

Hotel chains response to highly visited urban tourist destinations: the case of Vienna

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AFFIDAVIT

I hereby affirm that this Master's Thesis represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed.

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ABSTRACT

Urban tourist destinations are more and more struggling with the high number of tourists' arrivals. Cities like Amsterdam and Barcelona are responding with strict policies and responses to these current developments. For example, Barcelona has a moratorium for new hotel projects in the city in order to manage the high number of tourism flows. Despite the current debate on the so called 'overtourism', various stakeholders are included into the debate. However, research is lacking an understanding of the various perspectives of stakeholders and their responses to this phenomenon. This study aims to explore the hoteliers' perspectives on the topic of urban tourist destinations and high level of tourists' numbers. By conducting in-depth interviews with representative of a hotel chain in the city of Vienna, perspectives and response strategies are explored. In doing so, the thesis aims to understand how stakeholders respond on their individual manner and how a city can support these response mechanism.

The opposition of local communities to growing tourist arrivals generally not being a new one, this thesis approached the phenomenon of "overtourism" through giving an overview of the development of urban tourism and theories linked the composition of destinations, its attributes and features and the sentiment of the local communities. Stakeholders are introduced as intermediary of the tourism development. The role and extent to which they influence the development is depended on the specific response strategy chosen by the destination.

This thesis looked at the Vienna Tourist Board's response strategy of introducing the visitor economy focusing on generating value for tourists and residents alike. This elaborated strategy highlights a wide network of stakeholders as essential to its success, with every stakeholder having particular roles, responsibilities and interests. This thesis illuminated the role perception of one specific one – the hotels. Namely, in-depth interviews revealed the role perception of one hotel chain that is represented with three properties in Vienna. The interviews were conducted with both, front-line managers and managers having the overall picture in mind, in order to get in insight on how the operational level and the strategical level see their responsibilities.

The results of the interviews revealed that hoteliers see their role and responsibilities in the urban tourism context not only limited to one specific one and rather see a responsibility for activities that are interlinked and create a virtuous circle for positive tourism development.

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LIST OF ABBREVIATIONS

ECM	European Cities Marketing
F&B	Food and Beverage
UNWTO	United Nations World Tourism Organization
WTA	World Tourism Authority
TALC	Tourism Area Life Cycle
VTB	Vienna Tourist Board
VCB	Vienna Convention Bureau

1 INTRODUCTION

1.1 Challenges of Tourism

As the beginnings of tourism date back to the early days, there is already a vast body of literature and academic research. However, more recently there are new factors coming into play when looking at the evolution of tourism. The research of the past decades focused on recognizing the tourism sector as major economic contributor and thus studying its economic and commercial impacts. Following megatrends such as globalization, digitalization, urbanization and mobilization more and more destinations are struggling with new challenges. According to Frangialli, the honorary Secretary General of the UN World Tourism Organization, *“Tourism has become a multidimensional sector and cross cutting activity the complexity of which comes from the fact that is connected to a large number of areas in our global human society”* (Fayos-Solà & Cooper, 2019, p. V)

1.1.1 Role of tourism in society

As the tourism industry has seen continuous growth and diversification over the last decades, turning it into one of the fastest growing economic sectors its repercussions on today’s society can be seen in economic, environmental and socio-cultural impacts.

As an economic activity, the tourism has become an industry central to our societies and to our way of life. With 1.712 billion US Dollar in export revenues from international tourism exports (UNWTO, 2020) the Tourism industry generates the same or even more value, for developing and industrialized states alike, than that of oil exports, food products or automobiles. Thus, the industry nowadays can be called one of the major players in international commerce. While it is the main source of income for many developing countries, with its diversification it also creates a positive economic impact through income and employment benefits from many related sectors, such as construction and agriculture (UNWTO, 2020). Researchers such as Glasson, however, already warned about overstating the economic importance by merely focusing on the economic indicators. Rather it should be highlighted that the benefit on local levels is depended on the destination’s ability to meet the visitors demand without major import of goods and ser-

vices (Glasson et al., 1995). He furthermore indicated that within destination's touristic infrastructure there may be free goods such as historic town centers, that do not, or just to a certain extent generate a financial benefit. Therefore it being crucial to balance the economic benefit with the physical and socio-cultural impacts (Glasson et al., 1995).

The growing awareness of the necessity to limited the physical impacts and engage in environmentally friendly actions in general is not a new phenomenon. Yet in the mid-nineties the public recognized the seriousness of environmental problems, such as global warming, ozone depletion and habitat destruction, which led them to care more about their environment. Not only researchers (Kirk, 1995; Roberts, 1996) have been focusing on such environmental concerns, but also a shift in consumer behavior and attitudes toward eco-friendly business establishments could be observed (Han & Kim, 2010).

The socio-cultural, so called people impacts, refer to the change of quality of life and place resulting from the interaction between the designation's community and the visitors. The resident's acceptance and tolerance of tourists is influenced by growing arrival numbers towards an unfavorable attitude towards them due to crowding, culturally unacceptable behavior and price inflation. These people impacts are also manifested in social costs in from of in local population shift, change in employment structures, safety and security perceptions and pressure on local suppliers, service providers and infrastructure (Berg et al., 2007). Furthermore, destination marketing organizations have recognized that the cultural authenticity may be lost due to the increasing commercialization thereof (Innerhofer et al., 2019).

1.1.2 Current developments in tourism

After initial praise for promoting wealth and growth again after the economic crisis in 2008, the tourism sector has been facing growing resentment. More recently, reports from all around the world have spoken of 'tourism-phobia', showing us pictures of citizens protesting the 'invasion of tourists' and the expulsion of locals by tourism businesses (UNWTO, 2017).

In addition to the general tendency of growing tourism demand due to economical and socio-cultural developments (see 2.2.2.1 on page 12), the tourism sector nowadays has seen a significant growth of demand from source markets of economically emerging countries and retirees of better developed countries (Chambers, 2009). As stakeholders of the tourism sector traditionally focused on increasing volume, travel for the mentioned source markets has become

more affordable and accessible, urban spaces as tourist destinations are experiencing growing pressure (ECM & TOPOSOPHY, 2018) and infrastructure, facilities and services initially designed for local resident's use only are suffering (Koens et al., 2018).

Adding to the mentioned impacts from globalization and urbanization, megatrends such as digitalization and sharing economy have changed the tourism sector as well. Technological advancements, such as online booking systems and rating websites, have facilitated traveling as well. Platforms of the sharing economy, such as AirBnB have also increased the supply of accommodation and services significantly. Moreover, as a combination of these two trends the impact on local neighborhoods increased giving a raise to resident's complaints about pollution and sense of security and safety (Koens et al., 2018).

Through increasing mobility of people, services and businesses, the differences between residents and tourists are diminishing. Tourists are more and more becoming locals everywhere and the separation of the tourism sector from others untenable. Tourism thus has become to be understood as a system of relationships and destination marketing organizations are looking for strategies embracing all sectors of a city (Volgger, 2019).

1.2 The case of Vienna

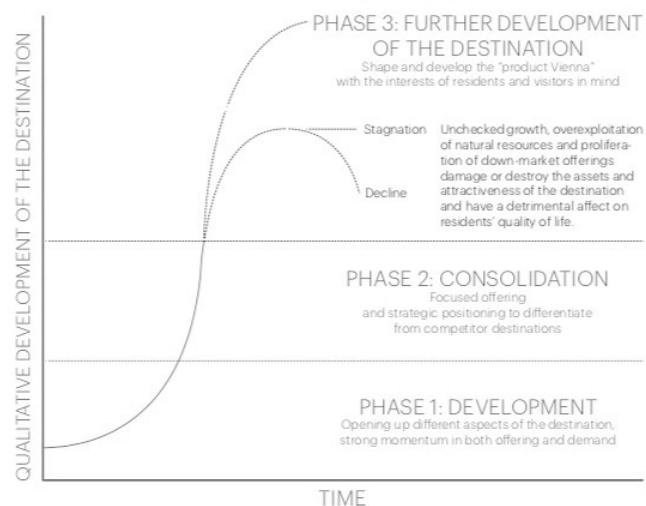


FIGURE 1-1 CYCLES OF DESTINATION DEVELOPMENT (WIEN TOURISMUS, 2019D)

With its "Shaping Vienna 2025" strategy the Vienna Tourist Board's (VTB) is taking recent developments into consideration. Taking the Tourist Area Life Cycle (TALC) theory into account (see

2.3.1.2 on page 18) it is building upon its recent concepts of strategic positioning and differentiation. After this consolidation phase, the VTB sees the destination at the critical stage of rejuvenation (see Figure 1-1 above). A plan aiming for further development of the destination was elaborated, focusing on recognizing the interest of the residents and visitors alike, introducing the visitor economy strategy (WIEN TOURISMUS, 2019d).

Following the current developments in tourism, the concept of the visitor economy is vanishing the differentiation of tourist and locals and instead is addressing visitors. The term visitor is applied to all guests, short or long stay, days trippers, students, professionals all of which are users of its cultural and leisure facilities. The strategy highlights this by calling those visitors “temporary Viennese”. Furthermore, it is stressed that residents are often using the city’s facilities the same or similar manner. The visitor economy strategy consequently is recognizing that all users thereof are impacting the system in some form, be it through direct or indirect economic impact, through a change of perspective or through ideas and skills brought to the city (WIEN TOURISMUS, 2019d).

1.3 Research aims and objectives

The VTB’s strategy is built upon the support of the destination’s key stakeholders. As the focus is switching from guest only to the city itself and the numerous different qualities that it offers for residents and visitors alike, this approach will only be successful if the ecosystem of participants cooperate and strategies are carefully aligned to one another.

As it can be seen in the excerpt of the visitor economy (Appendix 1 on page 66) hotels represent a major stakeholder position therein with being providers of meeting & events, leisure & experience, accommodations and food & beverage.

In the light of the “overtourism” phenomenon, this thesis is addressing hotel chain’s reaction to the highly-visited city of Vienna. Namely, through illuminating their position towards the “overtourism” phenomenon and the VTB’s strategy as response, this thesis is aiming to answer the research questions:

How do hoteliers perceive themselves as a stakeholder in the urban tourism context?

What is their future looking like?

1.4 Structure of thesis

Within the next chapter of the literature review the topics central to this thesis, urban tourism and overtourism, will be introduced.

The first part of the literature review will focus on the development of urban tourism, briefly elaborating on its historic origins, arriving at conclusions on present underlying issues for cities as tourist destinations. Recognizing its complexity this chapter will focus on providing definitions that are central to the understanding of urban tourism development. Afterwards the developments of the demand and supply side will be elaborated upon and lastly the major stakeholder groups of urban tourism introduced.

The second part of the literature review is dedicated to give a theoretical background to the phenomenon of "overtourism". After providing definitions essential to the phenomenon the thesis will focus highlighting developmental and socio cultural implications of tourism growth by providing fundamental theories of tourist area life cycle and social impacts. After demarcating the phenomenon of "overtourism" from "overdevelopment, the thesis will introduce possible response strategies to the negative tourism growth development.

The third chapter will give introduction to the use case of Vienna by providing general indicators as well as figures on the tourism's economic importance, supply and demand and its carrying capacity. As Hilton Hotels was chosen as the hotel chain to investigate, the company's environment and representation in Vienna will be highlighted before elaborating on the choice of methodology. Namely, in the last part of the chapter the interview design and data analysis method for the conducted in-depth interviews will be presented.

The last two chapters will present the results and findings from the in-depth interviews and eventually give an answer to the research questions posed above.

2 LITERATURE REVIEW

2.1 Theoretical framework

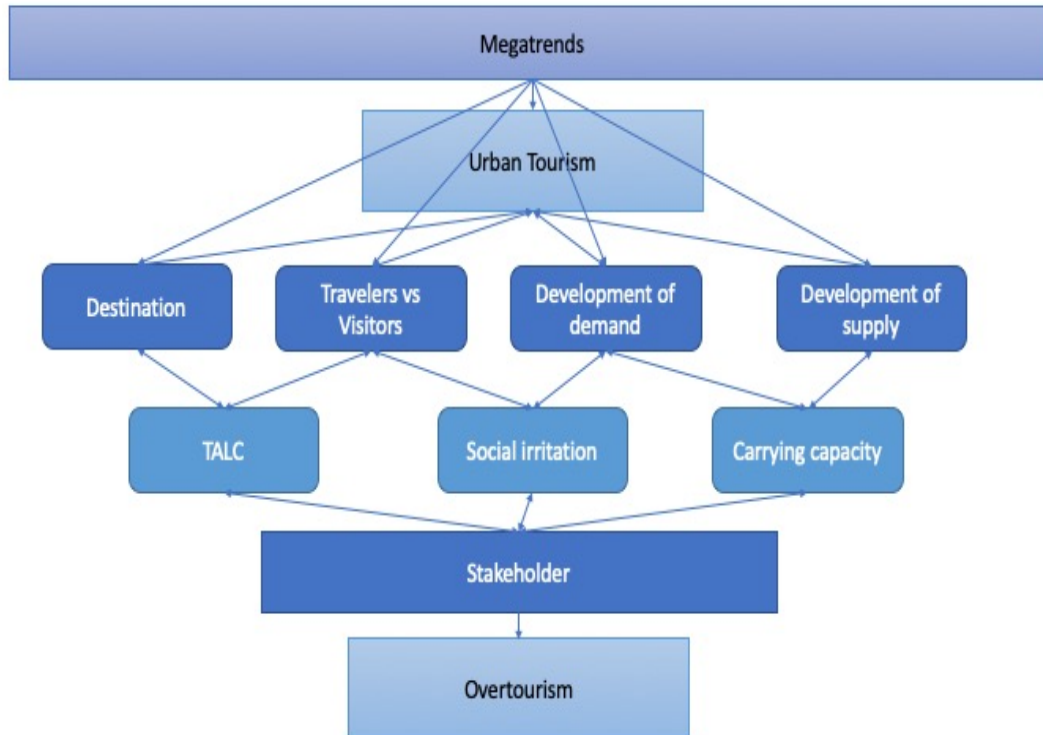


FIGURE 2-1 AUTHOR'S ILLUSTRATION OF TOPICS CENTRAL TO THESIS

With the Figure 2-1 above, the author illustrates the connection of the two key topics central to this thesis, Urban tourism and “overtourism”. As elaborated in the previous chapter, megatrends are influencing the tourism sector as we know it. The following subchapters will elaborate on how this influence is manifested in the attributes of destination, definition of travelers and the development of demand and supply. With the introduction of the essential theories of Tourist Area Life Cycle (TALC), Social Irritation and Carrying Capacity, the developments of the before mentioned attributes are linked to the phenomenon of “overtourism”. As depicted in the figure, stakeholders are introduced as intermediary of the tourism development. The role and extent to which they influence the development will be illuminated during the following chapters, eventually giving an answer to the research questions.

2.2 Urban tourism

The development of urban tourism is difficult to pinpoint to an exact time in history, as urban areas have been always been the destination of people living outside of the area, this people, however, not being accounted for as tourists. In addition, Law (2002) holds that the attraction factors of cities, such as serving as a center for the marketing of goods and services and cultural engagement, were the focus point of researchers in geography rather than tourism. Following this insight, it is deemed necessary to firstly look at the historic development of urbanization before discussing the present underlying issues of cities.

The main insight in the past of urban tourism, namely that travel was restricted to the wealthy, was elaborated by academics. For example, Towner (1985), who focused on reviewing the touristic aspects of the eighteen century Grand Tour. While the previously mentioned functions of leisure, shopping and cultural engagement were also limited to the rich social class of aristocrats, the facilities therefore could only be found in larger cities and towns. As in European history there were many small states, the development of hotspots were limited to the seat of the respective sovereignty, thus a few smaller points of interest with the exception of some larger centers of royalty such as Paris or Vienna (Law, 2002). The Grand Tour, a form of aristocratic tour through European cultural centers for education and leisure, facilitated the rise of destinations. Young, mostly British travelers, moved through smaller cities, staying there for a limited period. Towner (1985) identified that the purchase of art as souvenirs led to a rise in popularity if the destinations of origin, consequently improving the visitor numbers. However, he also indicated that the travelers mainly used already existing infrastructure for travel and accommodation and that there were just a low number of facilities and activities directly aimed at the visitors in the sense of tourists (Towner, 1985).

With the rise of trade interaction in the mid to end of the nineteenth century, there was a first change in the cities tourist activity. The emergence of business travelers, the city's economies were promoted which led to the development of facilities such as hotels and restaurants specifically targeting the travelers (Law, 2002). With the organization of trade shows and large events, such as the first World Exhibition 1851 in London or the reinvention of the Olympic Games in 1896, special events and sports started to simulate the city's tourist activities. In contrast to the cultural and entertainment facilities aimed at residents, these events were specially designed

for foreign visitors, inducing building of facilities such as event spaces and parks that changed the urban landscape up until today (Law, 2002).

With the industrialization improving the infrastructure and thus helping further increase the multinational exchange, cities as well as the movement between them saw a constant growth. The first half of the nineteenth century international city travel was still limited to a small fraction of the society who either could afford it or were traveled due to business. The second half and the beginning of the new century, firstly saw the emergence of tour operators and increased promotion of city travel also to less earning income groups and secondly see the amount of visitors depended on the economic welfare, being low during an economic crisis and growing during the periods of economic recovery (Law, 2002).

In the past decades, the research of urban areas and their development put a major focus on economic, social or political outcomes such as the urban crisis in the 1970s and 1980s with residents and businesses leaving the city resulting in issues such as congestion, pollution and physical deterioration. With the economic recovery in the late 1980s, there was a growing interest in the city's core and revitalization programs started to be developed. With the growing recognition of the tourism industry as an important sector finally included tourist activities in their urban management and marketing (Berg et al., 2007).

The facts that tourism has become central to today's society (see 1.1.1) combined with the United Nations Department of Economic and Social Affairs calculation that nowadays around 55% of the world's population is living in urban spaces with the proportion assumed to be constantly increasing (United Nations, 2018) shows the growing need to include tourism in the urban planning process.

2.2.1 Definitions central to this thesis

To further understand the complexity of what urban tourism is, its impact and the resulting phenomenon of "overtourism", it is helpful to first go through the definitions of traveler, destination and urban tourism.

2.2.1.1 Traveler and visitors

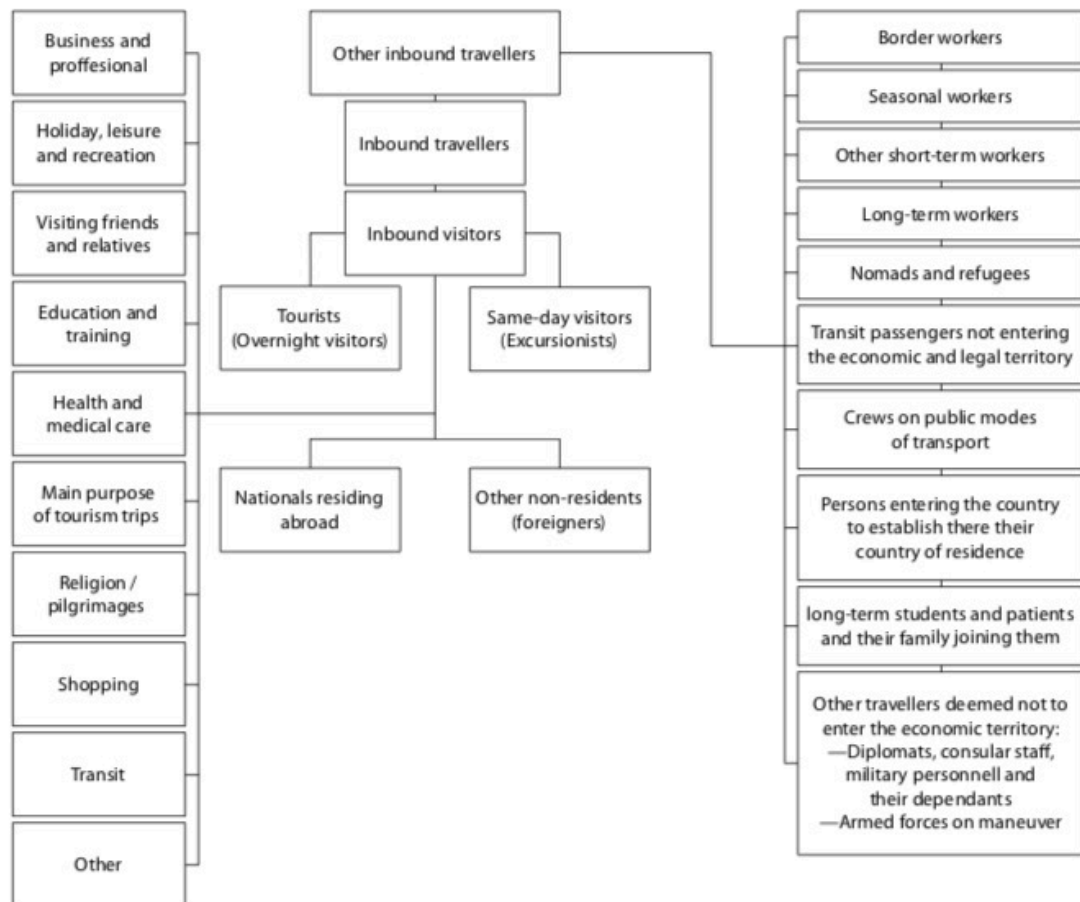


FIGURE 2-2 UNTWO CLASSIFICATION INBOUND TRAVELER (UNWTO, 2008)

In the context of the tourism industry it is traditionally talked about tourists when looking at the protagonists. However, as urban tourism and the later discussed visitor economy are not limited to this, it is necessary to elevate one level and to look at tourism as subset of travel and thus differentiate the classical definition of a tourist from those of a traveler and visitor. The predecessor of the UNWTO, the World Tourism Authority (WTA), defined a tourist as “*someone who moves away from home on a temporary or short-term basis for at least 24 hours*” (Law, 2002, p. 2). In contrast, nowadays, travelers are defined as “*someone who moves between different geographic locations, for any purpose and any duration*”. In more detail, a visitor is “*a traveler taking a trip to a main destination outside his/her usual environment, for less than a year, for any main purpose (business, leisure or other personal purpose) other than to be employed by a resident entity in the country or place visited*” (UNWTO, 2008, 2.9). A visitor is only considered to be a tourist if the trip includes an overnight stay, or as a same-day visitor (or excursionist) otherwise (Innerhofer et al., 2019)2.13). While Figure 2-2 is giving the overview of the UNWTO’s

classification of inbound travelers and their primary purpose to travel, it is important to highlight that following the definition of travelers, within the context of urban tourism also residents may become travelers and visitors, pursuing the same primary purposes away from their home.

