.4	Compared to its competitors around Lake Constance, Vorarlberg achieves the highest growth.
1.2	By 2010, Vorarlberg has the most dynamic and renowned culture scene in the Lake Constance area.
1.2.1	Culture experts and citizens in the Lake Constance area interested in culture consider Vorarlberg the most dynamic and renowned culture scene.
1.2.2	Among all destinations around Lake Constance, Vorarlberg receives the largest number of culture tourists from the Lake Constance area.
LEVEL 2: FOCUS ON DYNAMICALLY GROWING MARKETS AND FUTURE-SHAPING TARGET GROUPS	
2.1	Vorarlberg becomes the most popular culture tourist destination in the dynamic nearby market of the international Lake Constance area.
2.2	By 2010, Vorarlberg and the Lake Constance area are established among selected remote international markets as the culture-oriented holiday destination in the Alpine Rim.
2.3	By 2010, the share of new society-leading target groups among culture tourists in Vorarlberg has increased significantly.
LEVEL 3: PROCESS AND STRUCTURES DECISIVE FOR SUCCESS	
3.1	Compared to the relevant competitors, Vorarlberg has the best-performing development co-operation between culture and tourist industry.
3.2	Compared to the relevant competitors, Vorarlberg's culture tourism has the best-performing international marketing and sales system.
3.3	The international development and discourse networks in the culture sector are outstandingly good.
3.4	Vorarlberg and the Lake Constance area benefit from their integration in powerful and affordable international transport systems.
3.5	The leading products of Vorarlberg's culture tourism are organised in comfortable service chains.
3.6	Vorarlberg has a dynamic, easy-to-co-ordinate culture and arts scene.
3.7	Vorarlberg's culture centres offer co-ordinated programmes that complement each other.
LEVEL 4: INNOVATION AND DIFFERENTIATION POTENTIAL	
4.1	Vorarlberg has a communication system for modern arts and culture that covers the entire spectrum of events.
4.2	Vorarlberg's leading product, the Bregenz Festival offers the quality of experience of a major European culture party by the lakeside.
4.3	All of Vorarlberg's leading culture tourism products are committed to top quality and aim at high recognition and reputation among international experts.
4.4	Vorarlberg generates a large number of own and new productions and exploits possible regional characteristics and references to differentiate its arts and culture products.
4.5	Vorarlberg creates high-quality education, development, and creative schemes for the new milieu target groups.
4.6	Vorarlberg's culture tourism has a highly distinctive character compared to its major competitors.
4.7	Vorarlberg implements a modern, strategic culture and tourism policy.

For these reasons, there was a proposal to create and permanently establish a co-operation platform under the name Kulturtourismus Vorarlberg 2010+. This information and co-operation platform is to include the representatives of all of Vorarlberg's cultural producers, culture lovers, and tourism officials who are relevant for culture tourism.

The new co-operation platform should be headed by a corresponding management group consisting of representatives from the world of culture and tourism and receive support by a professional during operative work. The main tasks of the co-operation platform include the organisation and coordination of the future development and marketing work in culture tourism and the promotion and establishment of a new quality of mutual understanding and co-operation between culture and the tourist industry.

Tasks of the co-operation platform include the following:

- Development of the strategy and organisation of its implementation in key projects.
- Development and coordination of joint international marketing and sales efforts.
- Knowledge management with international involvement.
- Qualification.
- Innovation management.
- Promotion of a new relationship between culture and tourism.

Key projects for the implementation of the future strategy are the following:

- Co-operation platform Kulturtourismus Vorarlberg 2010+.
- Culture-oriented tourism brand Vorarlberg 2010+.
- Optimisation of the marketing system for culture tourism.
- Culture events and workshops to maintain a productive co-operation between culture and tourism.
- Development workshop for cross-over products.
- Programme for entering the nearby market of the international Lake Constance region.

Lessons learnt and evaluation

So far, no real evaluation has been carried out with regard to the direct and indirect impacts of the programme for the development and implementation of Future Strategy for Culture Tourism Vorarlberg 2010+. The information available to the authors of the report Vorarlberg Tourismus and to invent GmbH allows the following conclusions:

- Activation and involvement

The developers of the strategy succeeded in establishing and strengthening a high level of interest among important representatives of the culture and tourism sector, new perspectives, and the fundamental willingness to participate in the implementation of the jointly prepared Future Strategy for Culture Tourism Vorarlberg 2010+.

- Commitment to national marketing co-operations

The programme has contributed significantly to the active participation of Vorarlberg's tourism and cultural institutions in the creation and establishment of national marketing co-operations.

- Relationship between culture and tourism

The actual course of the programme confirmed its basic assumption that new qualities and possibilities in culture tourism can only be achieved through a new quality of mutual understanding of the different requirements and success constraints that cultural and tourism institutions are subject to. These necessary improvements of the understanding and confidence between the two can be promoted above all through a positive communication relationship between decision makers from the culture and tourism sectors.

The programme and the developments in Vorarlberg which followed it have intensified the relations between tourism-relevant cultural organisations and tourism organisations, and have improved the conditions for useful joint development and marketing projects. The understanding of the different development reasons and success requirements in the tourism and culture sectors is also likely to have improved.

- Joint confidence-building projects

Joint project plans that bring partners closer together because they are of mutual benefit and mobilise existing synergy potentials between culture and tourism were in some cases implemented, or at least envisioned with a genuine intention to implement them. The confidence basis between partners from the culture and tourism sectors that are relevant for culture tourism is likely to have improved as a result.

- The cultural character of the Vorarlberg tourism brand

A confidence-building practical example for the new development quality is the new positioning of the Vorarlberg tourism brand, which has assumed a strong cultural character, thus also improving the image of Vorarlberg as an arts and culture location.

- Network and co-operation platform "Kulturtourismus"

It can be said that this strategy project and the development it has triggered have expanded and intensified the social links between the partners and institutions from the tourism and culture sectors that are of relevance for culture tourism. The result is a loose network for culture tourism that is, however, increasingly useful for initiating new projects. The aim of the Kulturtourismus co-operation platform co-ordinated by Vorarlberg Tourismus is to strengthen and co-ordinate this network.

This institution for network coordination and development facilitation, however, has remained at a relatively non-binding and loose informal organisational level, and can therefore fulfil the functions intended for it only to a certain degree.

- Official recognition of the strategy by local level institutions

The new culture tourism strategy has played a significant role in the new brand positioning for Vorarlberg's tourism, and has provided the corresponding drive for innovation. The 2010+ culture tourism strategy has also been integrated in the 2010+ model for tourism in Vorarlberg as a whole, and thus exerts an influence on the respective strategic focus. The culture tourism strategy, however, has received less official attention and recognition on a provincial and municipal level. As a result, it is not yet possible to establish the necessary practical cooperations between culture and tourism on a provincial level and launch implementation projects with the corresponding strategic focus.

- Further opportunities for implementation

Without an improvement of the still informal organisational level of the co-operation platform and without greater recognition by the cultural institutions on a provincial level, it is hardly possible to achieve any significant increase in the implementation speed or the success of the Future Strategy for Culture Tourism Vorarlberg 2010+. Unfortunately, despite sufficient interest from a critical mass of players, the entire programme runs the risk of finally achieving only little success due to a lack of a critical mass of specific implementations.