2.2.1.2 Destination

Having travelers defined the next question is for the location of their travel, the destination. The scholar's basic definition states that it consists of functional and spatial attributes such as infrastructure, attraction complexes, one or more communities and linkage between the two latter ones. The different communities (cities) all serving critical functions within the destination adding visitor activity opportunities (Gunn, 1988). In 2017, however, the UNWTO Committee on Tourism and Competitiveness elaborated its new definition of a tourist destination, elaborating this definition and indicating the adaption to previously elaborated definition of a traveler: *"A tourism destination is a physical space with or without administrative and/or analytical boundaries in which a visitor can spend an overnight. It is the cluster (co-location) of products and services, and of activities and experiences along the tourism value chain and a basic unit of analysis of tourism. A destination incorporates various stakeholders and can network to form larger destinations. It is also intangible with its image and identity which may influence its market competitiveness"* (UNWTO, 2019, p 14).

2.2.1.3 Urban tourism

Due to its development, and even though urban tourism being an important form of tourism, it has received low attention by researchers of tourism and city development until the 1990s. As a consequence of the different focus the phenomenon of urban tourism stays only vaguely defined until today (Ashworth & Page, 2011; Edwards et al., 2008). Edwards (2008) holds that urban tourism is different from the traditional forms of tourism by the purpose of visiting the destination and the use of its infrastructure. Namely, a significant part of the tourists arrivals are visiting cities with a primary purpose of profession, conventions, shopping or visiting friends and relatives, all being different from the traditional leisure travel. In addition, as elaborated in 2.2, most of the used infrastructure and facilities were the result of development other than tourism and are being mainly used by local residents or commuters (Edwards et al., 2008).

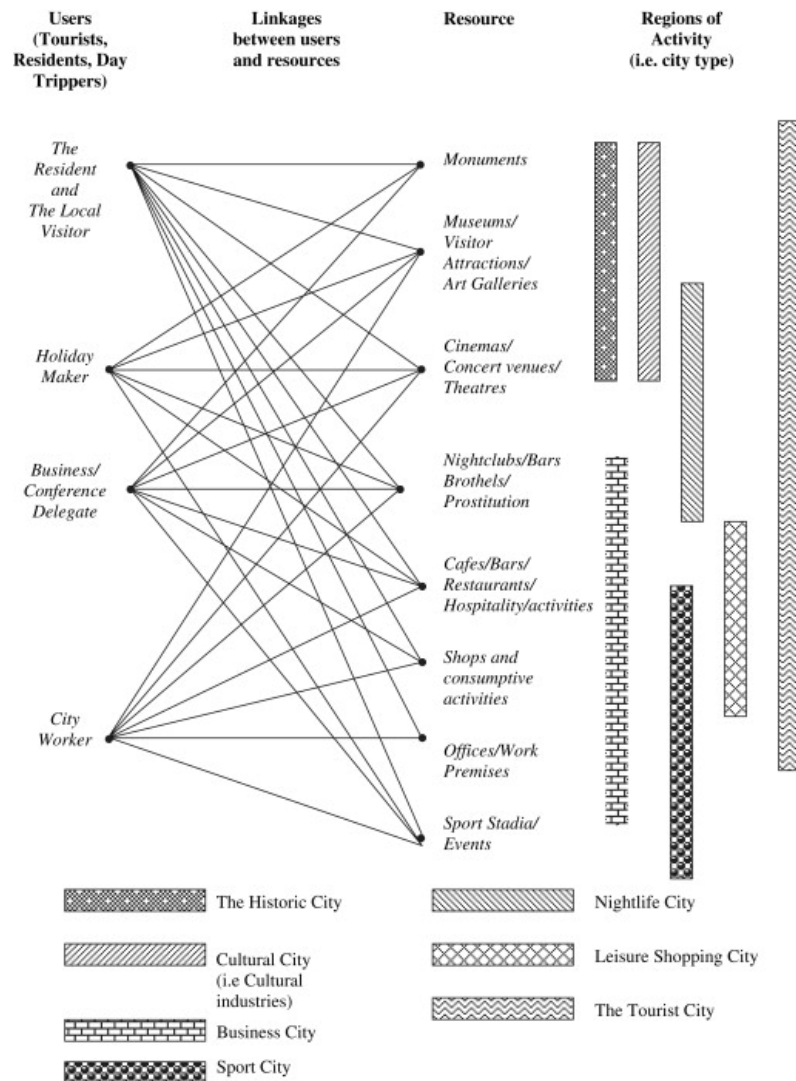


FIGURE 2-3 AREAS IN THE TOURIST CITY (ASHWORTH & PAGE, 2011)

The concept of inner city tourism elements, firstly elaborated by Jansen-Verbeke (1986) separating the destination in primary, secondary and conditional elements (see 2.2.2.2) already showed the variety and scale of urban spaces serving as a tourist destination. Having this multi-faceted characteristic in mind, researchers on the field of urban tourism found that tourism in the urban context is embedded in a vast number of economic activities and competing with other industries (Edwards et al., 2008) and that it is thus impossible to isolate single touristic places within the urban space (Ashworth & Page, 2011). Linking the different forms of users (e.g. tourists, residents and day trippers) to the used resources as seen in Figure 2-3, illustrates the complexity and interconnection of the activities. Furthermore, clustering forms of usages by the regions of activity into different forms (e.g. historic, cultural, business, sport, nightlife and leisure cities) illustrates the overlapping of the tourist cities with other characteristics of the city as a whole destination. Eventually, Edwards (2008) concluded that urban tourism can be described

as a complex process of interconnection of tourist activities requiring the exchange between tourism and the combination of public and private organizations with varying levels of involvement with tourism in urban areas, with environmental factors assumed to be less relevant than cultural heritage and residential factors than in other forms of tourism (Edwards et al., 2008).

2.2.2 Developments of Urban Tourism

As outlined previously in this chapter (see 2.2, on page 7), the growth of tourist markets started after the 1960s, fluctuating, however depended on the state of economic welfare. In the 1990s scholars such as Van den Berg (1995) eventually recognized that, even though the tourism demand was still growing, most traditional tourism destinations found themselves in their stagnation phase of their lifecycle, while urban spaces as tourism destination just started to emerge into their development-phase (see 2.3.1.2 on page 20).

2.2.2.1 Demand of Urban Tourism

The causes of increased demand for urban tourism can be explained by the factors influencing the tourism growth in general (Berg et al., 2007) combined with the changing patterns of travelers motivation (Law, 2002).

Berg et al. (2007) elaborated that the growth of the tourism market was directly connected to the growth of disposable income, increase in leisure time resulting from a changing attitude towards work, a higher grade of education, increased mobility and reduction of tariffs.

As elaborated previously the tourism growth always has been related to the development of economic wealth. Namely, with the increase of income combined with the reduction of working time and increase in holiday entitlement over the course of the twentieth century more parts of the demographics were giving the opportunity to travel. In addition, a more recent study by the European Commission showed a changing attitude towards how to spend the holiday entitlement lead to more and shorter trips instead of one long one, increasing the opportunities for more varied activities (Europäische Kommission, 2000). Furthermore, higher grade of education of the majority of the population added a raise in interest to discover and see new places facilitated by the improvement of infrastructure on domestic level and reduction of prices in international travel through increased competition, added towards the growth of tourist numbers (Berg et al., 2007).

Law (2002) added in his work that the traveler's motivation and their purpose for the trips shifted from purely leisure and relaxation to more self-actualization motivations following Maslow's hierarchy of needs scheme. This included the growing need to explore the new and exciting attributes of cities and heritage sites, which cultural activities also give travelers the enjoyment that were deemed crucial for travel in traditional research (Law, 2002). Additionally, with the increasing globalization, mobility and upcoming of multinational firms, business travel contributed to the increase of demand for urban tourism. In Lastly, Law highlighted that the demand for personal travel, namely the visiting of friends and relatives, shopping or visiting professions such as doctors or lawyers, is correlated with the increase of visits to cities, as their population was growing and thus the probability of personal connections within the city (Law, 2002)

2.2.2.2 Supply of Urban Tourism

The growing interest in the changing tourist motivations, answering the question what pushed them to travel, prompted scholars to look on the production side of cities, illuminating the factors that attract travelers. While in traditional leisure tourism these factors were mainly natural resources and in urban tourism these were considered to be specially built environment, one of the most established frameworks for the supply in urban tourism is the approach by Jansen-Verbeke (Page, 1995). In her work, Jansen-Verbeke (1986) she describes the urban area as a leisure product consisting of primary elements, secondary elements and conditional elements (see Figure 2-4).

Following the assumption that an urban destination is a leisure product, Jansen-Verbeke (1986) defined the primary elements of the area destination as the factors that are essential to the travelers and residents leisure motivation. These primary elements are given by a concentration and variety of facilities and environments within the urban space. To better differentiate Jansen-Verbeke split them into the two complementary features of activity place and leisure setting.

Activity places consist of facilities supplied for spending free time with cultural facilities, such as theaters or concert halls, building the core of urban recreation, more specific entertainment facilities, such as casinos or theme parks, events and temporary exhibitions, adding to the permanent and temporary tourist attraction to the city (Jansen-Verbeke, 1986).

Leisure setting refers to facilities that were initially not considered to have the leisure function for visitors and residents but have proven to be an important factor thereof. Namely, the city's physical setting of the city's landscape, such as the historic core, monuments and buildings, as well as the socio-cultural characteristics of the city such as the customs and way of life giving the city a distinct image (Jansen-Verbeke, 1986).

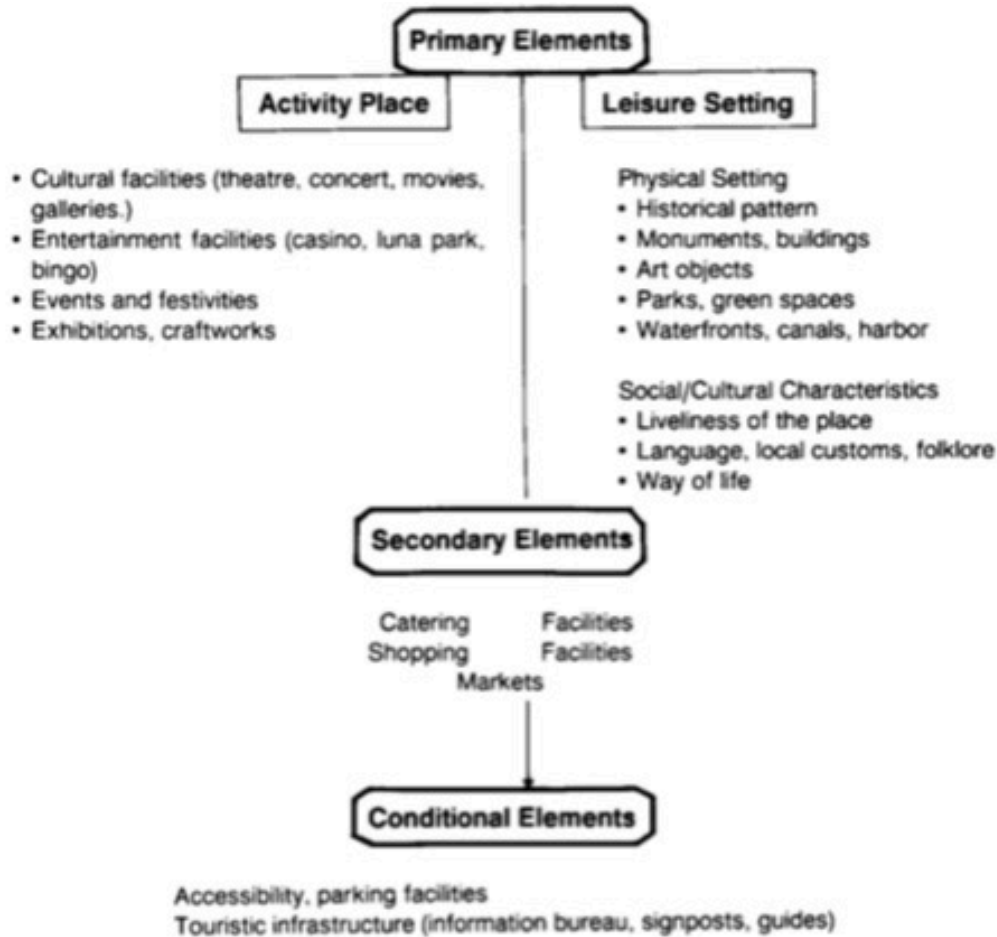


FIGURE 2-4 INNER CITY TOURISM PRODUCT(JANSEN-VERBEKE, 1986)

Secondary elements of the city are not part of the main purpose or motivation of travelers to visit the city, however, contribute to a large extent to the touristic experience. These secondary facilities, such as hotels, gastronomy and shopping facilities are being consumed by the tourists and thus support the tourist attraction of the city's primary elements. Furthermore, what differentiates these elements is that some, such as shopping and markets, may have a primarily commercial and not leisure function (Jansen-Verbeke, 1986).

Lastly, the tourist attraction of primary and secondary elements is also depended on conditional elements such as the tourism infrastructure. The availability of transport services and the general accessibility of the city and sites of interest condition the potential of attraction (Jansen-Verbeke, 1986).

The model provided by Jansen-Verbeke gives an overview how different elements of the city are interrelated and contribute to the attraction of urban tourism. However, scholars highlighted that the city cannot be considered as one touristic product only, but rather that travelers consume a combination of those elements which in turn form the urban tourism experience (Page & Hall, 2003).

2.2.3 Stakeholder of urban tourism

The success in matching demand and supply and thus grow as a urban tourist destination is depended on the city's image, which results from the perceived quality of its primary and secondary products, the variety thereof and the expected effectiveness of its development in the long run (Berg et al., 2007). According to Fayos-Solà & Cooper (2019) firstly the interrelations between stakeholders and their contribution to the destination value creation have to be understood before rightly anticipating the future development thereof. As depicted in Figure 2-5 Yang identified the four main stakeholder groups as "governments", "entrepreneurs", "tourists" and "locals".

"Entrepreneurs", or more generally speaking the private sector, including large organizations and tour operators and small businesses alike, are identified as the major contributor to the tourism product with the provision of their services and facilities (Page, 1995). With their motivation mainly being the one of economic profit rather than sustainable development of the destination, researchers stress the necessity for intervention by and collaboration with other stakeholder groups and engagement with their interests (Page, 1995; Yang et al., 2013)

The principal opponent to the private sector is the second stakeholder group "governments", or more generally speaking the public sector. This sector involves government organizations on different levels following objectives such as economic welfare, social well-being and cultural awareness, sustainable use of resources and protection of the environment or political acceptance (Page, 1995).

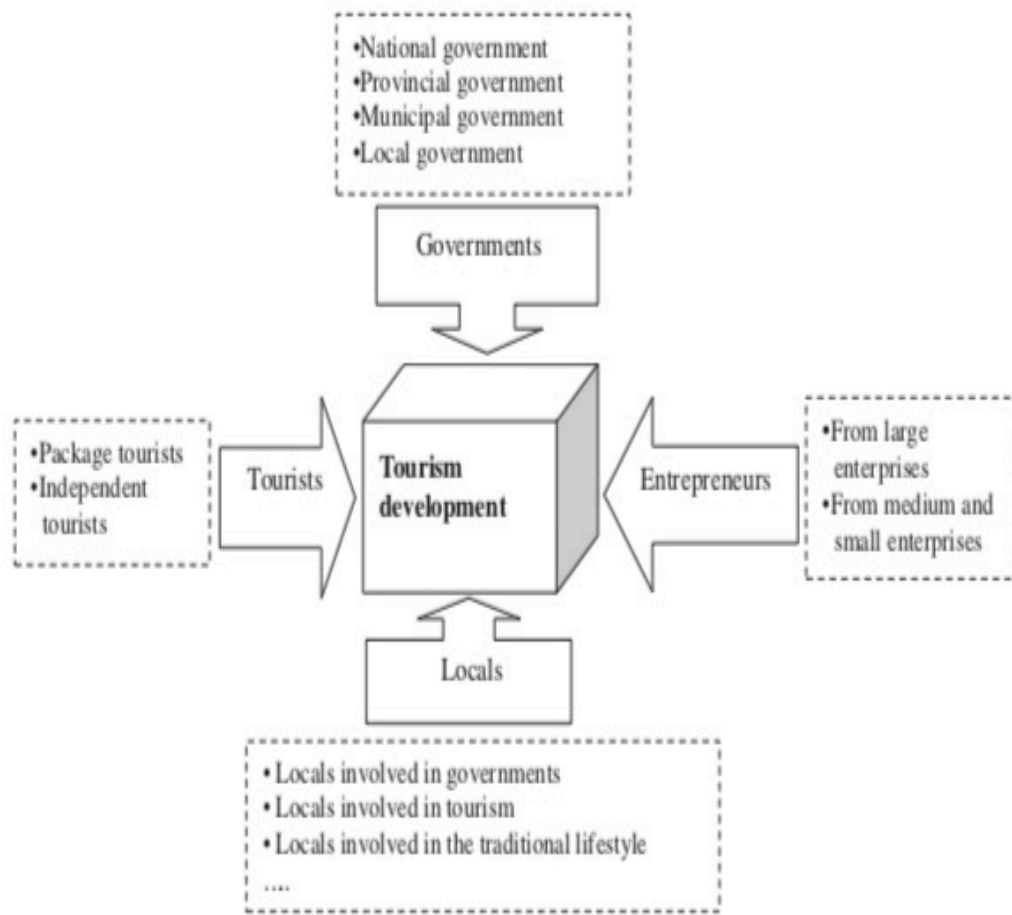


FIGURE 2-5 FOUR FORCES IN TOURISM DEVELOPMENT(YANG ET AL., 2013)

While in most of the past research the interrelation between the first two stakeholder groups were described as the main source of conflicts, Yang et al. (2013) highlighted that there are two more groups, “tourists” and “locals”, influencing the use of resources and thus adding potential sources of conflicts. Tourists may visit the destination for diverse and multiple purposes, however, through their activities and use of resources, influence the local population (Yang et al., 2013). Forms of the conflicts of these two stakeholder groups will be elaborated in the following chapter.

2.3 Overtourism

Over the last couple of years the new term “overtourism”, sometimes referred to as “tourism phobia” has been introduced by various media outlets and academics alike addressing the conflicts between the growing number of tourists and residents. The phenomenon of “overtourism” generally is not a new one, in fact discussion about the impact of tourism on the environment were addressed after the upcoming “mass-tourism” in the 1970s and 1980s and were tackled with the creation of sustainable tourism concepts, due to constant growth of tourism demand around certain concentrated points (Smeral, 2019) . Nevertheless, the phenomenon of “overtourism” have their root in unsustainable mass tourism practices and the resulting social movements concerned with the excessive harmful use of, among others, urban spaces. The actions, or the missing intervention of key stakeholders within the destinations, e.g. local government, destination managers and businesses from the private sector have generated inadvertent tourism outcomes. Consequently, the focus on the resident’s quality of life has become the center point of unrest and opposition to tourism growth across destinations (Milano, 2017).

2.3.1 Theoretical background of overtourism

While the terminology may be a recent introduction, the discussion of issues with tourists, both by residents and tourists themselves, has been going on for a few decades already. As the frequency of this discussion increased more and more scholars contributed to the discussion. Even though initial theories were critically reviewed, partly by the original authors themselves, these theories are still being cited and used to elaborate on (Butler, 2019). To lay the foundations for the general understanding of the development this sub-chapter give an introduction to definitions and

2.3.1.1 Definitions of overtourism

As a consequence of the growing resentment across tourist destinations, local and regional destination management organizations as well as international organizations like the UNWTO started to critically approach the phenomenon. Most scholars summarize the term “overtourism” as the negative influence of the growing tourism demand on the residents and tourists at the same time (Smeral, 2019) . In their 2018 report on overtourism the UNWTO highlighted that

the success in managing positive tourism development always has been connected to the welfare of both visitors and residents, and that thus can only be sustainable when both are considered (UNWTO et al., 2018a).

In this context the reinforce that the consideration of the carrying capacity of a destination is crucial to this development and define it as *“the maximum number of people that may visit a tourist destination at the same time, without causing destruction of the physical, economic and sociocultural environment and an unacceptable decrease in the quality of visitors’ satisfaction”* (UNWTO et al., 2018b, p. 6).

With the urban tourism context, with consideration of their current state of tourism development, most recent challenges manifested themselves in issues with congestion, mobility, infrastructure and resources, deterioration of place authenticity and negative impact on local’s daily lives (UNWTO) et al., 2018b). Consequently, The UNTWO defines the phenomenon of “overtourism” has *“the impact of tourism on a destination, or parts thereof, that excessively influences perceived quality of life of citizens and/or quality of visitor experiences in a negative way”* (UNWTO et al., 2018a, p. 4).

To properly address the new issues of “overtourism” the UNWTO concluded that there is a necessity of strategies where the different stakeholder groups cooperate, highlighting that urban tourism management will require actions from stakeholders that are not directly involved in the tourism sector as well. As a consequence, careful long term planning on a destination wide scale, considering the cross sectoral collaboration, is deemed crucial to assure that tourism in urban destinations being a socio-economic driver beneficial to locals and visitors alike (UNWTO et al., 2018a)

2.3.1.2 Developmental implications

To better understand the current development, destinations have to understand the impacts of their development. Even though the model was created more than three decades ago, and critically reflected upon by its author more recently, the Tourism Area Life Cycle (TALC) introduced by Butler, still stays one of the most used models to understand the development of urban destinations. Butler (1980) argued that the quality of the destination for both the visitor and local can only be maintained when paying attention to management of key resources which is pro-

portional and adequate to the visitor growth rate. The TALC model suggests that tourist destinations have to be considered as products which move through a typical development cycle, from low visitor numbers and tourism development, starting with a period of growth, followed by rapid growth of visitors and facilities to a stage with decreasing growth and development rates. The different stages, e.g. Exploration, Involvement, Development, Consolidation and Stagnation can be seen in Figure 2-6 (Butler, 2019).

The impact of tourism development is shown in the level of interaction and control between visitors, the development stages and the local community (Berg et al., 2007). After an exploration stage where a small number of visitors is attracted by the natural or cultural characteristics of a destination and uses the local facilities, the involvement stage shows an initial increase of visitor numbers and facilities primarily purposed for them. While the involvement of the locals is still high, the pressure to adapt infrastructure is emerging. With increasing visitor numbers due to promotion of the destination, the increase in number of facilities provided by bigger organizations and development of existing attractions, the involvement and control of locals is decreasing in the development stage. The consolidation and stagnation stages are the critical ranges where the destinations' capacities will be reached. With decreasing growth rates in visitor numbers in the first stage, the latter one depicts the phase of reached maximum capacity resulting in environmental, social and economic issues. Eventually, at the decline stage the destination will see a decrease in attractiveness due to the exceeded capacities (Butler, 2011)

To avoid the decline stage and instead enter the rejuvenation stage, Butler (2011) stated that an intervention from stakeholders from both public and private sector is necessary. The further development of the destination is depended on the level of redevelopment and is depicted by the optional curve courses A-E. Successful repositioning may result in an increased growth rate (A), small adaptations of capacity levels and protection of resources may lead to continued growth (B), a complete adjustment to capacities may lead to a stable level of visitor numbers and finally the intervention with a continuation of over usage of resources may also lead to a decline in tourist numbers and attractiveness (Butler, 2011).

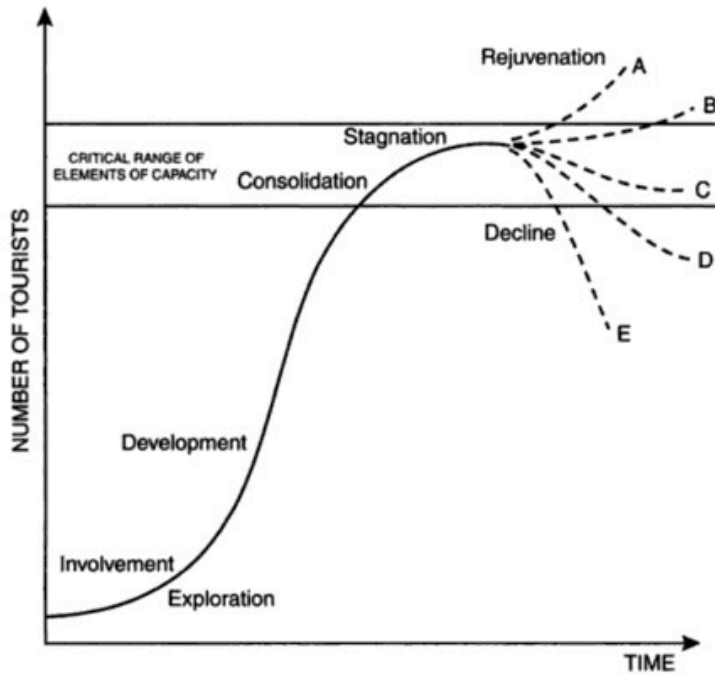


FIGURE 2-6 BUTLER'S HYPOTHETICAL EVOLUTION OF A TOURIST AREA (BUTLER, 2011)

2.3.1.3 Socio-cultural implications

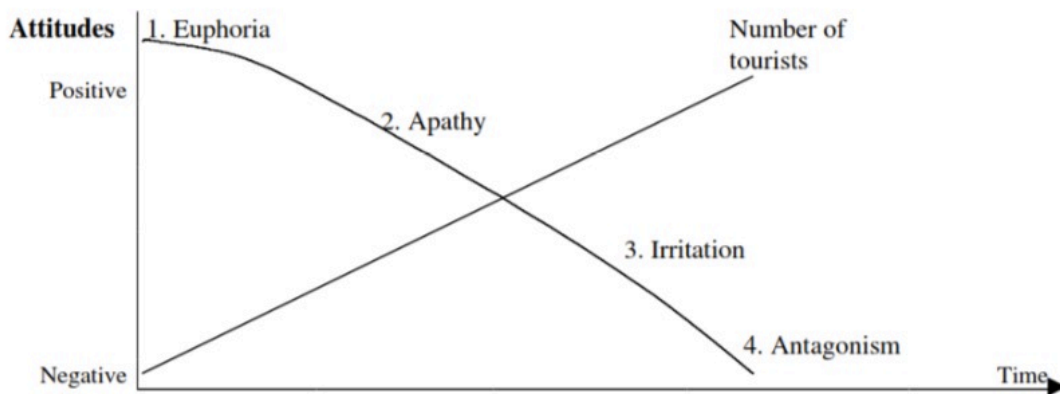


FIGURE 2-7 DOXEY'S INDEX OF TOURIST IRRITATION (BERG ET AL., 2007).

Besides the development of the destination's features, scholars also focused on the social impacts thereof. Doxey introduced the irritation index, depicting a possible development of resident's attitude and social response to the growing tourist numbers, from initial positive attitude, of euphoria to towards growing apathy, irritation and antagonism (Berg et al., 2007; Butler, 2019).

Initially, locals see the development of tourism positive as with the growing number of tourists also the opportunities for them the creating of an income source is established. During the following development stage, as the tourism sector expands, locals begin to take the tourist as a matter of course and look for further ways to profit economically from them. The change of the local population's attitude towards a negative one starts, namely starting with irritation, when the destination is approaching its critical capacity limits and is not able to cope with the tourist number without the expansion of its facilities. With further increase of tourist numbers the level of irritation turns into antagonism and locals are using the tourist as scapegoat for the growing negative impacts (Berg et al., 2007).

Doxey's model helps to understand how resident's attitude towards tourists may change. While it suggest a linear development in one direction, other scholars have discussed that residents and other stakeholder's change in attitude do not need to be unidirectional, but rather change from favorable to unfavorable and back depending on who is benefiting more from current developments. Depending on the stakeholder's activation this may result in aggressive support or opposition to, or acceptance of the tourist activity as depicted in Figure 2-8 (Berg et al., 2007).

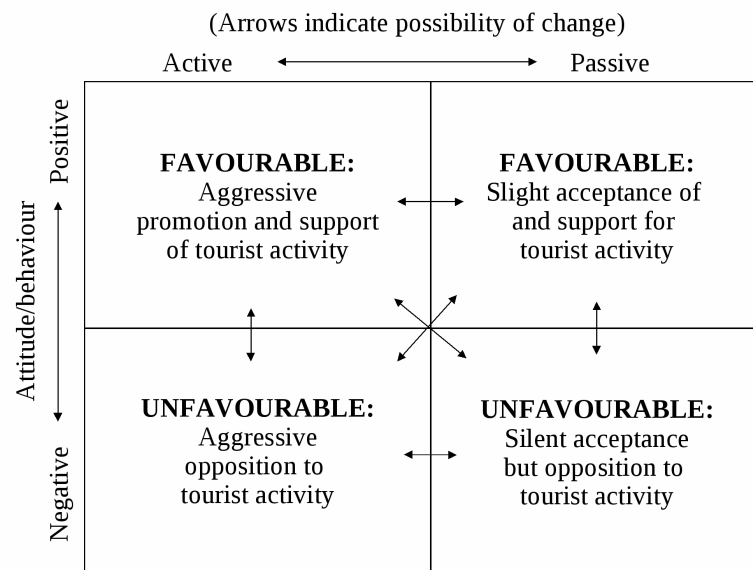


FIGURE 2-8 BJORKLUND AND PHILBRICK MODEL OF SOCIAL IMPACTS (BERG ET AL., 2007)

2.3.1.4 Carrying capacity

Before the upcoming of the “overtourism” sentiment in destinations entrepreneurs, governments and scholars have been introducing the concept of carrying capacity. In the context of arguing for a more sustainable tourism development this concept has its roots in wildlife management where it was defined as the maximum amount of wildlife animals to be maintained without causing damage to the environment. The concept has been discussed widely by scholars and, used as a perception to the limits of growth, became crucial to the discussion of sustainable tourism development (Innerhofer et al., 2019). Overtourism is described as the result of surpassing the limits of a destination’s carrying capacity. As many scholars, however, pointed out, that even if traditionally referring to the physical deterioration of the environment, the carrying capacity also is referring to the impact on the resident’s and visitor’s quality of life (Fontanari et al., 2019). Following the researchers suggestion for a more multifaceted interpretation of the tourism capacity the UNWTO defines the concept as *“the maximum number of people that may visit a tourist destination at the same time, without causing destruction of the physical, economic and sociocultural environment and an unacceptable decrease in the quality of visitors’ satisfaction”* (UNWTO et al., 2018b, p. 6).

The physical dimension of carrying capacity refers to the development of the destination’s infrastructure. The capacity limit is connected the infrastructure services’ ability to operate efficiently with an increasing demand. When the physical dimension of carrying capacity is exceeded high demand leads to an overload which is typically manifested in congestion, shortages and pollution (Berg et al., 2007).

The economic dimension of carrying capacity is concerned with the crowding out effect between tourism functions and other local functions and businesses. The destination’s ability to ensure profitability for local businesses and other non-touristic facilities is crucial to keeping within the capacity levels. When the economic dimension of carrying capacity is exceeded local shops and business are being forced to move out of the city to more remote or less expensive locations in favor of touristic facilities (Berg et al., 2007).

The sociocultural dimension of carrying capacity refers to the destination’s ability to receive tourists without being perceived as a negative impact on their quality of life by the local residents. The sociocultural dimension of carrying capacity is exceeded when resident’s acceptance

and tolerance of tourists changes to an unfavorable attitude towards them due to crowding culturally unacceptable behavior and price inflation (Berg et al., 2007).

The visitor satisfaction dimension of the carrying capacity refers to the destination's ability to keep providing a qualitative experience with increasing visitor numbers. The visitor satisfaction dimension of the carrying capacity is exceeded when the visitor's demand for the destination or quality of services and facilities are decreasing (Berg et al., 2007).

2.3.2 Overtourism and overdevelopment

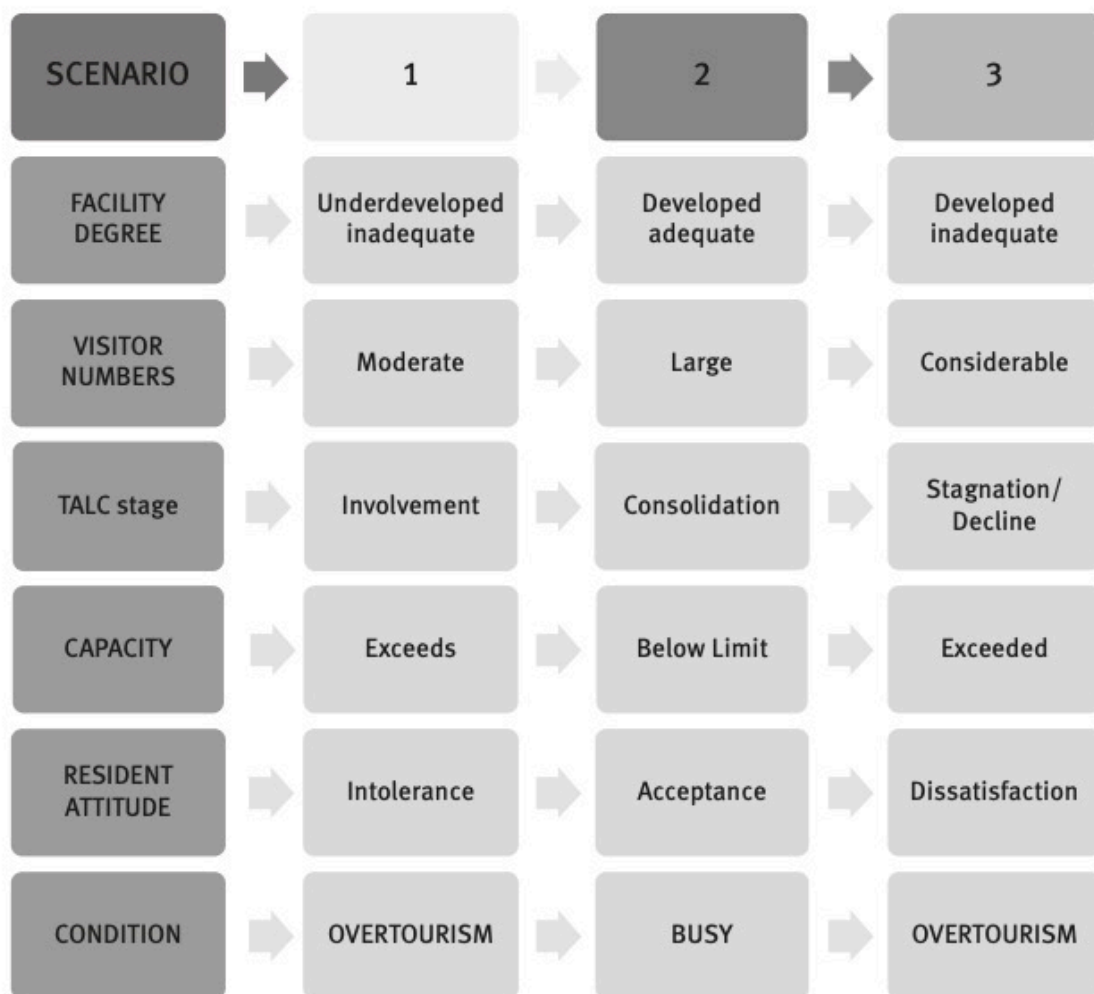


FIGURE 2-9 DESTINATION CHARACTERISTICS AND CARRYING CAPACITY (BUTLER, 2019)

In one of his more recent works Butler (2019) highlighted that in context of recent developments and discussions it is important to differentiate between the phenomenon of “overtourism” and

overdevelopment. “Overtourism” being described as a perception of a too high amount of tourists may be deceptive. The phenomenon is rather related to level of facility development in relation to tourist arrivals. With the premise that further development of facilities results in an increase of tourists and vice versa, it is argued that if a destinations development is relative to the grow in demand, the destination on the one hand may just be called busy. This is the case as long as infrastructure is not exhausted and capacity limits not exceeded. On the other hand, when the development is at an inadequate level, a destination may experiencing “over tourism” with already a moderate amount of tourists. Figure 2-9 illustrates that the phenomenon of “overtourism” is linked to whether the level of development produced a capacity that is adequate for the tourist numbers. In addition to that the figure shows that resident’s attitude can differ from acceptance in multiple stages of the TALC, e.g. in the involvement stage where visitor number grow faster than facility development or in the stagnation or decline phase where increasing or high tourist numbers are surpassing the capacity due to missing new facility developments (Butler, 2019)

2.3.3 Respond strategies

In a press release by the UNWTO (2017) Taleb Rifai, Secretary General, stressed that a positive development of the tourism industry is depended one all its stakeholders, from national administrations to private sector businesses to local communities and tourists themselves. In this context he elaborated that the phenomenon of “overtourism” is a result of missing or faulty management, highlighting that it’s not the tourism sector that is to blame but rather the missing intervention of stakeholders. Looking forward he sees the challenge in finding ways how to properly respond (UNWTO, 2017)

At its 2018 annual conference the European Cities Marketing (ECM) association presented a range of respond strategies for European governments and destination marketing and management organizations to address the issues related to tourism growth. Questioning the traditional goals of pure growth in arrivals, the ECM suggested following tools to change the visitor behavior, reduce the negative impact of the tourism sector and to improve the quality of life of local residents.

2.3.3.1 Strategy formation and city planning and zoning

The first suggestion is the very basic idea of rethinking what the destination should look like and build a long-term strategy upon it, rather than implementing fast solutions. Cities should form a strategy considering the trends of urbanization such as demographics, environmental shifts or technology. While focusing on sustainable investments the city should put their residents first. Namely, tourists have a direct negative impact on residents, causes thereof should be tackled first. Furthermore, the city should reconnect the residents with the city by encouraging them to use the city's facilities and participate in events designed for both, the residents and tourists. Furthermore, cities may encourage private sector businesses to invest in specific areas and thus building new zones allowing for dispersion of the tourist flows away from crowded points (ECM & TOPOSOPHY, 2018).

2.3.3.2 Forming partnerships

In order to implement a sustainable strategy all stakeholders have to be on board and have common objectives. With stakeholders may having competing interests the challenge lies in managing the stakeholder relations on an equal basis. The destination marketing organization's crucial role herein is to take a leading role with the stakeholder groups and address key issues and possible common objectives and consequently commit all groups to a long-term financial commitment ensuring sustainable development (ECM & TOPOSOPHY, 2018).

2.3.3.3 Smart Marketing

Smart Marketing refers to efforts of rethinking the marketing structures in terms of specific target groups while also prioritizing them towards the resident's and local businesses. As mentioned above, all stakeholder's cooperation is essential, and thus encouraging the marketing to locals, residents and businesses, fostering cultural participation and social cohesion should be the basis of marketing efforts. Consequently, segments for targeted visitor marketing should be chosen to attract those who contribute to the culturally life and increase the city's diversity. This effect should be supported by the creating of events and focus on promoting lesser known areas of the city, distributing visitor flows temporally and spatially, highlighting the livability and local character of all parts of the city (ECM & TOPOSOPHY, 2018).

2.3.3.4 On-the-ground visitor management

With an increase of people in the city, visitors or locals, there is also a growing need to implement specific measures to manage the visitor flows and avoid congestion. Considering spatial dispersion, some European cities already restricted vehicle access to their city centers, redirecting visitors to the public transport system or encouraging them, through integrated visitor flow systems such as guided tours, to walk. This is supported by initiatives to free up pedestrian zone, renovation of public spaces considering a capacity increase, ban of specific modes of transport endangering the pedestrians and the increase of security and safety through more supervising staff in public spaces. Furthermore, efforts to reduce seasonality and support temporal dispersion such as extension of business hours and visitor support services should also be considered (ECM & TOPOSOPHY, 2018).

2.3.3.5 Technological solutions

The digitalization has no limitations and is also changing behavior and expectations of visitors. As visitors get more connected and able to organize their trips online, the tools used to deliver the services and experiences within the destination should also be evaluated. On the destination level a close cooperation with online travel agents, search engines, review websites and service providers give the possibility to effectively track data on visitor behavior in general. At the attraction level there is also an option to introduce new technologies to improve the quality of experience. These are for example online ticketing-systems that allow, with pre-booking encouragement through dynamic pricing and alerts, for temporal dispersion of tourist numbers. This could be supported by live monitoring options of waiting times at attractions. Furthermore, artificial intelligence such as chat bots for the destination could be used to support the visitor services (ECM & TOPOSOPHY, 2018).

2.3.3.6 Public education

Besides the destination's marketing efforts that focus on bringing visitors these should also consider the public education campaign aimed at residents. Since residents and visitors both influence to quality of life and place within the destination, everyone's cooperation is essential. Thus, campaigns focusing on the desired behavior should be implemented which, in collaboration with local suppliers, distributed throughout the city in diverse online and offline media get the right message across to ensure the increase or continuity of the quality of life and place (ECM & TOPOSOPHY, 2018).

2.3.3.7 Managing the collaborative economy

Following global trends, both residents and visitors, have become active users of the collaborative economy. Within the tourism context, the possibility to offer and use short term private accommodation rentals (STPAR) through diverse platforms, has been recognized of having one of the biggest influences on city life, both negatively and positively. As some destinations have already experienced issues herewith, the suggestion is for the government to intervene with legislation, regulating the supply side and protecting the demand side. Firstly, the destination should have a full overview of STPAR offered and should monitor complaints and issues resulting from them in order to address them correctly. On the supply side, the government should introduce a registration scheme and, in collaboration with the offering platforms, ensure that only registered and law complying hosts may offer services. Additionally, considering the introduction of limits on how many services a single host may offer may help to reduce the impact on the local environment. Furthermore, to increase their contribution to the local economy, a taxation scheme corresponding to the one of the regular tourism services should be considered. On the demand side, consumers should be protected by clear information of their rights. In fact, in collaboration with the offering platforms, cities should ensure that both hosts and consumers are aware of the regulations of the STPAR activity and the initiatives to keep the consumers safe (ECM & TOPOSOPHY, 2018).

2.3.3.8 Taxes, caps and limitations

Seeing visitors as source of revenue and income generation limitations thereof seem very controversial. Referring, however, to the destination's carrying capacity and negative impact on the environment (see 2.3.1.4 on page 22), questions on how to compensate those impact and simultaneously increase the visitor's contribution to the local economy have to be considered. As already suggested for the management of the collaborative economy (see 2.3.3.7 above) a fair taxation scheme should also collect tax revenue from sectors that have a limited contribution otherwise, e.g. STPAR, airport arrivals or cruise disembarkation. In order to ensure the contribution the government should ensure that the collected tax revenue will support the improvement of the destination through community projects. Furthermore, caps and limitations imposed by government on visitor numbers, in forms of a daily limit for attractions or enclosed spaces, may support a temporal dispersion of the tourist flows, that other tools are also aiming for (see 2.3.3.5 on page 26) (ECM & TOPOSOPHY, 2018).

2.3.3.9 Measurement and monitoring

In order to manage the tourism growth appropriately requires destinations to identify key performance indicators for measurement and monitoring. With the help of technology (see 2.3.3.5 on page 26) the methods of collection of traditional indicators measuring the volume and density of visitors can be expanded and thus gain insight on how the tourism is evolving within the destination. Besides keeping track of the supply side's performance, it is equally important to monitor the visitor satisfaction, e.g. through online review analysis, the movement of local population away from or to specific areas and the resident's sentiment, e.g. through regular surveys. Only by effective monitoring a destination can learn if the implemented strategies are taking the desired effect (ECM & TOPOSOPHY, 2018).

2.4 Conclusion of chapter

Having given a theoretical background to both, the urban tourism development and the phenomenon of "overtourism" this chapter elaborated several respond strategies which could be implemented to avoid negative impacts of tourism growth. The chapter also highlighted that the success of these respond strategies is depended on the destination's characteristics, underlying challenges and last but not least the cooperation of stakeholders. This will be the focus of the following chapter, dedicated to the introduction of the use case of Vienna.

3 METHODOLOGY

3.1 Introduction

“With growth comes responsibility” (UNWTO, 2017)

According to Taleb Rifai, former Secretary General of the World Tourism Organization, the growth of tourism numbers is not the issue, on the contrary it is part of the “eternal story of mankind” (UNWTO, 2017) and may lead to an increase in economic and societal welfare. He highlights that the beneficial outcome of the tourism growth is depending on whether it is managed right by the stakeholders. As there have been several media outcries for “overtourism” and “tourism-phobia” the past years, there have been some case studies on cities and destinations which are struggling with the proper management of the increasing tourist numbers (UNWTO, 2017). This thesis will firstly look at the city of Vienna’s experience with the growing numbers and how it approached the management thereof strategically. Secondly, it will focus in detail how hoteliers of the Hilton chain see themselves as stakeholder in the city’s tourism environment.

3.2 Vienna Use Case

In an effort to define appropriate indicators for the phenomena overtourism, the university network of the World Tourism Forum Lucerne conducted an explorative study, comparing different cases and the comparability of the indicators (Weber et al., 2019). This study will follow a similar approach in presenting the case of Vienna by giving an overview of the general indicators followed by the ones for the economic importance, supply, demand and carrying capacity.

3.2.1 General indicators

To provide an initial overview on the city’s key characteristics and allow to understand the tourist flows in Vienna the general indicators capture the definition of the destinations scope and its population development.

While the area of Vienna spreads over 415 km² and gives space for roughly 1.9 million inhabitants, the city’s core tourism area, e.g. the first district, with 3 km² just takes 0.7% of the area.

Nevertheless, looking at the density indicators for this two areas shows that with 4.337 Inhabitants per km² over the whole city area the city's tourism center has a higher population density with 5,488 Inhabitants. However, the WTFL Study found that it is difficult to draw a conclusion merely from these numbers as there is no clear definition of tourist centers for the cities (Weber et al., 2019). In fact, although having a monocentric city model, Vienna has many attractions scattered throughout the city. While there are certain points of interest in the city center where the number of visitors might pose an issue, they are not all concentrated in one point in the city center, which allows to spread out the tourism flows.

Over the last decades Vienna grew to be the sixth biggest city in the European Union. Since Austria's joining of the European Union in 1995, allowing for free movement of its citizens, Vienna's population grew by 350.000 inhabitants equaling 22,5% growth rate. Vienna also continues this trend in more recent years being the fastest growing European city with an 5.7% population increase from 2014 to 2017 (M. 23 Stadt Wien Wirtschaft, Arbeit und Statistik, 2019). Assuming that the population growth through migration will decrease over the year, the city of Vienna's statistic department forecasts nonetheless a similar growth rate of 15.5% with an increase of 289.000 inhabitants for the next three decades. Even though this assumption is considered moderate, it might be important to note that Vienna will reach its 2 million inhabitant mark by 2027 (M. 23 Stadt Wien Wirtschaft, Arbeit und Statistik, 2019). On the one hand, this development of Vienna's population may be indicating the city's vitality, on the other hand, it may also contribute to the growth of the overtourism phenomena through extensive use of existing infrastructure.

3.2.2 Economic importance

The importance of the tourism industry for Vienna's economy is manifested by its yearly net product of 3,67 billion, representing 4.3% of the city's gross output and 11.3% of the country's gross output. This accounts for 90.000 full time jobs in 14.00 businesses and establishments throughout the city (WIENTOURISMUS, n.d.-b) These jobs constitute themselves of a range of level, from low entry level positions with no entry barriers to top management positions, most of which are being linked to the city has destination decreasing the outflow of workforce to other regions (Tschöll et al., 2019).

3.2.3 Supply

With the Vienna Tourist board putting plans into place to break the 20 million barrier in 2020 it is marketing to tourist segments focusing on its cultural and imperial heritage, its musical past, its recreational facilities and its modernism.

Looking at Vienna's hospitality industry one can see, that also the supply of tourist establishments increased over the last years. In total Vienna accommodates 3.839 businesses related to the hospitality industry with 83.693 available bed spaces (WIENTOURISMUS, n.d.-b). In particular, the number of Vienna's hotels and pensions grew from 2010 to 2018 from 396 to 426, with increasing its available rooms from 26.775 to 34.107 and its available bed spaces from 51.342 to 67.816 (see Figure 3-1 below). With more hotels and establishments currently in the building the city of Vienna forecast a continuous growth of these numbers (WIENTOURISMUS, 2019a).

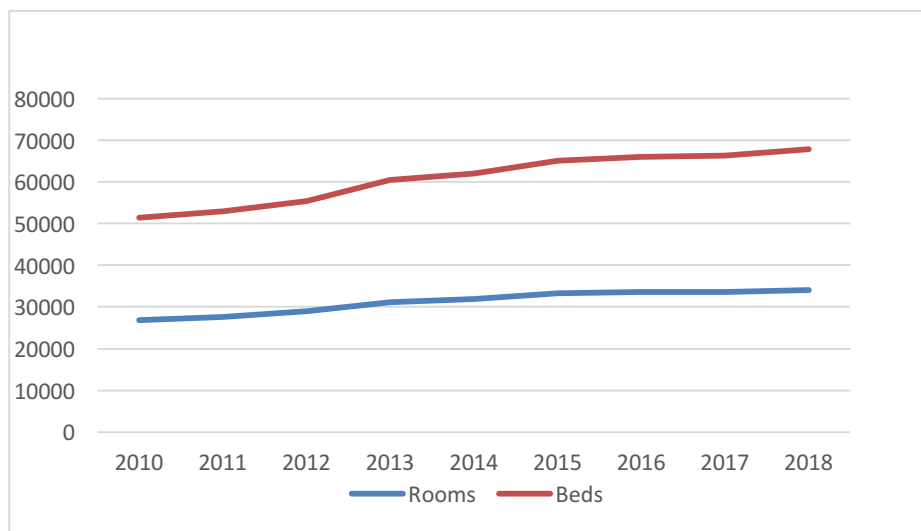


FIGURE 3-1 CAPACITY OF VIENNA HOTELS AND PENSIONS 2010-2018

Vienna has also seen new investments in its infrastructure to cope with the growing numbers of visitors. To benefit from its central location within Europe and position itself has gateway between western and eastern Europe it has set plans to expand its airport business and build an additional runway. With 26 new direct flight connections to major European and global destinations Vienna has already surpassed its 2020 goal. To further foster its reachability by other means of transport Vienna has built a new main train station with a new direct fast train link between the city and the airport and additionally plans on building a new central long distance bus station (WIENTOURISMUS, 2019b). To improve the movement within the city, 1500 rental

bikes with 120 docking stations were setup (WIEN TOURISMUS, n.d.-b). Moreover, new parts of the cities metro system were already opened and a new line is being build. In addition 500 new internet hotspots were installed, providing free internet access to visitors and thus facilitation there getting around (WIEN TOURISMUS, 2019b).

With 172 international congresses Vienna ranked 2nd as most used European location for congresses (M. D. 23 (MA 23) E. A. Stadt Wien Labour and Statistics, 2019) and with up to 5000 meetings and incentives it is one of the worlds most demanded meeting destinations (WIEN TOURISMUS, 2019b) and thus ranked 2nd as well in the international Congress and Convention Association. The city offers three conference centers for meetings up to 29.000 delegates plus more than 200 event locations and 100 hotels with meeting facilities (Vienna Convention Bureau, w) Vienna also plans on further advocate for its top-performance as Meeting and Event location with continuous investments in meeting facilities and event spaces.

To further promote and capitalize from its cultural heritage and imperial past new museums have been opened and investments in the modernization of some of the 100 existing ones have been made. Moreover, throughout the year 450 balls and up to 15.000 concerts are being organized. Under the Vienna Tourist Board's campaign for 2018, 30 exhibitions were organized to attract more culturally interested visitors and position the city as qualitative culture hotspot. To additionally attract the young and international scene initiatives such has the Vienna design week, the Vienna art week or several art fair have been held as well (WIEN TOURISMUS, n.d.-b).

3.2.4 Demand

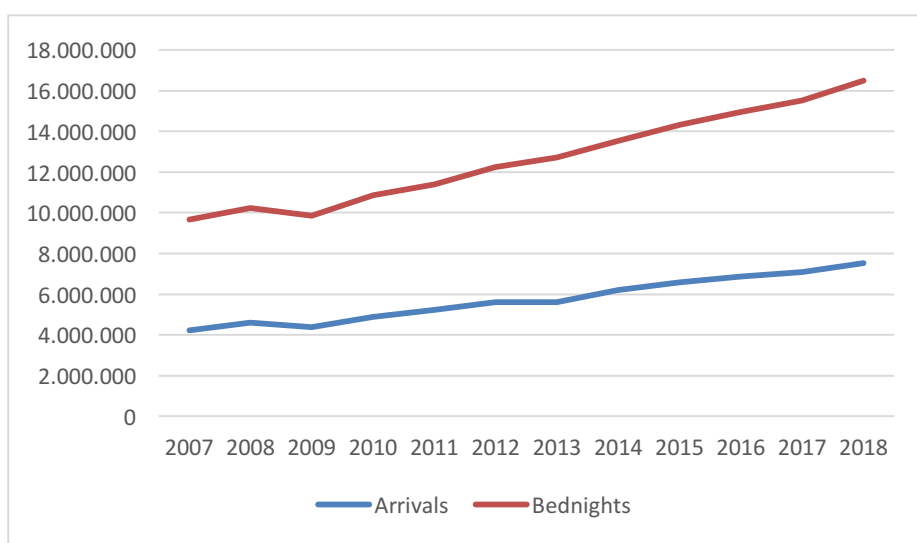


FIGURE -3-2 YEARLY ARRIVALS AND BED NIGHTS 2007-2018 FROM (WIEN TOURISMUS, 2019A)

The city of Vienna looks back on decades of successfully increasing its visitor demand. With growing from 7.5 million bed nights in 1990 to 16.5 million bed nights in 2018 Vienna more than doubled its visitor numbers over the last three decades (WIEN TOURISMUS, 2019c). In the past 10 years the number of bed nights has increased by 57,9%. With the number of available bed spaces growing at a similar rate to a total of 67816 in 2018 (see 3.2.3 above) the tourism growth can be considered to be a sustainable one. Benchmarking the tourist arrivals and overnight stays in European cities 2018, Vienna ranks with 17.412927 stays within the top 9 European cities in terms of tourism demand (Stadt Wien, 2019a).

The city's top source markets in 2018, as illustrated in Figure 3-3 below, were Austria itself (1.648.449), Germany (1.322.273 arrivals) , USA (413.214 arrivals), United Kingdom (325.860 arrivals), Italy (296.268 arrivals). Clustering the source markets into regions gives three major insights. Firstly, with 27% of arrivals coming from the EU, another 27% of international arrivals are coming from neighboring countries alone, the city is greatly benefiting from its location within the region. Secondly, while local visitors from Austria account for 22%, with around 78% of Vienna's arrivals the major part were accounted for international visitors. Lastly, Asian countries, including the Arabic ones, are on the rise and already account for 14% of the arrivals (Stadt Wien , n.d.).

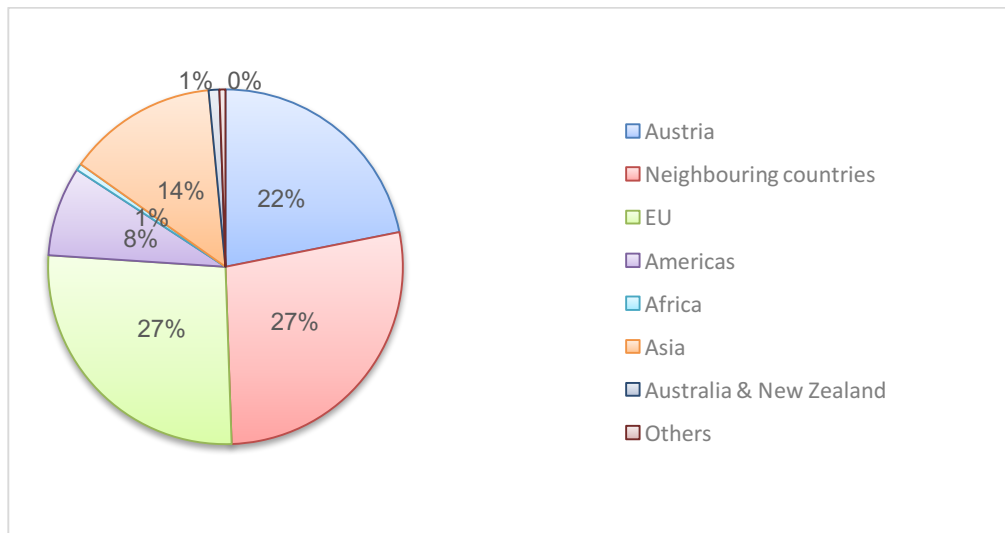


FIGURE 3-3 ILLUSTRATION OF VIENNA'S SOURCE MARKETS FROM (M. 23 STADT WIEN WIRTSCHAFT, ARBEIT UND STATISTIK, N.D.-A)

Looking at the trend of tourist arrivals and average bed nights throughout the year, it can be seen that Vienna has a high demand throughout the year. While, following the WTFL definition that all months with tourist arrivals above average are accounted for the high season (Weber et al., 2019), the city shows eight months thereof (see Figure 3-4 below). The months from January to April are depicting the low season, while all months from May to December show more than the average 628.318 tourist arrivals.

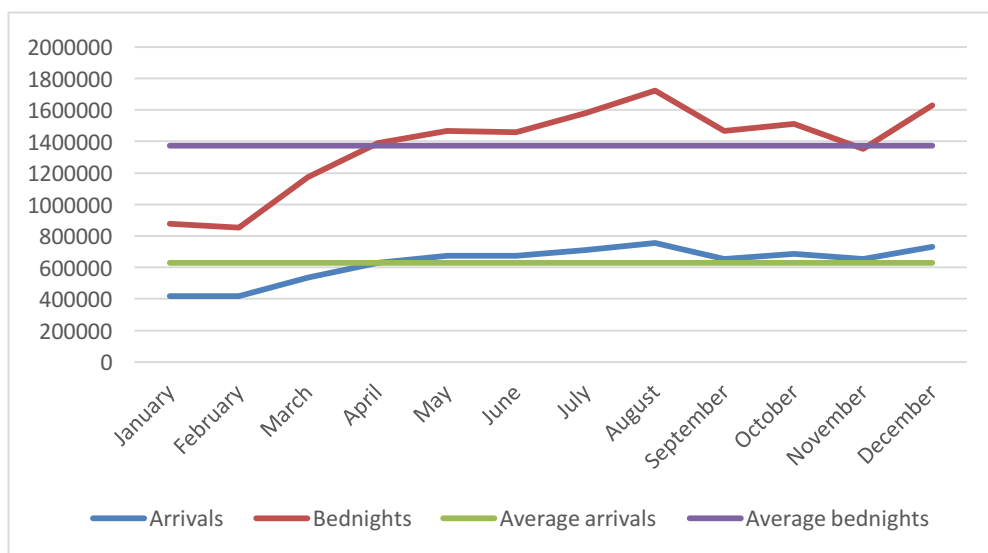


FIGURE 3-4 ILLUSTRATION OF ARRIVALS AND BED NIGHTS BY MONTH FROM (WIEN TOURISMUS, 2019A)

Taking the numbers of bed nights as a comparison leads to the same indication for length of seasonality. However, April already shows an above average number of bed nights, while November's numbers are below average. Furthermore, it can be distinguished more clearly that the month of August takes the lead with 1.721.066 bed nights followed by the month of December with 1.629.845 (WIEN TOURISMUS, 2019a).

The growing demand is also shown in the development Vienna's price level. The Consumer Price Index for 2018 compared to 2015, calculated by Statistics Austria shows an increase of 3.1% on hotel and restaurant prices, 2.1% on service prices and 0.5% on leisure and culture activities (M. 23 Stadt Wien Wirtschaft, Arbeit und Statistik, n.d.-b). Using the revenue per available room (RevPAR) to check for the development in the hospitality industry shows the same trend, increasing from a value of 60,1€ in 2017 to 72,4€ in 2019 (WIEN TOURISMUS, n.d.-a).

3.2.5 Carrying capacity

With plans in place to continuously increase Vienna's visitor numbers the question about the city's carrying capacity arises. As elaborated in a previous chapter (see 2.3.1.4 on page 22) a destination's carrying capacity can be estimated at different levels from the ones of individual sights and attractions to the region as a whole. For the case of Vienna the previously stated indicators of the "overtourism" phenomena (see 2.3 on page 17) are relatively low. Recognizing, however, potentially arising issues and that a city can only be good for its guest when treating its residents right, the Vienna Tourist Board conducts surveys on a monthly basis in order to monitor the residents attitude towards tourism. The findings of the 2018 study showed that 94% of the residents surveyed have a positive attitude towards the city's tourism, furthermore that the majority of the residents (79%) cannot imagine the city without tourism as they not only see the positive effects on the economy and labour market but on their own quality of life (WIEN TOURISMUS, 2019d).

3.2.6 VIENNA VISITOR ECONOMY STRATEGY 2025

It is this highly valued quality of life that is manifested as one the visions of Vienna tourism strategy for the next five years. The Vienna Tourist Board realized that the success of its destination is depended on doing good for the city. Namely, by encouraging all activities that contribute to the improvement of qualities of life, place and experience, from services to supply increasing its

competiveness and prosperity. Focusing on this mentioned strength, the new strategy is creating a Visitor Economy which in capitalizing on the benefits that visitors bring for themselves and the local population.

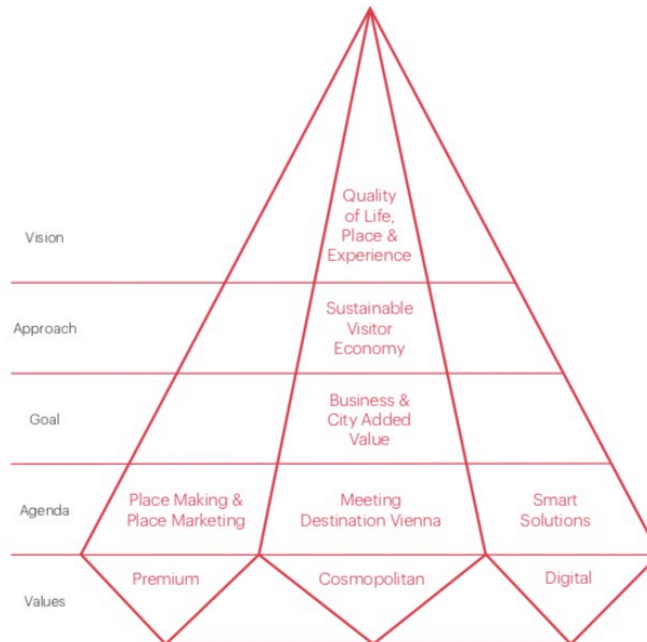


FIGURE 3-5 VIENNA TOURIST BOARD'S STRATEGY VISUALIZATION (WIEN TOURISMUS, 2019c)

Advocating for delivering high quality, open-mindedness, diversity, tolerance and innovation with the latest technology the VTB's strategy is built upon the values, premium, cosmopolitan and digital (illustrated in Figure 3-5 above). The goal of adding "business added value for companies and city added value for the city and its residents" is approached with the central activities of place making & marketing, focus on Vienna as meeting destination and smart solutions. The first one refers to the creation of new attractions throughout the city, the second one to further fostering the city's international competitiveness as a business location, and lastly smart solutions refers to a sustainable resource usage. The success of the strategy will be monitored through the key performance indicators of direct revenue, indirect revenue though economic impact, resident's satisfaction, guest's satisfaction and the reduction of the environmental impact of both the suppliers and guests.

3.3 Hilton environment

Within the ecosystem of Vienna's visitor economy, hotels depicts major stakeholders not only by accommodation of visitors but also by providing spaces for gastronomy, leisure activities and meeting and event spaces, all of which are being available for use by international and local visitors. As this study is elaborating the role of Hilton hoteliers as stakeholders the next section will shortly introduce the Hilton hotels in Vienna.

3.3.1 Hilton brand

After its competitor Marriott, Hilton is the second biggest hotel operator worldwide and promotes itself as one of the world's largest, fastest growing hospitality company with incorporating 18 different brands with nearly 6.000 properties in 117 countries across all continents. Celebrating its 100 years anniversary in 2019 Hilton proclaims itself to be the most recognized name in the hospitality industry and its name even being synonymous for "hotel" (Hilton, 2020). With its flagship brand "Hilton Hotels & Resorts" the global company is addressing travelers who seek relaxation or exploration in top destinations, business travelers or travelers for meeting and conventions. With its flagship brand Hilton has firstly set its foot in Vienna in 1975 with the Hilton Vienna expanding to the properties Hilton Vienna Plaza in 1988 and the Hilton Vienna Danube Waterfront in 2002. All of its brands complying with specific standard is allowing the individual properties to uphold a certain level of quality, but also to create unique experiences for the visitors.

3.3.2 Hilton Vienna

With currently 579 available rooms, the Hilton Vienna is one of the biggest hotels in the city. Currently under partial renovation the hotel increase its available room to 663 by the end of 2020. Located at the train station "Wien Mitte", directly bordering the first district the Hilton Vienna is conveniently placed within walking distance to major Viennese sights and directly linked to Vienna International Airport by the City Airport Train. With a meeting space of 850 m² in 11 professional meeting rooms, two ballrooms with 460m² and 1132m² accommodating for up to 460 and 840 people the Hilton Vienna is Austria's largest conference and meeting hotel. The hotel hosts one restaurant with space for 230 guests focusing on the traditional and modern

Viennese cuisine and a lobby and cocktail bar with space for an additional 230 guests as well (Hilton Vienna, 2020).

3.3.3 Hilton Vienna Plaza

With 254 available rooms the Hilton Vienna Plaza is the smallest property in Vienna. It is located in the city center at the historic Ringstraße, thus within walking distance of major sights in the city center. It offers a meeting space of 626 m² with nine meeting rooms catering up to 165 people. After its 2014 renovation, the hotel is presenting itself in art deco flair and is home to one Gault Milliau level restaurant and bar serving up to 75 a fine dining experience and additional 50 at the bar area (Hilton Vienna, 2020).

3.3.4 Hilton Vienna Danube Waterfront

With 367 available rooms the Hilton Vienna Danube Waterfront is the second biggest Hilton property in Vienna. Compared to the other properties its location is rather remote of the city center on the banks of the Danube, 20 minutes from the airport, next to the stadium used for football games and concerts and the convention center Wien Messe. Its location on the Danube allows to offer additional outdoor facilities such as a volleyball and soccer court, a riverfront terrace and bar lounge next to the river. The hotel offers 481m² of meeting space in 10 meeting rooms with an additional 358 m² ballroom accommodating up to 400 guests. The hotels features one restaurant focusing on Mediterranean and local cuisine and a casual bar lounge, catering up to 230 guests (Hilton Vienna, 2020).

3.3.5 Community Engagement

With the “Travel with Purpose” corporate social responsibility strategy Hilton has recognized its need for sustainable travel and tourism advancements globally. By activities throughout the value chain the company has committed itself to reducing its environmental footprint by half and doubling its investments in social impact by 2030. With the first pillar focusing on the environmental impact, the Hilton hotels are recognized with the Austrian Ecolabel for tourism, awarding their environmentally conscious management (Hilton Vienna, 2020).

3.4 Selection of methodology

Past research on the phenomenon of “overtourism” has shown its complexity. The explorative study by the university network of the World Tourism Forum Lucerne stated that there are no single indicators able to describe the phenomenon (WTFL). Given the questionable comparability of indicators, the complexity and importance of perception for the phenomenon of “overtourism”, this thesis will follow a qualitative research approach. A qualitative research approach is applicable when aiming to explore a topic from different perspectives (Flick, 2014) and gain a deeper understanding of subjective perception of individuals (Hug & Poscheschnik, 2010). Furthermore, qualitative research aims to answer questions of ‘how’ and ‘what’ (Ritchie, 2014) which is a fit with the posed research questions within in thesis.

3.5 Interview Design

Semi-structured face-to-face interviews were chosen as method for collecting the relevant data. The flexibility of semi-structured interviews allows the interviewee to guide the discussion in unanticipated directions and thus explore new perspectives on the researched topic. In addition, the type of face-to-face interview also allows the interviewer to interfere with probes and prompts. Probes are used as follow-up questions aiming for a more in-depth response by encouraging the interviewee to elaborate on the given answer. Prompts are used to avoid incomprehension and uncertainty of the interviewee by giving more detailed information on what information the question is looking for (King et al., 2019).

The interviews were conducted with top-level management functions of the Hilton Austria chain. As depicted in Figure 3-6 below, the three properties in Vienna, each being led by a hotel/general manager and the head of departments team, are subordinated to the country management team, led by the country general manager. Support functions, such as marketing, sales and revenue management are clustered as business development function for all properties. For this thesis eight individuals were interviewed, distributed across the management structure two from the manager functions, two from the business development functions and in total four from the head of departments teams, being split in two from the rooms and two from the food & beverage departments.

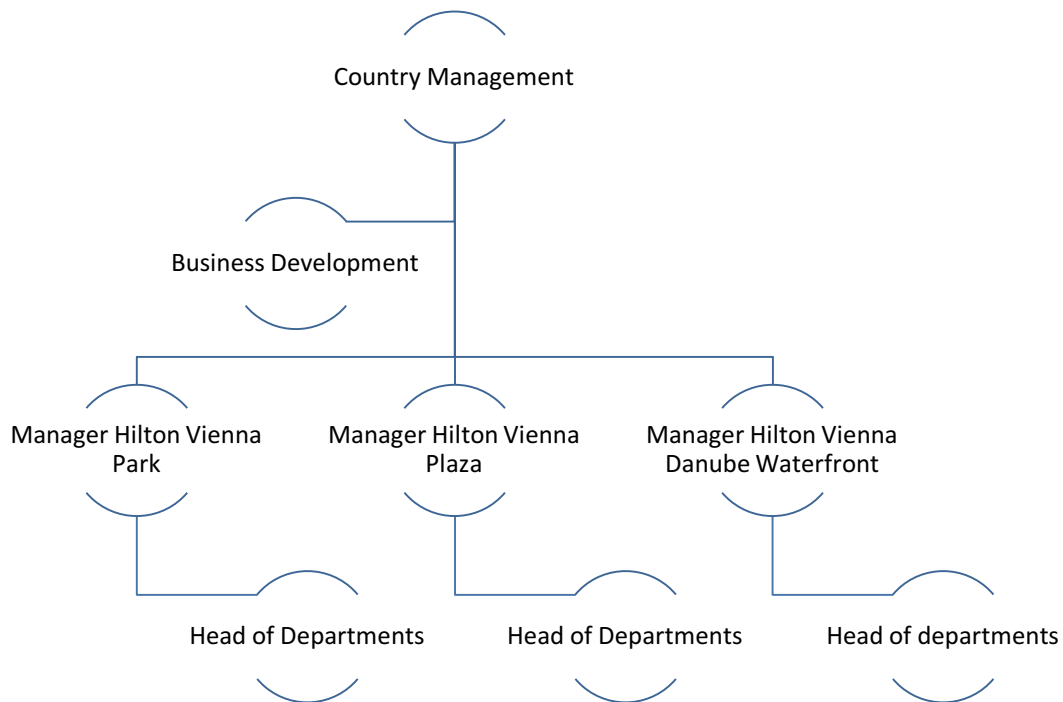


FIGURE 3-6 MANAGEMENT STRUCTURE HILTON AUSTRIA

An Interview guide was developed for the three management function groups (see Appendix 2 -4 on pages 67-69). Having mostly the same question the guide, however, the aim was on the one hand, to probe for answers concerning the operational level from head of departments, on the other hand to probe for answers concerning the city wide level from the Business development and country management functions.

The interviews were composed in three major parts, 'Vienna and Tourism', 'Your hotel and its contribution to tourism and Vienna – Status Quo' and 'Overtourism and Future of Tourism in Vienna'. The first part consisted of general questions about the city's tourism and its development plan, aiming for both the individuals perception thereof has a person and as representative of the respective hotel(s). The second part was addressing the hotel(s) positioning within and the contribution to the city network. Eventually, the third part focused on the phenomenon of "overtourism" and the future outlook for the city. While part two focused on the current situation and part three on the future outlook, the first part included questions for both the current and potential future situation. Additionally, having the research questions in mind, probes and prompts were used throughout the interview to get the interviewee's insight on potential changes over time.

Interviewees were approached personally face-to-face during networking events and/ or via e-mail asking for their participation. They were informed in an e-mail that the interviews were conducted in fulfillment of the Master in Business Administration degree, ensuring their understanding with an Informed consent form (see Appendix 6 on page 72) giving them additional information about the research's topic and the VTB's strategy paper with an attached information sheet (see Appendix 5 on page 70). Eventually, the interviews were conducted in calendar weeks 4 and 5 at the interviewees' hotels, in either German or English depending on the interviewee's proficiency.

3.6 Data analysis

Interviews were audio-recorded and analyzed in a three-stage thematic analysis. This style of analysis characterizes particular perceptions and experiences through identifying recurring and distinctive themes within the interviewee's answers (King et al., 2019). Additionally, themes were compared cross-case, in order to identify differences in perception according to the position within the hotel structure.

With the help of notes taken during the interviews, as a first step of the thematic analysis the interviewee's answers were summarized, focusing on what is of interest for the research question, in descriptive code.

As a second step, descriptive codes were interpreted and searched for common meanings in relation to the research questions. Grouping descriptions that share a common meaning together was captured in interpretive code.

As a third step, key overarching themes were identified based on the interpretive codes and theoretical ideas from the literature review.

3.7 Conclusion of chapter

After having given an insight in the Vienna Use Case, with general indicators for the city and the hotel environment illuminated, the following chapter will focus on the presentation of the interview results.

4 RESULTS

4.1 Introduction

Following the interview's structure, within this chapter the results are being presented the same way, with differentiating, however, between responses describing the status quo and those giving a future outlook.

4.2 Status Quo

4.2.1 Tourism in Vienna

The answers to the questions of this part revealed how the participants see Vienna as a tourist destination right now and what attitude they have towards the strategy plan.

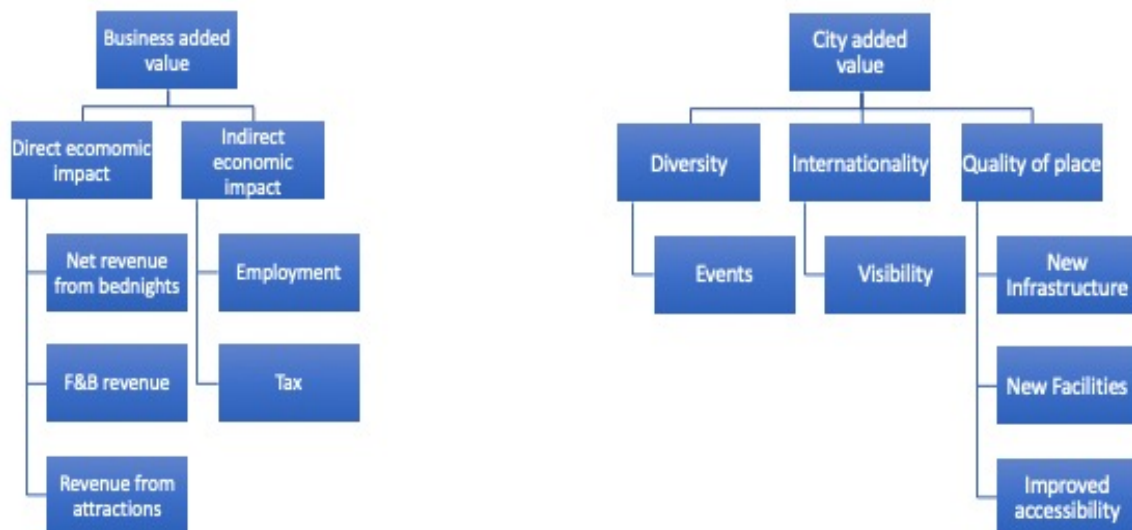


FIGURE 4-1 HOW TOURISTS BRING VALUE TO THE CITY

Answering to the first question *“If you were to explain how tourists at the moment bring value to the city, how would you describe this?”* the participants saw the two major contributions of business added value and city added value, as stated in the development plans objective. Most of the participants, however, mainly provided examples for the first one. Namely, the obvious

values of direct economic impact through increase of revenue through, increase in bed nights, food and beverage revenue and revenue generated by other attractions. Two participants (interviewee 4 & 7), however, highlighted the need to differentiate between long stay guest from the conference and leisure business and day trippers, as the latter ones bring limited economic value. Furthermore, In contrast to the first one, increase in indirect economic impact through employment and taxes was just mentioned by two participants (interviewee 3 & 5), thus being considered less important by the participants.

Referring to city added value, participants recognized the indirect impact tourists have on the quality of place, as they mentioned that most infrastructure improvement and building of new facilities is initially due to the increase in tourist numbers but may benefit residents as well. Consequently, improved accessibility of the city was also attributed to tourism growth. Tourist push the city to “think outside the box”, with the creation of events, entertainment facilities and culinary advancements. Lastly, participants also see an increase in diversity and internationality due to the previously mentioned impacts.

The question *“Premium, Cosmopolitan and Digital are Vienna’s declared values. Which ones do you identify with? Which one do you not identify with? Do you see a need to adapt to the values?”* gave an first insight on how the status-quo differs from the plan and what actions need to be taken to correct them. While all participants, due to hotel chains standards, could identify with the value premium the other two values received mixed appraisals and no consensus could be found, indicating, however, potential to improve them.

4.2.2 Hotel's contribution

The answers to the questions of this part revealed how the participants see their hotels' unique offering and how they are contributing to the value creation in the Vienna's tourism and city life at the moment.



Figure 4-2 Hotel's Unique Selling Points

As a complement to the questions from the previous part, the questions *“In your opinion, how is ‘your’ hotel contributing to the visit of tourists in Vienna? If you were to list three USP in this case, what would they be?”* and *“In your opinion, what is ‘your’ hotel offering to residents? Also here if you were to list three UPS’s what would they be?”*, showed what the participants perceive their hotels are unique offering to the tourists and residents (see Figure 4-2 above).

There were unanimous answers from the head of department participants that their hotels location, being either centrally located next to sights (interviewee 4), easily accessible (interviewee 1, 2 & 3), or remotely located for relaxation (interviewee 2 & 3) is crucial for the attraction of tourists. As a second USP the participants mentioned the offer and scope of their facilities, due to the hotel’s size (interviewee 1, 2, 3 ,4) and recreational facilities (interviewee 2 & 3). While interviewee 1 mentioned the hotel’s size as USP for attracting a big amount of tourists, interviewee 4 highlighted the hotel’s limited size as USP to attract a premium segment. However, due to the hotel chain’s standards, all participants added the level of service quality as an

additional USP for the tourist attraction. Having a broader overview of the hotel chain's operations, participants from the management and support functions added that the hotels are attracting many tourists that are loyal to their brand (interviewee 5, 6, 7) for both leisure and business. Interviewees 5 & 8 highlighted that the chain's sales departments are working on local, regional and global level on the attraction of business in form of conferences and congresses. Overall, the participants mentioned that the hotel chain's properties are offering a mix of both leisure and business products for the attraction of tourists (interviewee 5, 6, 7).

Concerning the attraction of residents to the hotels the participants also unanimously stated the food and beverage offers as main USP, stressing their different concepts and the fact that hotel restaurant and bars are bringing global culinary trends to the city (interviewee 1). Furthermore, they mentioned that the hotel's meeting facilities can also be offered to locals for either business meetings or private events such as weddings or networking events (interviewee 2,3, 5, 7 & 8). Referring to the offering of the facilities for tourists, participants added that these could also be used for leisure by residents, e.g. for weekend getaways (interviewee 2,3,4 & 7).

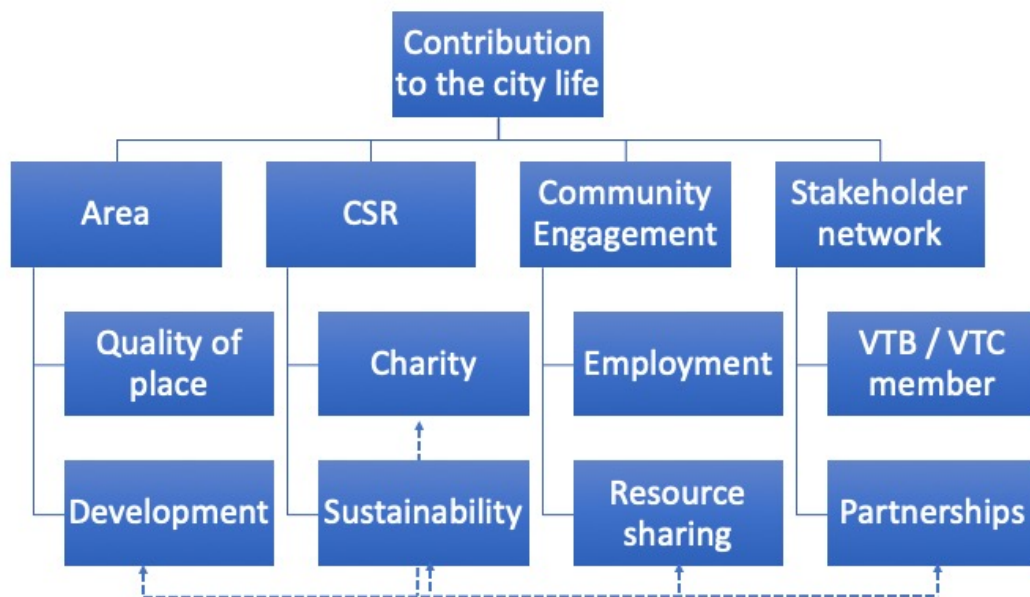


FIGURE 4-3 HOW HOTELS ARE CONTRIBUTING TO CITY LIFE

Concerning the hotel's contribution to the city life participants were asked the questions "In which way is your hotel contributing to the area / neighborhood its located it, and what about the city level", "How are you engaging the local community?", "How do you interact with the larger network of stakeholders in the city in general and concerning tourism?". The participants'

answers revealed that the hotels are contributing to their areas, undertaking corporate social responsibility activities, engaging with the community and the wider stakeholder network (see How Hotels are contributing to city life).

Referring to the hotels contribution to the area or neighborhood they are located in, participants reinforced that they support the improvement of quality of place by attracting visitors, tourists and residents alike, with their previously mentioned offers (interviewee 1 & 3). In addition to that, looking at the more remotely located property, it was mentioned that the decision to open a hotel in the area stimulated further investments by other business, giving more reason for an improvement of the public transport infrastructure and thus is helping the area to become an upcoming neighborhood (interviewee 3 & 5).

Concerning their contribution through corporate social responsibility (CSR) activities, participants mentioned that, in order to maximize the impact, efforts are clustered in common activities and events for all properties these include charity events, partnerships with social institutions and donations for charitable causes (interviewee 5, 6, 7 & 8). Interviewee 6 highlighted, however, that while the hotel chain is already trying to maximize the impact, further stakeholder partnerships may support the impact. Additionally, the hotel chain has created the Travel with Purpose campaign committing itself to cut its global environmental footprint in half by 2030. This is manifested by global and local activities in the properties, such as the ban of plastic consumables, reduction of paper use and energy and resources saving, as well (interviewee 5 & 7).

Being asked about their engagement with the local community, participants referred to the economic impact, direct and indirect, and identified the creation of employment as major contribution (interviewee 2, 3 & 7). Interviewee 7 elaborated that the hotel chain has committed to not only give employment to locals, but is attentively searching for integration and employment opportunities for refugees. In addition, the hotel chain is working on initiatives to participate in food sharing concepts, that allow to reduce food waste by sharing it with the local community (interviewee 5).

Concerning the interaction with other stakeholders, participants from the management and support functions could reveal that hotels are very interconnected with the city. Namely, the hotel chain is an active member of the Vienna Tourist Board (VTB) and Vienna Convention Bureau (VTC) and participates in their events and activities (interviewee 6, 7 & 8). Through representing

a cluster of hotels the hotel chain can actively influence the strategy formation process, ensure that strategies align (interviewee 6 & 8) and use the gained information to better anticipate changes (interviewee 7). In addition, the VTC builds platforms for stakeholders to interact and create more attractive offers for big conferences and congresses (interviewee 6 & 8). While, due to competition, the cooperation with other hotels and restaurants is limited to exceptions (interviewee 4 & 6), the hotel is searching for partnerships with other stakeholders, such as public transport or attractions, in order to offer packages to its guests (interviewee 6 & 7). Additionally, through building partnerships with other stakeholders, the hotels can further support their impact on the area development, its charitable and sustainability activities as well as the implementation of resource sharing.

4.3 Future outlook

4.3.1 Tourism in Vienna

The previously asked question concerning the value identification combined with answers to *“What is your opinion about the development plan of tourism in the city?”* and *“What would be according to you the ideal future of Vienna as a tourist destination? And how does this deviate from how it is currently?”* showed where the participants see potential changes. Searching for common themes, the three themes of trends, capacity and city landscape were identified as major fields of interest (see Figure 4-4 below).

Building up on their answers to the value identification participants mentioned that the city has to follow current trends. Referring to digitalization, some participants stated that there are a lot of Apps available and websites informing tourists (interviewee 4, 6 & 8), most participants, however, were not aware of digital options for tourists or residents. As interviewee 2 stated that there may be a lot of digitalization initiatives but people are not being made aware of them, this can be considered as a field for potential improvement. In addition to the digitalization process, participants answered that the city should continue following the global trends to increase, or foster, its cosmopolitanism and diversity. While interviewees 1, 2, 7 & 8 highlighted Vienna’s traditional, conservative approach as part of its authentic Viennese culture which needs protection, a common agreement on the variety of cultural events was found. Although, it stays unclear to which extent Vienna already displays these values, participants clearly indicated potential to increase the efforts.

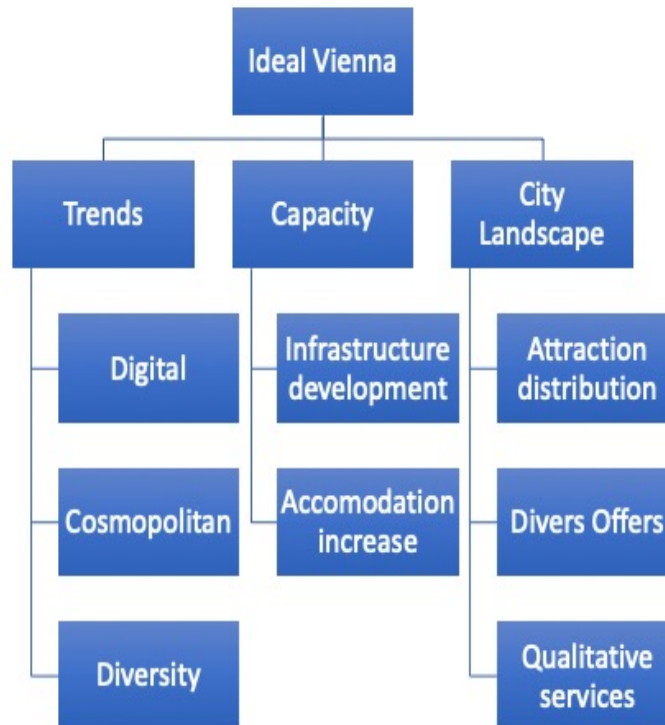


FIGURE 4-4 HOW PARTICIPANTS SEE THE IDEAL FUTURE AS A DESTINATION

Describing the ideal future of the city as a destination, the participants stated that the development has to consider the city's capacities. Interviewees stated that with a constant development of arrival numbers the infrastructure's capacities should be developed correspondently. While interviewees 1 & 5 also stressed the need for the conservation of the environment as recreational facilities, interviewees 2, 4, 5 & 7 added that an increase in tourist numbers should also be accompanied by an accommodation increase. This increase, however, should be with the focus on efficient occupancy rates and avoidance of oversupply (interviewee 3, 5 & 6) . Working at a smaller property in the city center, interviewee 4 highlighted, however, that some suppliers are already working at their limits without the ability to increase facilities.

Concerning the city landscape, the majority of interviewees (1, 2, 3, 6 & 7) mentioned the need of a fair distribution of attractions throughout the city. According to them, this may be achieved by either building new facilities in districts at the outskirts or by increased promotion guiding tourist flows to existing ones throughout the city. Moreover, referring to their value identification, interviewees stressed the continuation, or extension of the city's diverse, cultural offering

in form of events, attractions and facilities. Concerning the value premium, that every participant agreed upon, it was highlighted that the quality of service delivery should stay a focal point within the city's development.

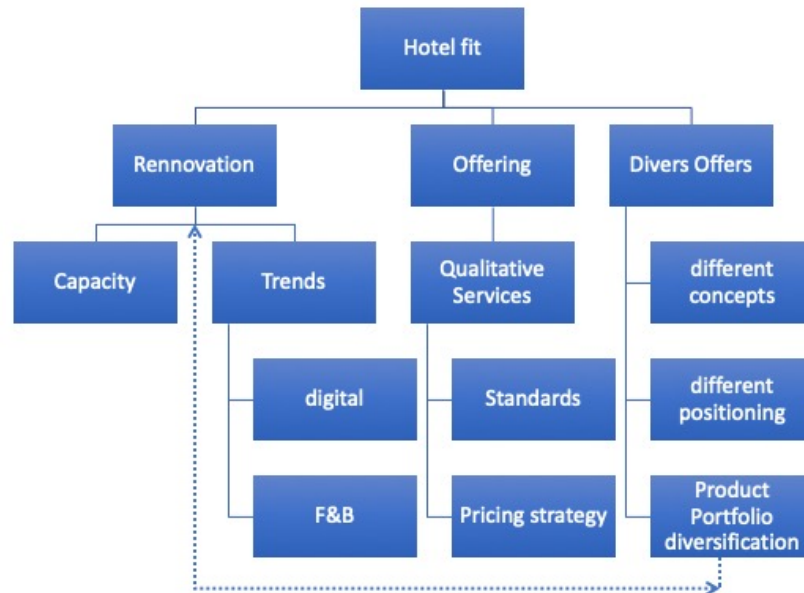


FIGURE 4-5 HOW THE PARTICIPANTS SEE THE HOTEL FIT INTO THE PLAN

The question “*How do you see your hotel to fit into this development?*” concluded the first part of the interview and gave first insights on the hoteliers role within the development. The three overarching focus point are renovation, current offering and diversification (see Figure 4-5 above).

In order to comply with the envisioned ideal future of Vienna, the interviewees mentioned a need of property renovation. On the one side, where it seems possible, interviewees stated that this could lead to an increase in capacity (interviewee 1, 2 & 5), on the other side this may be necessary to follow the current market trends. Namely, the hotels are starting to introduce technological advancement, such as the digital check-in or online reservation systems, helping to digitalize the guest experience (interviewee 3 &4). Furthermore, the hotels’ food and beverage departments are constantly following culinary trends and adapt their offering (1 &2).

Concerning the overall current offering, participants mentioned that their hotels will fit the development towards a premium destination with their level of qualitative service delivery. The

majority of participants referred to the hotel chain's international reputation due to set standards, which ensure a certain level of service quality (interviewee 1,2,4,5 &7). Interviewees 5 & 6 added that the hotel can support the consistency of qualitative service delivery through their pricing strategy, favoring quality over volume and thus avoiding price dumping.

Looking at the hotel chain's different properties individually, participants stressed that the hotels offer different concepts in terms of experience. This was highlighted especially by participants from the food and beverage departments (Interviewee 1 & 2). Asking the participants for their hotel's positioning (*"How would you describe your hotel's positioning in general to the tourism in the city?"*) reinforced that a hotel chain can position its properties differently in the market and thus contribute to the diverse offers within the city landscape. Interviewees 3, 5, 6 & 7 added that a hotel chain can use its product portfolio of different brand to cater to different target group and thus further increase the diverse offering. According to them this could be achieved by either rebranding properties, redesigning properties through renovation or ,considering the city's capacities, added a new property to the market.

4.3.2 Overtourism in Vienna

The last part of the interview focused on the participant's perception of the "overtourism" phenomenon and their future responses to a continuous increase of visitor numbers.

Answering the question *"What is your opinion about the concept of overtourism in general and in Vienna? "*, *"How did you experience the development of visitor arrivals to the hotel over the last years?"* and *"How do you perceive the number of tourists in Vienna right now?"* revealed that the participants have a diverse perception of the tourism development. Asking about the city in general, only one participant (interviewee 4) was skeptical of further increasing the tourist numbers and mentioned that they are already working at their limits. Due to the participants hotel being the smallest of the three illuminated ones, this indicates that the phenomenon of over tourism cannot be generalized and depends on the hotel's size. Other participants, however, stressed that there is no universal answer to the question and that for the city of Vienna the answer differs over place and time (see Figure 4-6 below).



FIGURE 4-6 PARTICIPANTS PERCEPTION OF OVERTOURISM

While there is no general perception of “overtourism”, participants mentioned that the phenomenon is concentrated on certain points. Talking about the hotels themselves, as previously elaborated (see 4.3.1), participants just felt the phenomenon’s impact if there is no possibility of capacity increase. Due to the implemented price setting strategy, the hotels managed to get good occupancy rates, increasing their revenue while still having capacity for further increase (interviewee 6 & 7). Talking about the city as a whole, participants mentioned that spatial limits in the sense of overcrowding could just be felt in certain concentrated area’s in the city center (interviewee 2,3).

Taking the development of visitor numbers into account, the participants mentioned that the phenomenon may be observed in high season, such as the summer month or the Christmas time. Participants were stating overcrowded Christmas markets throughout the city as an example of overtourism (interviewee 2,3 & 5). Elaborating on the development of summer months business, however, participants mentioned that there was a change in source markets and business mix, away from group tour operators, and thus the overall increase in arrival number was not experienced as “overtourism” (interviewee 5,6 &7). Nevertheless, even though the hotels saw an increase in revenue, participants highlighted that further increase thereof should come from a continuation of the price setting strategy rather than from volume (interviewee 5,6 &7).



FIGURE 4-7 RESPONSES TO TOURISM DEVELOPMENT

At the end of the interview, participants were asked for their responses to the tourism development with the questions “How will you respond to growing tourist arrival numbers in the future?”, “How will your hotel balance the Quality vs Quantity dilemma in terms of tourism arrivals and ensuring a high quality experience?”, “How do you think stakeholders like hoteliers are able to respond to this development?” and “How can Vienna as a city ensure a positive tourism development for the city and what is your role in here?”. The answers revealed the hotels future focus and desired actions from the city side as depicted in Figure 4-7 above.

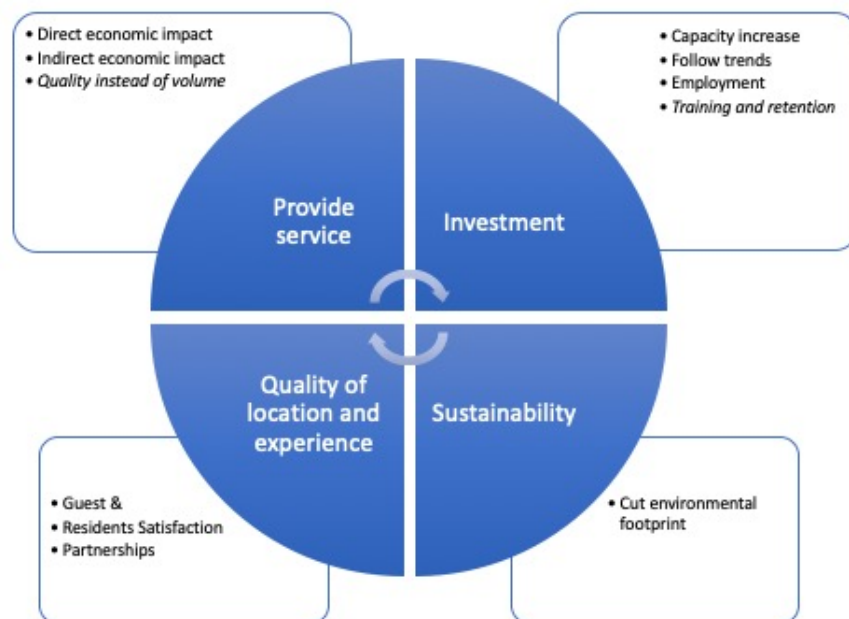
As also elaborated in their previous answers, the participants committed to the delivery of high quality services throughout all properties and thus highlighted again that they will avoid price dumping due to competition and rather search for driving revenue through their constant price setting strategy (interviewee 5,6 &7). Furthermore, the hotels will continue to follow current trends through facility improvement and extension (interviewee 1,2 & 5), digitalization of the guest experience (interviewee 3 & 4) and their culinary offer (interviewee 1, 2 & 5). Concerning the employment structure, the participants stated that they see their responsibility in increasing the current staffing focusing on the high level of service (interviewee 1, 2, 3 & 5). Participants

added, that there will be a stronger focus on employee training, their satisfaction and retention (interviewee 2, 4 & 7). While they want to follow technological trends, participants stated that a focus on personal-interaction with guests will be a focus point as well and therefore a change in or creation of new position will follow, aiming to still have enough time for the individual guest while the arrivals are increasing (interviewee 2,3 & 5). In addition to that, participants mentioned that they could influence the timings of tourist arrivals throughout the year with offering packages to guests arriving in low season month (interviewee 5, 6 & 8).

Concerning the city's role in the tourism development, participants see its main responsibility in the positive image creation, promotion and advertising of the city as a destination (interviewee 5 , 6, 7 & 8). Furthermore, participants stated the need for public education campaigns. These should aim at resident's understanding of the tourism development and its benefits (interviewee 3, 6 & 8) . In addition to that, the hospitality sector should be presented as an attractive employment in order to be able to recruit the desired number of staff (interviewee 3). Moreover, the development of the tourism should continue to be accompanied by the development of the city's infrastructure, to on the one hand fit the arrival numbers and on the other hand show a sustainable way of transportation (interviewee 2, 3 & 5). Lastly, participants mentioned the need of the city to support initiatives that help tackle the identified issues, such as initiatives that aiming for the distribution of tourist flows, temporarily and spatially or the creating of new events and attractions. Overall, the hotels need the city's support in form of less bureaucratic opposition to their desired initiatives (interviewee 2,5, 7 & 8).

Answering to the closing questions for any other comments, the participants stated that the city has to take other city's with negative tourism development as an example and take measures accordingly recognizing the need for intervention.

4.4 Research questions



In order to answer the research questions “*How do hoteliers perceive themselves as a stakeholder in the urban tourism context? What is their future looking like?*” participants were asked for their idea of Vienna as ideal destination, their hotel’s contribution and outlook on future activities.

The interviews revealed that the major role of hotel has been and will stay the provision of services to tourists. This is implemented by the continuation of their business operations in terms of accommodation and food and beverage services. The success of these activities is measured in their direct and indirect economic impact. The former impact refers to the revenue generated from selling the services, the latter one refers to the value flow to the local economy through the payment of taxes and creating of employment.

Talking about the participants’ ideal picture of the destination, however, revealed that hoteliers do see additional responsibilities and roles in order to further ensure a positive tourism development. Being confronted with growing tourist arrival numbers, the hoteliers see a need for further investment. While this investment is primarily used to increase the hotels capacities in terms of accommodation and food and beverage services, the participants showed that there

are also the measures of trend following and employment to be considered. Namely, the hotels recognize that in order to stay competitive, as an individual hotel and as a destination, they have to constantly follow the current market trends and act upon it. In particular, participants highlighted the trends in the digitalization process as well as global culinary trends. Furthermore, the participants see their responsibility in investing in employment. This is manifested in the creation of job opportunities.

Looking at a long-term development, the participants stated that they have a responsibility for a sustainable development. This is implemented by their commitment to reduce their environmental footprint, in the case of the participants' hotels cut it in half by 2030. The participants see this as global responsibility and a responsibility for every single individual as well. This is being measured by actions taken on the regional scale, such as the commitment to local procurement only, and on the operational scale through activities such as the ban of plastic consumables and saving on resources and energy consumption.

By investing in the destination and sustainability, the participants see their contribution to their last role, the support of quality of location and experience. Offering their, through investment, refined products and services, the participants highlighted that they have unique selling points for both the tourists and residents. Next to the guest's satisfaction as measurement of success, the residents' satisfaction will get further attention in the future. In addition to that, participants stated that partnerships with other stakeholders from the tourism sector will further support the quality of location and experience.

These partnerships will in turn influence the major role of service provision. Namely, it will allow the hotels to offer more qualitative products and services through packages and eventually support the intention to focus on a revenue increase through quality instead of volume. Furthermore, the participants highlighted that the hoteliers will use the increase in revenue to further invest in its employees through training and retention initiatives.

In conclusion, the interviews revealed that hoteliers see their role and responsibilities in the urban tourism context not only limited to one. In fact, hoteliers see a responsibility for activities that are interlinked and create a virtuous circle for positive tourism development.

5 CONCLUSION

5.1 Summary

The tourism industry has seen continuous growth and diversification over the last decades, turning it into one of the fastest growing economic sectors. Following the influence of megatrends such as globalization, digitalization, urbanization and mobilization destinations around the world saw a significant increase in tourist arrivals. This recent development of tourism growth in urban destinations has led to an activity that not only drove positive impact on local communities. The outcries for the phenomenon of “overtourism” in many European cities have prompted scholars and destination management organizations to critically engage with the repercussions of the increased tourist numbers.

The opposition of local communities to growing tourist arrivals generally not being a new one, this thesis approached the phenomenon of “overtourism” through giving an overview of the development of urban tourism and theories linked the composition of destinations, its attributes and features and the sentiment of the local communities. Stakeholders are introduced as intermediary of the tourism development. The role and extent to which they influence the development is depended on the specific response strategy chosen by the destination.

This thesis looked at the Vienna Tourist Board’s response strategy of introducing the visitor economy focusing on generating value for tourists and residents alike. This elaborated strategy highlights a wide network of stakeholders as essential to its success, with every stakeholder having particular roles, responsibilities and interests. This thesis illuminated the role perception of one specific one – the hotels. Namely, in-depth interviews revealed the role perception of one hotel chain that is represented with three properties in Vienna. The interviews were conducted with both, front-line managers and managers having the overall picture in mind, in order to get in insight on how the operational level and the strategical level see their responsibilities.

5.2 Practical Implications

While this thesis could deduct insights from the interviews, there are practical limitations to be considered as well.

Foremost, the thesis aimed to interview participants from all operational levels to get a better insight on different perspectives throughout the hotel structure. While this was partly achieved, and displayed the major limitation of the study. It was recognized that potential interviewees from the operational level had a full focus on their operation which made it difficult to convince them to participate in an interview. This led to rejections of potential interviewees due to either time investment or lack of expertise perception.

The limited time investment combined with the nature of the authors position with the organization constituted an additional limitation. Some participants were reluctant to elaborate on or mentioned certain topics that were considered relevant to the thesis due to the assumption that the author should already know them. Even though probes and prompts were used this limitation could only partly rectified.

Lastly, by choosing to interview participants from one hotel chain, an ideal picture of the hoteliers could be derived. It is, however, important to recognize that the hotels cannot be looked at isolated if a universal answer should be derived. This thesis, thus, build a foundation for further research.

5.3 Theoretical implications

While the research conducted to find the answer to the research questions was focused on the status quo and the future outlook, answers of the interviewees also reflected theories elaborated in the literature review.

Concerning the development of the tourism sector in the urban context, the research revealed an important change. As the development of urban tourism has been long lasting and connected to several other sectors (see 2.2), past researchers hold that most of the used infrastructure and facilities were developed for reasons other than tourism (see Edwards et al. (2008) in 2.2.1.3). Looking at future development, however, interviewees contrasted this viewpoint by stating that the cities facilities and attractions should be developed to attract more visitors. This in turn reinforces the fact that tourism has become central to today's society (see 2.2).

Looking at the hoteliers contribution to the city stressed that elements of city tourism cannot be isolated as single touristic elements. In the case of this study, hotels could be linked to different forms of users (e.g. tourists, day trippers and residents), the same way Ashworth & Page (2011) linked the users to the resources of a tourist city (see 2.2.1.3).

While the past development of the destination was not looked at in particular, the research showed that an increase in attractions and infrastructure development was linked to a growth in tourist arrivals. The interviewee's answers showed a growing pressure to adapt the city's infrastructure, as foreseen by the TALC theory. Furthermore, the interviewee's viewpoints go hand in hand with the TALC theory's hypothesis that further development of the destination is depended on the stakeholder's intervention and collaboration (see 2.3.1.2).

Asking for the interviewee's attitude towards the development of tourist arrivals to the destination supported the theories elaborated by Doxey and Bjorklund & Philbrick (see 2.3.1.3). Namely, the responses showed attitudes from euphoria to irritation, with possible antagonism indicated in their future outlook corresponding to Doxey's Irritation Index. In addition to that, asking for possible solutions revealed that the interviewee's attitude may from favorable to unfavorable and vice versa, as depicted by Bjorklund & Philbrick in their model of social impacts.

Consolidating the elaborated factors and linking them to the phenomenon of "overtourism" (see 2.3.2) revealed that the hoteliers' perception on is mostly depended on their own capacity limits. While the interviewees described their current development degree as adequate, with an acceptance of the large number of visitors so far, their perception on the existence of "overtourism" relied upon their assessment on possible capacity increase.

Lastly, the illuminated case of Vienna depicts an ideal use case, as the Vienna Tourist Board's response strategy combines several tools suggested in 2.3.3. Namely, the elaborated Visitor Economy strategy builds a part of a long-term strategy for the city, putting their residents as a crucial factor (see 2.3.3.1), including major stakeholders in marketing efforts (see 2.3.3.3) and encouraging them to form partnerships (see 2.3.3.2). Naming "digital" as one of their underlying values, the VTB further incorporates technological solutions (see 2.3.3.5) and public education campaigns (see 2.3.3.6). Even though the strategy paper does not explicitly state all of the mentioned response strategies, it leaves the implementation thereof open. Eventually, the success of the strategy will reveal which of the implemented response strategies is or are the most effective.

5.4 Discussion

Conducting interviews with individuals from the hotel chain not only revealed how hoteliers perceive themselves as stakeholder, but also reinforced the multifacetedness of urban tourism. Namely, on the one hand, the interviewees were speaking as representatives for their hotels, on the other hand they also revealed their personal viewpoint on the topic of tourism development and more specifically on the phenomenon of “overtourism”. This fact highlights that interests and viewpoints on tourism development of different stakeholders may be conflicting and need to be consolidated. While, as representatives for the hotels, the interviewees would not oppose to growing numbers and revenues, as users of the city’s facilities, the interviewees had a different viewpoint. Thus, hoteliers find themselves in the predicament of balancing their economic benefits against their personal ones as individuals within the visitor economy. The phenomenon of “overtourism” is based on the similar predicament of balancing the interests and opinions of the different stakeholder groups. Furthermore, with the interviewees not having universal agreement across all answers, highlighted again that the direction of urban tourism development may not be unidirectional. For the demand side, depending on how and where the interviewees use the city’s facilities, their opinion on the discussed topic may change. This was revealed to be also true for the supply side, interviewees perceived the limits of their development differently depending on their current state and location.

5.5 Future research

As mentioned previously, the results of this thesis may be taken for comparison with other hotel chains. During the interviewee, it was recognized that the envisioned future of the destination relies on the effectiveness of collaboration between the stakeholders. Thus, further research may be focusing on the comparison of the different stakeholders’ perception and consequently derive insights on the effectiveness of collaboration. Furthermore, the research revealed that a positive tourism development is in necessity for a leading role. The effectiveness of that leading stakeholder may be of further interest to research of positive tourism development in the urban context.

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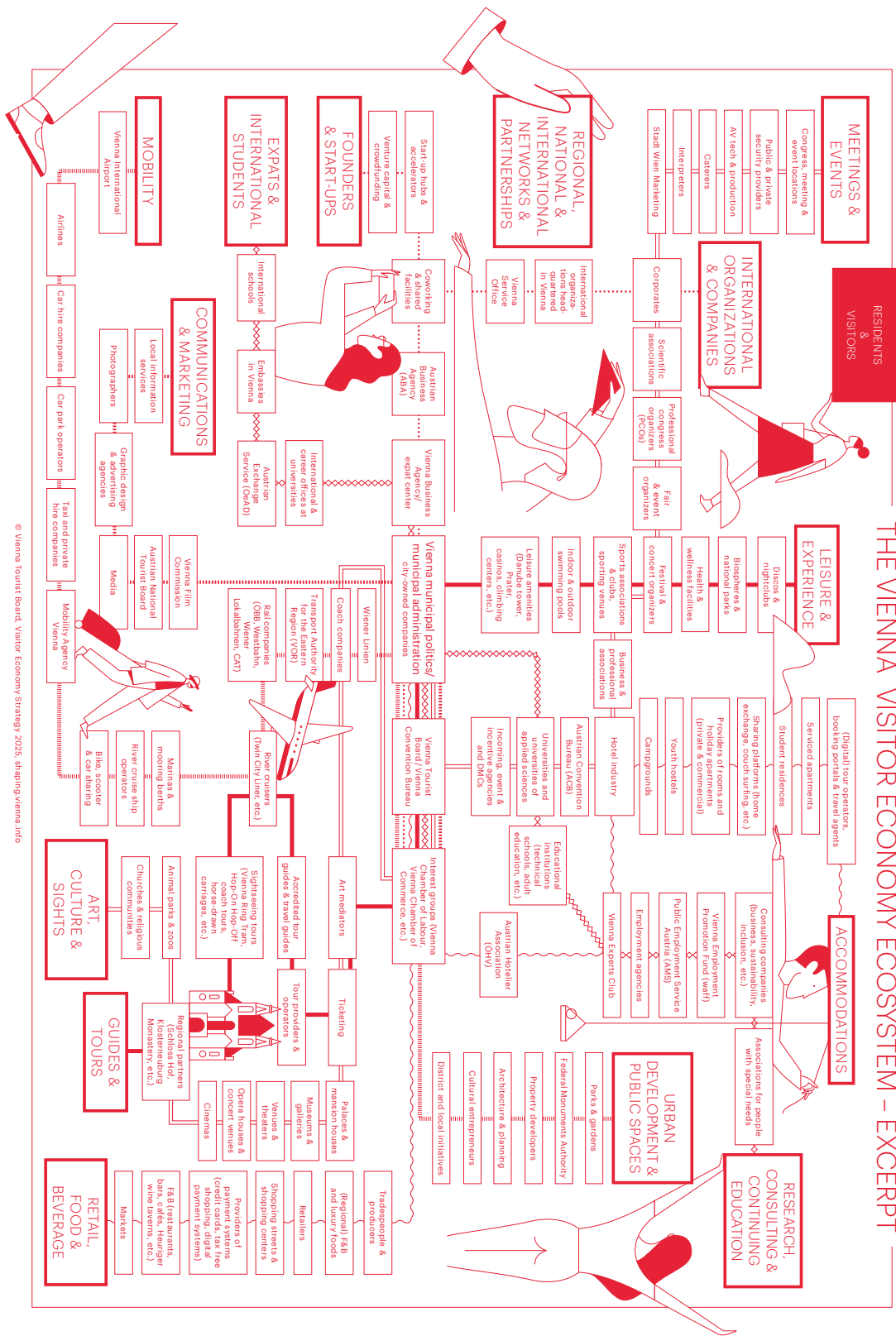
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APPENDIX 1: Vienna Visitor Economy Ecosystem



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Appendix 2: Interview Guide for Head of Departments

Vienna and Tourism

1. If you were to explain how tourists at the moment bring value to the city, how would you describe this?
2. What is your opinion about the development plan of tourism in the city?
3. Premium, Cosmopolitan and Digital are Vienna's declared values. Which ones do you identify with? Which one do you not identify with? Do you see a need to adapt to the values?
4. What would be according to you the ideal future of Vienna as a tourist destination? And how does this deviate from how it is currently?
5. How do you see your hotel to fit into this development?

Your hotel and its contribution to tourism and Vienna – Status Quo

1. In your opinion, how is 'your' hotel contributing to the visit of tourists in Vienna? If you were to list three USP in this case, what would they be?
2. In which way is your hotel contributing to the area / neighborhood its located in, and what about the city level?
3. How would you describe your hotel's positioning in general to the tourism in the city?
4. In your opinion, what is 'your' hotel offering to residents? Also here if you were to list three UPS's what would they be?
5. How did you experience the development of visitor arrivals to the hotel over the last years?
6. How do you perceive the number of tourists in Vienna right now?

Overtourism and Future of Tourism in Vienna

1. What is your opinion about the concept of overtourism in general and in Vienna?
2. How will you respond to growing tourist arrival numbers in the future? (mission, experience design, employment etc)?
3. How will your hotel balance the Quality vs Quantity dilemma in terms of tourism arrivals and ensuring a high quality experience?
4. How do you think stakeholders like hoteliers are able to respond to this development?
5. How can Vienna as a city ensure a positive tourism development for the city and what is your role in here?
6. Do you have any other comments you would like to share within this topic?

Appendix 3: Interview Guide for Business Development

Vienna and Tourism

1. If you were to explain how tourists at the moment bring value to the city, how would you describe this?
2. What is your opinion about the development plan of tourism in the city?
3. Premium, Cosmopolitan and Digital are Vienna's declared values. Which ones do you identify with? Which one do you not identify with? Do you see a need to adapt to the values?
4. What would be according to you the ideal future of Vienna as a tourist destination? And how does this deviate from how it is currently?
5. How do you see your hotels to fit into this development?

Your hotel and its contribution to tourism and Vienna – Status Quo

- 1 In your opinion, how is 'your' hotel contributing to the visit of tourists in Vienna? Does your hotel Influence on the city reputation and image? If you were too list three USP in this case, what would they be?
- 2 How would you describe your hotel's positioning in general to the tourism in the city?
- 3 In your opinion, what is 'your' hotel offering to residents? Also here if you were to list three UPS's what would they be?
- 4 In which way is your hotel contributing to the area / neighborhood its located it, and what about the city level? How are you engaging the local community?
- 5 How do you interact with the larger network of stakeholders in the city in general and concerning tourism?
- 6 How did you experience the development of visitor arrivals to the hotel over the last years?
- 7 How do you perceive the number of tourists in Vienna right now?

■

Overtourism and Future of Tourism in Vienna

- 1 What is your opinion about the concept of overtourism in general and in Vienna?
- 2 How will you respond to growing tourist arrival numbers in the future? (mission, experience design, employment etc)?
- 3 How will your hotel balance the Quality vs Quantity dilemma in terms of tourism arrivals and ensuring a high quality experience?
- 4 How do you think stakeholders like hoteliers are able to respond to this development?
- 5 How can Vienna as a city ensure a positive tourism development for the city and what is your role in here?
- 6 Do you have any other comments you would like to share within this topic?

Appendix 4: Interview Guide for Managers

Vienna and Tourism

1. If you were to explain how tourists at the moment bring value to the city, how would you describe this?
2. What is your opinion about the development plan of tourism in the city?
3. Premium, Cosmopolitan and Digital are Vienna's declared values. Which ones do you identify with? Which one do you not identify with? Do you see a need to adapt to the values?
4. What would be according to you the ideal future of Vienna as a tourist destination? And how does this deviate from how it is currently?
5. How do you see your hotel to fit into this development?

Your hotel and its contribution to tourism and Vienna – Status Quo

- 1 In your opinion, how is 'your' hotel contributing to the visit of tourists in Vienna? Does your hotel Influence on the city reputation and image? If you were to list three USP in this case, what would they be?
- 2 How would you describe your hotel's positioning in general to the tourism in the city?
- 3 In your opinion, what is 'your' hotel offering to residents? Also here if you were to list three UPS's what would they be?
- 4 In which way is your hotel contributing to the area / neighborhood its located it, and what about the city level? How are you engaging the local community?
- 5 How do you interact with the larger network of stakeholders in the city in general and concerning tourism?
- 6 How did you experience the development of visitor arrivals to the hotel over the last years?
- 7 How do you perceive the number of tourists in Vienna right now?
-

Overtourism and Future of Tourism in Vienna

- 1 What is your opinion about the concept of overtourism in general and in Vienna?
- 2 How will you respond to growing tourist arrival numbers in the future? (mission, experience design, employment etc)?
- 3 How will your hotel balance the Quality vs Quantity dilemma in terms of tourism arrivals and ensuring a high quality experience?
- 4 How do you think stakeholders like hoteliers are able to respond to this development?
- 5 How can Vienna as a city ensure a positive tourism development for the city and what is your role in here?
- 6 Do you have any other comments you would like to share within this topic?

Appendix 1: Information sheet

Following on from its tourism concepts of recent years, Vienna is now presenting a Visitor Economy Strategy for the first time.

The ecosystem of the visitor economy is an integral part of the city's make-up – the hotel industry, the congress, meetings and events sector, as well as its cultural institutions, retailers, gastronomy, leisure and entertainment industries, international organizations and companies, transport providers, universities and research institutions are all part of the picture. They are of critical importance for Vienna, with visitors contributing significantly to demand for them, their esteem, renown and international reach. One of the central goals of this strategy is to promote the positive interactions between the various elements of this ecosystem.

The visitor economy extends to interactions between visitors and the city, and all of the direct and indirect effects triggered by visitors. Visitors are conventional leisure guests who come to Vienna for a long weekend, as well as daytrippers who spend the day shopping or going to museums in Vienna; the term also applies to business travelers and congress participants. Visitors are also all of the interim citizens who are studying in Vienna for the time being, or working or living in the capital for a limited time as employees of international companies or organizations. Conversely, local residents often use Vienna in similar ways to visitors, when they go and see the sights or simply head into the city to walk around.

Vienna's central focus is on the sustainable development of the destination – the visitor economy makes an active contribution to the city's qualities: to the quality of life that sets Vienna apart, and from which locals and visitors alike benefit, to the quality of time spent in the city, to the quality and variety of the offering, and finally to the quality of the guest experience. The needs of visitors and residents are carefully balanced.

The objective:

The Visitor Economy adds value:

BUSINESS ADDED VALUE for companies and **CITY ADDED VALUE** for the city and its residents.

The Visitor Economy Strategy outlines three central action areas that the city will prioritize with the support of its partners in the ecosystem over the next few years:

- PLACE MAKING & PLACE MARKETING

New and interesting locations within the destination will create additional attractions for visitors and help to ensure that the positive effects of the visitor economy are better

distributed in the city.

- MEETING DESTINATION VIENNA

The congress and business events industry, today one of the flagship segments of Vienna's visitor economy, will be increasingly used in future to boost the international visibility and competitiveness of the city as a business location.

- SMART SOLUTIONS

The Vienna visitor economy is committed to promoting careful and sustainable use of natural resources and developing smart solutions so that the destination will continue to offer the quality of life to future generations that sets it apart today.

In all points, the Visitor Economy Strategy is based on fundamental values that are perhaps more important today than ever before:

- PREMIUM

Vienna is committed to delivering premium quality. Not just as a hallmark, but also as a reflection of our mission to continue investing in and fighting for it.

- COSMOPOLITAN

Vienna is all about open-mindedness, diversity and tolerance. Cosmopolitan Vienna embodies the ideal of the European city. It is the major city in the heart of Europe and sees its international make-up and the diversity of its inhabitants as a strength.

- DIGITAL

Vienna focuses on innovation and the latest technology. But not just to be part of the latest trend, but for the benefit of visitors and residents under its approach to digital humanism.

Appendix 2: Consent form

Informed Consent Form

Purpose of the Study

Hotel chains response to highly visited urban tourist destinations: the case of Vienna

Urban tourist destinations are more and more struggling with the high number of tourists' arrivals. Cities like Amsterdam and Barcelona are responding with strict policies and responses to these current developments. For example, Barcelona has a moratorium for new hotel projects in the city in order to manage the high number of tourism flows. Despite the current debate on the so called 'overtourism', various stakeholders are included into the debate. However, research is lacking an understanding of the various perspectives of stakeholders and their responses to this phenomenon. This study aims to explore the hoteliers' perspectives on the topic of urban tourist destinations and high level of tourists' numbers

The primary research question that will guide this study is: *How do hoteliers perceive themselves as a stakeholder in the urban tourism context and what is the future looking like?*

Participant's Understanding

- I agree to participate in this study that I understand will be submitted in fulfilment of the requirements for the degree of Master of Business Administration at Modul University Vienna
- I understand that my participation is voluntary.
- I understand that the interview will be recorded and that all data collected will be limited to this research-related usage.
- I understand that I will not be identified by name in the final product.
- I am aware that all records will be kept confidential in the secure possession of the researcher.
- I acknowledge that the contact information of the researcher and his advisor have been made available to me along with a duplicate copy of this consent form.
- I acknowledge that a summary of the interview can be made available to me
- I understand that I may withdraw from the study at any time

Participants' Full Name: _____

Participants' Signature: _____ Date Signed: _____

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Appendix 3: Interview 1

Question	Descriptive code	Interpretative code
If you were to explain how tourists at the moment bring value to the city, how would you describe this?	The interviewee compared Vienna to the previous cities he has lived in (e.g. Cologne, Prague & Malta) and mentioned that they contribute to the quality of life by bringing a multicultural mix of people to the city	Diversity
What is your opinion about the development plan of tourism in the city?	The interviewee mentioned that in his opinion there is still capacity within the city. Especially comparing to Prague, in Vienna there is more space, e.g. the streets are wider and the sights better distributed throughout the city. He mentioned, however, that there are some spots where the concentration of tourists is very high and that the city thus should pay attention to distribute tourist flows across the city.	Capacity Spatial distribution
Premium, Cosmopolitan and Digital are Vienna's declared values. Which ones do you identify with? Which one do you not identify with? Do you see a need to adapt to the values?	<p>In the interviewee's opinion Vienna has started to pay attention to the digitalization, but there is still a lot of potential to improve and include digitalization in processes throughout the city and the hotel.</p> <p>He thinks that cosmopolitan is partly true for Vienna. He sees that Vienna is opening on the one hand, on the other hand he sees that other big cities are more open. In his opinion Vienna should conserve part of its old, conservative ways of life, as this is part of its culture.</p> <p>The value premium is the one the interviewee identifies the most with, as the city and his hotel especially always have been laying a focus on qualitative delivery of services. He mentioned that, while continuing to improve quality, which is combined with an increase in</p>	Authenticity

	prices, it is important to simultaneously incomes of his employees, that the life in the city will still remain affordable.	
What would be according to you the ideal future of Vienna as a tourist destination?	The interviewee mentioned that Vienna has to conserve its natural environment, e.g. parks. He also mentioned that the values of digitalization and cosmopolitan will become more important in the sense that the city and its stakeholder will have to adapt to current trends eventually. He finds that sometimes there are bureaucratic boundaries when trying to change or introduce something new.	Environmental protection Trends: digital & cosmopolitan
How do you see your hotel to fit into this development?	The interviewee mentioned that with its 3 different properties in Hilton is adapting 3 different hotel concepts in positioning and creating different guest experiences with the aim of attracting guest from different target groups. The chain is continuously following current market trends and is leveraging on its international reputation to promote quality and openness.	Concept & Positioning diversification Trends
In your opinion, how is 'your' hotel contributing to the visit of tourists in Vienna? If you were to list three USP in this case, what would they be?	The interviewee stated the hotel's location and size as main USPs. The hotel is located next to a trainstation linking the city to the airport, however, still considered central within walking distance of the center and next to park. Through the height of the building and location of the lounge on one of the top floors every guest can enjoy the scenic view over Vienna. After the renovation the hotel will feature a larger restaurant, bar and lounge. With the new restaurant and bar there will be clear concepts improving the enjoyment for the guests.	Location F&B Facilities
In which way is your hotel contributing to the area / neighborhood its located it, and what about the city level?	The interviewees stated that the hotel has the opportunity to satisfy guests from the neighborhood with its wide culinary offer. The offer lunch menus for offices nearby. Additionally, he sees the hotel as a place for people to discover new superfoods, as the hotel is following new trends with the creation and constant adaption of its culinary menu. He also reinforced	F&B experience Trends

	that team members will be trained on new trends, values and multicultural understanding, which they should be also living outside of their work environment.	Employment training
How would you describe your hotel's positioning in general to the tourism in the city?	The interviewee's hotel is currently being renovated to increase its capacity with the aim of accommodation of more tourists. Additionally, new concepts will focus on promoting Viennese culture with the aim of becoming an ambassador for Viennese tourism.	Capacity
In your opinion, what is 'your' hotel offering to residents? Also here if you were to list three UPS's what would they be?	The interviewee referred to the new bar concept where guests will have the opportunity to enjoy cocktails from around the world and will be introduced to new creations following global bar trends. He also mentioned that a strong training of the team members will take place, so that everyone will be aware of the new experience design that every guest will be able to enjoy. Additionally, the hotel will continue its popular brunches, however, will adapt them to current market needs which were gathered through guest feedback. The pricing will remain at competitive market price in order to also attract a local target group from the near businesses.	Employment training Competitive pricing F&B experience
How did you experience the development of visitor arrivals to the hotel over the last years?	The interviewee is relatively new in Vienna and thus talked about his experience in Prague and Malta, where he felt the drastic increase of tourist numbers. He criticised the missing management and creating of proper facilities. Through a concentration of tourists on single spots the increase of arrivals was felt drastically.	Need for management
How do you perceive the number of tourists in Vienna right now?	The interviewee is perceived the current number of tourists in Vienna as adequate. He mentioned that only during holiday season in December he could feel that there are a lot, or even to many tourists in Vienna.	Seasonality

What is your opinion about the concept of overtourism in general and in Vienna?	The interviewee referred to his experiences in Malta and Prague where he felt that overtourism is an issue. Talking about overtourism in Vienna rather surprised him, as he for now does not see an issue with the increasing tourist numbers, with the exception of Christmas markets in December.	
How will you respond to growing tourist arrival numbers in the future? (mission, experience design, employment etc)?	The interviewee mentioned that the hotel already responded with undergoing a renovation leading to the increase of capacity and the creation of new concepts and guest experiences. The hotel will remain its focus on delivering high quality services. In terms of employment he highlighted the training plan for team members and that a focus will be put on fair remuneration. The objective is to hire more staff and increase the pool of temporary employees and the train the staff so that they can be work in flexible positions. While the facilities and offers are being improved to accommodate the increase of guest numbers during breakfast times, where the capacities will remain to less, the focus during lunch and dinner business will be put on qualitative experience rather than “mass production”	Capacity increase Service quality Employment training
How will your hotel balance the Quality vs Quantity dilemma in terms of tourism arrivals and ensuring a high quality experience?	Through the interviewee’s hotel’s nature there is a split approach. For breakfast times there will be challenge of quantity. He stressed that quality will still remain the focus and thus the facilities will be improved with more offers. For the lunch and dinner times the focus will be on quality and thus rather offer a fine dining experience than quantitative offer.	
How do you think stakeholders like hoteliers are able to respond to this development?	The interviewee mentioned that he sees hotelier’s duty in not only focusing on generating more income and increasing its efficiency but always keeping the repercussions for the people, especially team members in mind.	Employment
How can Vienna as a city ensure a positive tourism development for	The interviewee repeated that the tourism flows should be management and sites throughout the city promoted to avoid congestion around one focal point. He also mentioned that	Need for management

the city and what is your role in here? there is a need for coordination between the stakeholders, e.g. events should't just be held for the sake of generating additional income but to contribute to the experience within the city.

Appendix 4: Interview 2

Question	Descriptive code	Interpretative code
If you were to explain how tourists at the moment bring value to the city, how would you describe this?	The interviewee sees a constant development of the city due to activities and events that are being brought to Vienna. He mentioned new infrastructure and new bar and restaurant concepts, that in his opinion were initially designed to target and attract tourists, however are also being used by the Viennese residents.	Increase of quality of location and experience
What is your opinion about the development plan of tourism in the city?	The interviewee is seeing the constant push for more numbers skeptical. While development in general is seen as a good thing he wishes for a certain slower movement. He questions where the capacity of the city will be, as he already sees the city expanding with residents moving to the outskirts of the city as the certain parts of the center are too crowding, or even just of interest for tourists. With back to basics he means that development should put a large focus on the residents and building attractions and spaces of interaction for them.	Sense of out crowding Need for slower movement Spatial distribution
Premium, Cosmopolitan and Digital are Vienna's declared values. Which ones do you identify with? Which one do you not identify with? Do you see a need to adapt to the values?	In the interviewee's opinion Vienna has a lot to do to become a digital city as this is missing completely. He added that there may be a lot of initiatives, but he doesn't feel it. He thinks that cosmopolitan is only partly true for Vienna. He compared Vienna to other city and mentioned that he feels that it is still old-fashioned. He mentioned that Sunday is a typical day for rest for its residents and tourists are not giving a lot to do. He suggested that Vienna should adapt to other world open city and do more for tourists and	Visibility of initiatives Authenticity vs cosmopolitan

residents on every day of the week. He stated that he as resident would also do more activities if they were offered.

The value premium is the one the interviewee identifies the most with, as the city and his hotel especially always have been laying a focus on qualitative delivery of services.

What would be according to you the ideal future of Vienna as a tourist destination?

The interviewee envisions an improved infrastructure for tourists to arrive to Vienna and for visitors to get around in the city. While he does oppose the mass tourism he wishes for an increased premium tourism that is fairly distributed in terms of accommodation and tourist flows throughout the city. This should be achieved to clear communication of opportunities on where to spend the time and consequently spend their money. With this he sees efficient occupancy rates of hotels as opposed to a constant increase of hotel bed numbers, and for income for the Viennese business and residents.

Infrastructure development

Diverse Offers

Occupancy rates

How do you see your hotel to fit into this development?

The interviewee sees a renovation of the hotel as necessary to on the one hand follow the trends and market needs and on the other hand increase the capacity. As of now he thinks that his hotel is coming to its capacity in terms of guest numbers combined with constant quality.

Capacity increase

In your opinion, how is 'your' hotel contributing to the visit of tourists in Vienna? If you were to list three USP in this case, what would they be?

The interviewee stated the hotel's location as main its USPs. Being remotely located almost at the outskirts of the city the hotel is offering a "slow movement" and ability to relax after a busy day in the city. Additionally, the with being located directly at the Danube the hotel features outside areas such as a Terrace, boccia, volleyball court with gives guests sport and leisure activities directly at their accommodation. Furthermore he mentioned that these activities are also targeted at families. Furthermore, he mentioned that the hotel has the ability to cooperate with cruise ships which dock directly at the hotel's pier.

Location

Facilities

Business mix

Partnerships

In which way is your hotel contributing to the area / neighborhood its located it, and what about the city level?	While the hotel is offering certain food & beverage products also for outside guests, he is skeptical if there are a lot of guests from the direct neighborhood due to the fact of being price sensitive and knowledge that hotel products may be consumed by non-hotel guests as well. On city level these are better communication through the name of the hotel's brand.	Visibility F&B experience
How would you describe your hotel's positioning in general to the tourism in the city?	The interviewee mentioned that on city level the hotel is perhaps better known than for its location and medium-size. It is able to host guest and accommodate local needs at the same time through food and beverage offers. The hotel is trying to find a balance between offers for guest and for residents.	F&B experience Facilities
In your opinion, what is 'your' hotel offering to residents? Also here if you were to list three UPS's what would they be?	The interviewee mentioned that the hotel is offering previously mentioned outside leisure and sport activities which are also being used by non-outside guests. Additionally, the hotel features small and medium meeting facilities which are being offered to local businesses. He stressed again, that there is potential for residents to use the hotels facilities, but mostly it is not known to them.	Facilities
How did you experience the development of visitor arrivals to the hotel over the last years?	The interviewee stated that due to a change of business mix, reducing the guests from group operators, the number of arrivals to the hotel have rather decreased while the length of stays have increase as well as the occupancy throughout the year. He mentioned that he already sees a move towards a more spending premium guest.	Business mix
How do you perceive the number of tourists in Vienna right now?	The interviewee is perceived the current number of tourists in Vienna as adequate. Assumed that also the amount of staff will increase he sees potential to further increase the number of meeting and congresses and that there is enough capacity to fit them.	

What is your opinion about the concept of overtourism in general and in Vienna?	The interviewee sees issues of overcrowding in certain parts of the city, e.g. the first district. He stated that the concept of overtourism is partly true for the city, however, depending on time and spatial characteristics. Namely, there are high seasons in the Summer months and December, but very low season during the spring. Also during the winter months the tourists crowds concentrate around the Christmas markets. He stated that with temporal and spatial equalization there would be no over tourism.	Spatial and temporal limits Seasonality
How will you respond to growing tourist arrival numbers in the future? (mission, experience design, employment etc)?	The interviewee stated that the hotel has to work on improving the property in terms of capacity and delivers of qualitative services. In order to comply with the quality commitment he sees new food of beverage outlets to on the one hand satisfy the growing numbers and also deliver high quality.	Capacity increase
How will your hotel balance the Quality vs Quantity dilemma in terms of tourism arrivals and ensuring a high quality experience?	As mentioned previously the interviewee sees more outlets, e.g. a buffet style restaurant and a premium fine dining restaurant. He also would offer different product packages according to seasonality.	Capacity increase
How do you think stakeholders like hoteliers are able to respond to this development?	The interviewee mentioned that hoteliers should focus on the inter-personal interaction with guests. Concerning the growing numbers and efficient occupancy rates the advises that hotels should define their clear target groups which are fairly distributed across the city. In order to achieve this there is a strong need for communication and interaction with the competitors in the market place without either dumping prices or raising them too much.	Personal interaction Price setting Partnerships
How can Vienna as a city ensure a positive tourism development for the city and what is your role in here?	The interviewee stated that the city first of all has to provide the necessary infrastructure and also coordinate the efficient use thereof through regulation, e.g. the upcoming of scoter companies over the last years. He also sees that a regulation of hotel openings makes sense, so that there are not to many hotels specialized on the same target market.	Infrastrucutre development Support coordination

Appendix 5: Interview 3

Question	Descriptive code	Interpretative code
If you were to explain how tourists at the moment bring value to the city, how would you describe this?	The interviewee generally sees the economic value of tourists through increased revenue and purchasing power. Additionally he mentions that tourists bring life to Vienna. Through good administration of the income flows to improvement of infrastructure for the tourists he sees an indirect influence on the quality of life. Compared with other cities, or sites of events such as the Olympic games he sees that the value created in Vienna is a sustainable one.	Business added value, Increase of quality of location, Improve of infrastructure, Indirect improvement of quality of life
What is your opinion about the development plan of tourism in the city?	The interviewee has an favorable view on the development plan for the city of Vienna. He stresses that hotels are being developed in the outskirts of the city of Vienna as well and thus the development is being spread across the whole area. He sees the importance of guiding the tourist flows and directing them also to points of the city that are not crowded yet.	Spatial distribution Need for management
Premium, Cosmopolitan and Digital are Vienna's declared values. Which ones do you identify with? Which one do you not identify with? Do you see a need to adapt to the values?	<p>In the interviewee's opinion Vienna has some attractions and events that display the cosmopolitan value of the city, however, these are limited and still need expansion.</p> <p>The value premium is the one the interviewee identifies the most with. He highlights that his hotel is changing its business mix to focus more on premium guests. Looking into other cities, he sees that Vienna is avoiding price dumping to get more visitors, in contrast is putting a focus on a growth rate of prices.</p> <p>In the interviewee's opinion Vienna has already started to become a digital city. He sees leading example at the airport and also sees that hotels, like his own are being more and more digitalized and sees the potential for attractions as well.</p>	

What would be according to you the ideal future of Vienna as a tourist destination?	The interviewee envisions a city with attractions distributed throughout the city and that visitors and tourists use facilities in every part of the city and generate more equally spread value. The city's offer should be diverse to that everyone has something that attracts him/herself – from the cosmopolitan guest to the traditional resident.	Spatial distribution Diverse offers
How do you see your hotel to fit into this development?	The interviewee refers to the different positioning of the chains property in the city. As every property is currently having another concept and target group, the hotel chain is providing a diverse offer. Additionally, he sees the possibility of introducing new brands of the hotel chain to foster the focus on different target groups.	Diverse positioning and offering Product portfolio diversification
In your opinion, how is 'your' hotel contributing to the visit of tourists in Vienna? If you were to list three USP in this case, what would they be?	The interviewee stated the hotel's resort like property, due to its location, as main USP. With also providing outside facilities to hotel offers several leisure activities as well for the tourist to relax. Additionally, being closely situated to the highway and the city's infrastructure the hotel is also catering to transit visitors.	Location Facilities
In which way is your hotel contributing to the area / neighborhood its located it, and what about the city level?	The interviewee mentioned that the hotel is contributing the cosmopolitan development of the neighborhood. Before the hotel opened there was only activity in when there were sport events happening in the nearby stadium. With attracting visitors to the area, the hotel is helping to spread the tourists flows to the outskirts and giving the possibilities for new businesses as well. Additionally, the hotel accommodates visitors for big events and thus helps to avoid overcrowding in the city center.	Area development Spatial distribution
How would you describe your hotel's positioning in general to the tourism in the city?	The interviewee positions the hotel as a "resort within the city" giving tourists the possibility to relax during their city visit.	

<p>In your opinion, what is 'your' hotel offering to residents? Also here if you were to list three UPS's what would they be?</p>	<p>The interviewee mentioned that the hotel is offering previously mentioned outside leisure and sport activities which are also being used by non-outside guests. The food and beverage offering is also catering and valued by residents</p> <p>Additionally, the hotel features small and medium meeting facilities which are being offered to local businesses or private events such as weddings. Lastly, the interviewee stresses the generation of jobs for residents.</p>	<p>Facilities</p> <p>F&B experience</p>
<p>How did you experience the development of visitor arrivals to the hotel over the last years?</p>	<p>The interviewee stated that due to a change of business mix, away from group operators towards more individual and premium guest, he didn't feel that there were significantly more arrivals to the hotel. Instead of arriving in one bulk, the arrivals were thus more spread out. Due to the change of booking behaviors, towards more booking through third parties and last minute bookings, he experienced a difficulty to forecast appropriately the arrival numbers. He added that he also saw more visitors returning.</p>	<p>Business Mix</p>
<p>How do you perceive the number of tourists in Vienna right now?</p>	<p>The interviewee is perceived the current number of tourists in Vienna as adequate. With the current business mix he sees potential for more tourists.</p>	
<p>What is your opinion about the concept of overtourism in general and in Vienna?</p>	<p>The interviewee sees issues with overtourism in Vienna so far. While there are certain sites in the city that seem overcrowded, he also recognizes this during certain times of the year.</p>	
<p>How will you respond to growing tourist arrival numbers in the future? (mission, experience design, employment etc)?</p>	<p>The interviewee stated that the hotel has to work on improving the property in terms of capacity to fit the expected more arrivals. As mentioned previously he repeats that the hotel has to focus more on following the digitalization trend. Concerning the staff he envisions a change of job description and the creating of new positions.</p>	<p>Capacity increase</p> <p>Trends</p>

<p>How will your hotel balance the Quality vs Quantity dilemma in terms of tourism arrivals and ensuring a high quality experience?</p>	<p>As mentioned previously the interviewee wants to change the positions so that employees can deliver a more diverse service. Through the creating of new positions he wants to focus on the guest contact. Through this he sees an increase in qualitative service delivery while also being able to handle more quantity.</p>	<p>Employment Quality of services</p>
<p>How do you think stakeholders like hoteliers are able to respond to this development?</p>	<p>The interviewee mentioned that hoteliers should help to spread the seasonality of tourist arrivals with the flexible setting of rates. With this he thinks that the city can become more attractive in month that have low visitor numbers so far. Additionally, he mentioned that hotels should also focus on attracting event and congress business in these months.</p>	<p>Temporal distribution</p>
<p>How can Vienna as a city ensure a positive tourism development for the city and what is your role in here?</p>	<p>The interviewee stated that the city has to clearly communicate the services offered and create an appealing image through marketing campaigns. These should also focus on the communication of the infrastructure benefits.</p> <p>Additionally, he mentioned that the city also has to make the tourism sector more attractive to the local community. He specified that the hotel industry has no good image in terms of attracting young people to work. Hotels in turn, will have to offer more appealing job offers that target the residents interests.</p>	<p>Public education Support</p>

Appendix 6: Interview 4

Question	Descriptive code	Interpretative code
If you were to explain how tourists at the moment bring value to the city, how would you describe this?	The interviewee generally sees the value in form of increased revenue. The mentioned that this revenue comes from a mix of business and leisure trips. While the first one is distributed equally throughout the year, the latter are concentrated in certain months of the year.	Business added value
	She mentioned that she would consider an increase in quality of life for the city if the business mix would go away from group tours or cruise operators. If guests stay longer in the city and also use more facilities, they add to the city value.	Limited economic value from day trippers
What is your opinion about the development plan of tourism in the city?	The interviewee is very skeptical if the tourist arrivals numbers should be further increased. She sees a need to increase capacities, which, however, is not possible for her hotel. She reinforced that a focus should be put on long stay and premium guests that spend money and time in the city.	Capacity increase
Premium, Cosmopolitan and Digital are Vienna's declared values. Which ones do you identify with? Which one do you not identify with? Do you see a need to adapt to the values?	In the interviewee's opinion Vienna is offering a variety of attractions and events, e.g. from traditional to modern art is heavily promoting its openness and thus cosmopolitan is the value she is identifying the most with. Also looking at the type of attractions and events and the number thereof, according to her Premium is the value she, the hotel and the whole city can definitely identify with.	Diverse cultural offer

	She sees a lot of ideas, start-ups and Apps being introduced to the City, however, the digital value needs to have more effort to promote and introduce technology to all fields within the city.	Initiatives
What would be according to you the ideal future of Vienna as a tourist destination?	The interviewee envisions a city that moves away from the classical, old fashioned way of service offering, undergoing a digital development focusing on high class tourism and less "mass tourism"	
How do you see your hotel to fit into this development?	The interviewee stated that her hotel is focused on delivery a high class service. While at the moment the hotel is purposely focusing on keeping the "old touch" she says that there is also a need for more digitalization.	Qualitative services Trends
In your opinion, how is 'your' hotel contributing to the visit of tourists in Vienna? If you were to list three USP in this case, what would they be?	<p>The interviewee mentioned that the hotel has a very good location for leisure tourism, with all major sites being within walking distance.</p> <p>The medium size of the hotel is allowing them to focus on a high level of service with every individual guest.</p> <p>Lastly connected to its size, the hotel's capacities do not allow to cater to the masses, which the interviewee sees as an USP.</p>	Location Quality of services
In which way is your hotel contributing to the area / neighborhood its located in, and what about the city level?	With being connected to the businesses in the neighborhood and the personal service, the hotel is redirecting additional business to other surrounding establishments and attractions.	Partnerships

<p>How would you describe your hotel's positioning in general to the tourism in the city?</p>	<p>Referring to the hotel's USPs of the central location and the service quality, she sees her hotel as one of the best quality hotels within the city.</p>	
<p>In your opinion, what is 'your' hotel offering to residents? Also here if you were to list three UPS's what would they be?</p>	<p>The interviewee mentioned that the hotel is not offering enough for residents and there should be more development. She recognizes that the food and beverage offers may be used by locals, but should be more clearly advertised. She sees the same need for the meeting facilities.</p>	<p>F&B experience Public education</p>
<p>How did you experience the development of visitor arrivals to the hotel over the last years?</p>	<p>The interviewee stated she saw a constant growth in visitor arrivals over the last 5 years and that, in 2019, the hotel has come close to its capacities.</p>	<p>Capacity limits</p>
<p>How do you perceive the number of tourists in Vienna right now?</p>	<p>The interviewee perceived 2019 tourist arrivals as perfect as the hotel experienced very good occupancy rates while still being able to provide the desired level of service.</p>	
<p>What is your opinion about the concept of overtourism in general and in Vienna?</p>	<p>With the growing numbers, the interviewee sees that Vienna is slowly approaching issues of overtourism. She stresses that the city has to take other destinations which suffer from overtourism as an example, and act upon it with measurements or change of strategy to avoid it.</p>	<p>Need for management</p>

How will you respond to growing tourist arrival numbers in the future? (mission, experience design, employment etc)?	The interviewee stated that the hotel will increase its staff numbers. Keeping to the promise of delivering high level of service and focusing on high level of personal interaction, which takes times, the current staffing has to be increased in all departments. Additionally, she will work on the training and induction plan of the staff, for them to receive a more diverse education in terms of service delivery.	Employment increase and training, quality of services, personal interaction,
How will your hotel balance the Quality vs Quantity dilemma in terms of tourism arrivals and ensuring a high quality experience?	As mentioned previously, the hotel does not have to possibility to increase its capacities. The interviewee is envisioning a change in Job positions, focusing more on the personal interaction with the guests, thus reducing the “wait times” of guests as they always have a person to approach for different matters.	Capacity limits, Employment
How do you think stakeholders like hoteliers are able to respond to this development?	The interviewee mentioned that hoteliers should try to get the best out of it. She stresses to remaining focus on qualitative service delivery and not accepting mass-tourism. However, hotels should cooperate with the tour operators to design tours for tourists where they also stay and consume within the city. Additionally, as recognized before hotels should pay attention to interact more with and offer more to the residents.	Quality of services, partnerships, community engagement
How can Vienna as a city ensure a positive tourism development for the city and what is your role in here?	The interviewee stated that the city should work on actions that help to spread the tourist flows temporally to avoid congestions and conflicts with residents, e.g. by working on its business hours policies so that there are less peak hours.	Need for management, temporal and spatial distribution

Appendix 7: Interview 5

Descriptive code

Interpretative code

Question

If you were to explain how tourists at the moment bring value to the city, how would you describe this?

The interviewee stated that tourists are often the main reason for infrastructure improvement, he mentioned the Soccer Cup 2008 for which the city made investments to improve the infrastructure within the city and its accessibility. As in opposition to sites that are being built for e.g. Olympic games, these investments in the city are sustainable and available for use by the Viennese population as well. This is also true for events, big or small, that are being held to attract tourists.

Quality of place , Infrastructure development

What is your opinion about the development plan of tourism in the city?

The interviewee is looking forward to further increasing the visitor numbers to the city. He sees potential to also increase the hotel numbers in the city. He stresses, however, that he wants to focus on increasing revenue rather than volume in terms of arrivals numbers. This should be achieved by focusing on high level of service and attracting more individual guests.

Capacity increase, quality of services

Premium, Cosmopolitan and Digital are Vienna's declared values. Which ones do you identify with? Which one do you not identify with? Do you see a need to adapt to the values?

In the interviewee's opinion the value premium is the one that describes Vienna the best as this is the value that differentiates it from others – there is a high quality of service, food and high level of security.

He recognizes that Vienna is promoting itself as cosmopolitan to tourists and organizing a lot of events. For the administration and hotel business he sees, however, a potential for more development, e.g. removing the red tape.

He sees the future in the value if digital. Within the hotel he already introduced and followed latest trends. However, as the technology is constantly evolving, Vienna has to keep track to become a digital city.

How do you envision to attract the target groups that VTB aims to focus on?

The interviewee wants to attract an equal share of leisure and business guests and sets a focus on qualitative service. He sees, however, a good mix of service offering, e.g. more different hotel categories, to cater to more different types of guests, as not all hotels are able to cater to luxury tourists only

Business mix

What would be according to you the ideal future of Vienna as a tourist destination?

The interviewee envisions a city that keeps up with the latest trends in technology, keeps investing in infrastructure, values and conserves its environment (e.g. parks and recreation areas, car free zones), is not building an over-supply of accommodation, focuses more on increasing revenue instead of volume and thus is avoiding price dumping in hotel rates.

Trends, infrastructure development, environmental conservation

Need for management, price setting

How do you see your hotel to fit into this development?

The interviewee stated that the hotel will continue to set an adequate rate and avoid a price dumping through competition just for the sake of reaching a certain occupancy level. The promise will be to uphold the level of quality.

Price setting, level of quality

In your opinion, how is 'your' hotel contributing to the visit of tourists in Vienna? Does your hotel influence the city reputation and image? If you were to list three USP in this case, what would they be?

The interviewee stated that the hotel's resort-like features such as the outside facilities and the restaurant and bar terrace create a "holiday resort within the city". With additionally featuring medium-sized meeting facilities, the hotel is offering the perfect mix of business and leisure.

Facilities, F&B experience, location, business mix

	<p>As part of an internationally recognized chain the hotel to the city's reputation by its brand, which stands for trust in quality standards.</p> <p>As the chain also has national, regional and global sales offices which are in constant contact with clients the hotel is also attracting international business to Vienna.</p>	<p>Partnerships</p>
<p>In which way is your hotel contributing to the area / neighborhood its located it, and what about the city level? How are you engaging the local community?</p>	<p>The interviewee mentioned that the hotel is located in a rather remote area that is, however, being developed. Through bringing a hotel to that area there was a first step to reviving the area. Step by step more businesses are settling within the neighborhood and the infrastructure is being improved.</p> <p>Concerning the community engagement, the interviewee stated that the Hilton hotels are clustering its activities in order to maximize impact, he mentioned: gathering of donations and charity for a children hospice, charity work and food for shelters, donations to shelters. He also added that the hotel chain has committed to cut its environmental footprint in half by 2030. On hotel level they already started by reducing its use of plastic and paper. He also referred to the participation in a food sharing concept, that helps to reduce food waste.</p>	<p>Area development</p> <p>Community engagement</p> <p>Partnerships</p> <p>Sustainability</p>
<p>How would you describe your hotel's positioning in general to the tourism in the city?</p>	<p>The interview referred to the hotel's USPs and mentioned that it moved away from mass tourism in form of group operators towards attracting individual and business guests with its mix of business and leisure facilities..</p>	<p>Business mix</p>

<p>In your opinion, what is 'your' hotel offering to residents? Also here if you were to list three UPS's what would they be?</p>	<p>The interviewee mentioned that the hotel is offering with its resort like features an opportunity for residents to have a weekend getaway within the city. The hotels food and beverage offer also regularly attracts Viennese guests (e.g. Sunday brunches, Weekend BBQs). Lastly, the meeting facilities offer local businesses the possibilities for local events and trainings.</p>	<p>Facilities, F&B experience</p>
<p>How do you interact with the larger network of stakeholders in the city in general and concerning tourism?</p>	<p>The interviewee mentioned that the hotels are depended on the city's promotion and international advertisement. In turn the hotels are required to deliver the promises. In order to do this a constant two way communication is necessary. The hotel also needs to stay in contact with infrastructure stakeholders such as the airport or public transport, as these often have the first and last point of contact with the guests.</p>	<p>Promotion Partnerships Communication</p>
<p>How did you experience the development of visitor arrivals to the hotel over the last years?</p>	<p>The interviewee is relatively new to the hotel and could not elaborate on the development over the past years.</p>	
<p>How do you perceive the number of tourists in Vienna right now?</p>	<p>The interviewee is perceived the number of tourists as adequate, they are very depend on the season. The last year, however, so a better distribution of the tourist numbers, which also was part to a change of source markets (e.g. less Arabic guests during summer). For the start of 2020 the interviewee already felt, that there was an increase, as there is more business at the start of the year as compared to the last years.</p>	<p>Seasonality Business mix, source markets</p>

What is your opinion about the concept of overtourism in general and in Vienna?	The interviewee recognizes that there is such a concept as over tourism, however, for Vienna this may just be partly true during high season, which is for the hotel in summer. Vienna as a city has to focus on avoiding the mass tourism. For the existing cruise tourism, the interviewee mentioned that the city should work on measures that also deduct value from them, e.g. a city tax for cruise day trippers.	Seasonality Need for management
How will you respond to growing tourist arrival numbers in the future? (mission, experience design, employment etc)?	The interviewee stated that more business due to more tourist arrivals will result in an increased staffing in order to ensure constant quality. As mentioned previously, the hotel will avoid price dumping and rather will go for a "healthy" growth. In order to accommodate the growing numbers capacities will have to be increased. Within the chain there are possibilities of opening another hotel. In order to cater to the diverse tourists, there is also the possibility in to either introduce a new, or change the brand of an existing hotel.	Employment Price setting Capacity increase & Product portfolio diversification
How will your hotel balance the Quality vs Quantity dilemma in terms of tourism arrivals and ensuring a high quality experience?	As mentioned previously, the hotel will keep its promise to high quality, focusing on a "healthy" growth, which means that staffing will increase with business	Qualitative services
How do you think stakeholders like hoteliers are able to respond to this development?	The interviewee mentioned that hoteliers focus on increasing their revenues through an increase of quality rather than quantity. There shouldn't be a fight for occupancy rates.	

How can Vienna as a city ensure a positive tourism development for the city and what is your role in here?	<p>The interviewee stated that the city should work on constantly improving its infrastructure, accessibility and international promotion. Additionally, the city should foster initiatives such as events and festivals that will increase the value creation (premium, cosmopolitan, digital)</p> <p>The hotels role is to promote the destination and its features to its guests and potential guest. Furthermore, the hotel has to keep the promise of quality delivery and follow latest trends digitally and culinary.</p>	<p>Infrastructure development, promotion, events</p> <p>Trends</p>
Do you have any other comments you would like to share within this topic?	<p>The interviewee mentioned that a hotel does not have to have a central location to be successful. It rather has to focus on the personal interaction with the guest and has to contribute to the diverse offering of the city.</p>	<p>Spatial distribution,</p> <p>Diverse offering</p>

Appendix 8: Interview 6

Question	Descriptive code	Interpretative code
If you were to explain how tourists at the moment bring value to the city, how would you describe this?	The interviewee stated that tourists bring internationality to the city, as businesses are pushed to “think outside the box” and introduce new culinary and entertainment options for them, which also can be used by residents.	Cosmopolitan, Trends
What is your opinion about the development plan of tourism in the city?	The interviewee thinks that the current state of development is already close its limit, he sees a small potential to increase the arrival numbers a bit, but highlights that all the current and recent developments will take some time to get into effect and there will be a point in the future that the infrastructure will be overrun.	Capacity limits
Premium, Cosmopolitan and Digital are Vienna’s declared values. Which ones do you identify with? Which one do you not identify with? Do you see a need to adapt to the values?	<p>The interviewee recognizes efforts taken to become more digital, he mentioned that there are a lot of apps already for tourists and locals.</p> <p>Concerning cosmopolitan, the interviewee highlighted that there are already a lot of diverse events and culinary offerings of all sorts. Looking into the future he is of the opinion that there should be a constant diversification of these offerings in order to become comparable to other cities.</p> <p>Concerning premium the interviewee mentioned the high quality of life, talking about tourist attractions he says that most of the offerings are traditional and display the value of premium in form of Viennese history.</p>	Diverse offering

How do you envision to attract the target groups that VTB aims to focus on?	The interviewee mentioned that in order to keep high quality and attract premium guests that prices should also stay high. Currently there is a development towards attracting volume and it should focus more on quality. He suggests to think of a maximum number of tourist and rather ask the question on how to not attract the non-target groups (e.g. low-cost travelers)	Price setting, business mix
What would be according to you the ideal future of Vienna as a tourist destination?	The interviewee states that the current development of the city is good, for the future he envisions a city that is able to control tourist flows, especially the times of inflow during the week, e.g. with regulating the number of arrivals to the airport or by cruise during weekend.	Need for management, temporal distribution & limits
How do you see your hotel to fit into this development?	The interviewee stated that the hotel can regulate the guests numbers by flexible rate setting. During low season the hotel is lowering the rates to attract more volume, while during seasons of high demand the rates are set higher. He enforces that the hotel is, however, subject to the actual arrivals numbers and that due to competition is not able to always set high prices and regulate the arrival numbers to the hotel (lost business)	Price setting, temporal distribution,
In your opinion, how is 'your' hotel contributing to the visit of tourists in Vienna? Does your hotel influence on the city reputation and image? If you were to list three USP in this case, what would they be?	The interviewee stated the hotel chains brand, the quality of delivered services and the properties locations as USPs. As an international recognized chain the hotels attract international tourist to the city, also highlighted loyal guests that perhaps choose their destination based on the hotel.	Quality of services, loyalty
In which way is your hotel contributing to the area / neighborhood its located in, and what about the city level? How are you engaging the local community?	The interviewee mentioned that the hotels are participating on some charity events and have partnerships with local suppliers. He sees little local engagement and mentioned that compared to its size the hotel is having little impact.	Charity, Partnerships

	He suggested that local community engagement should be coordinated to increase impact.	
How would you describe your hotel's positioning in general to the tourism in the city?	The interview stated that the hotels are very well integrated within the city network, though regularly participation in VTB events the chain positions itself as high quality properties.	Level of quality
In your opinion, what is 'your' hotel offering to residents? Also here if you were to list three UPS's what would they be?	The interviewee stated that besides employment opportunities the hotels are able to meet the needs of local businesses with their meeting facilities. Additionally, these facilities can also be used for private events. Generally speaking, however, the hotels are more focused on satisfying guest needs.	Employment, facilities
How do you interact with the larger network of stakeholders in the city in general and concerning tourism?	The interviewee mentioned that besides participating in VTB events and being an active member of the VTC, the hotels are also offering packages in cooperation with other stakeholders (e.g. Prater package, Tram Package, Opera package). The interaction with other hotels is rather limited due to the competition, gastronomy is also mainly considered as competition, however, there are some cooperation with smaller restaurant for individual guests, interaction with the airport is limited on a room need basis from there side, if there is availability, hotels are in contact with the airport to accommodate tourists from flight delays or layovers, additionally, the hotels are in constant interaction with the VTC, offering to accommodate visitors of conventions.	Partnerships, Package offers
How did you experience the development of visitor arrivals to the hotel over the last years?	The interviewee stated that the visitor arrivals increased a lot while prices were left at a stable, constant level. Talking from the commercial point of view, this was a good development as there was an increase of revenue.	Price setting
How do you perceive the number of tourists in Vienna right now?	The interviewee is perceived the number of tourists as adequate. Talking about the year as a whole the arrival numbers were enough, reaching the city's	Seasonality

	capacities, and 2020 shouldn't see a huge increase. He highlighted that we have to look at every month individually, and that there is a potential for an increase if the destination can manage to work against seasonality.	
What is your opinion about the concept of overtourism in general and in Vienna?	The interviewee recognizes that overtourism is impacting the visitors and resident's experience through an price increase. He referred to the full cafés throughout the city, that make it impossible for visitors and residents alike to really enjoy them. The limited availability of free facilities due to overcrowding is a sign that overtourism is slowly reaching the city.	Price setting Facility limits
How will your hotel balance the Quality vs Quantity dilemma in terms of tourism arrivals and ensuring a high quality experience?	As mentioned previously, the hotels will keep their promise to high quality, focusing on growing the room rate and deliver a premium experience instead of increasing volume. As quantity should be increased nevertheless, he sees the necessity for more staffing and better training.	Qualitative services Employment increase and training
How do you think stakeholders like hoteliers are able to respond to this development?	The interviewee mentioned that hoteliers will never complain about growing volume as they manage to get more money out of it. However, there would be the possibility to work together with other stakeholder to move the timings of bigger events	Need for collaboration
How can Vienna as a city ensure a positive tourism development for the city and what is your role in here?	The interviewee stated that the city should keep investing in the city, e.g. infrastructure and marketing of the city. The city should also clearly communicate to visitors and locals how to get the best out of it, e.g. how to avoid crowding.	Promotion, infrastructure development, public education
Do you have any other comments you would like to share within this topic?	The interviewee mentioned that a hotel does not have to have a central location to be successful. It rather has to focus on the personal interaction with the guest and has to contribute to the diverse offering of the city.	Diverse offering Personal interaction

Appendix 9: Interview 7

Question	Descriptive code	Interpretative code
If you were to explain how tourists at the moment bring value to the city, how would you describe this?	The interviewee stated that the term of tourists needs to be differentiated. Congress and Meeting tourists bring enormous values, as they use the facilities and spend a lot on money in the city. Leisure tourist also use the accommodation facilities. In contrast daytrippers, coming with coaches or cruise ships have a limited economic value.	Direct and indirect economic value
What is your opinion about the development plan of tourism in the city?	The interviewee states that the average prices within the city increase adequately. He added that some party of the city are already reaching its capacities and that one need to look for concepts that will distribute the tourist flows. Overall, Vienna is still within the lower segment of RevPar in comparison to other European cities. Looking for further development, the interviewee mentioned that a focus on the right business mix is important and that all of the city's facilities should be used to attract visitors and distribute them equally throughout the city. He added that the city always have to have the city's capacity limits in mind, as he sees overcrowding in certain areas and times.	Price setting Need for management, spatial distribution Business mix Capacity limits
Premium, Cosmopolitan and Digital are Vienna's declared values. Which ones do you identify with? Which one do you not identify with? Do you see a need to adapt to the values?	The interviewee stated that there is a development need concerning the digital value, e.g. use apps and to manage the tourist flows. Concerning cosmopolitan, the interviewee highlighted that as an international city, Vienna has to focus on cosmopolitan initiatives, however, has to keep its identity at the same time and keep its traditional features as well.	Need for management Authenticity

	Concerning premium the interviewee mentioned that the hotels and facilities in Vienna offer a solid quality of services and are keeping the promise.	
In which way is your hotel contributing to the area / neighborhood its located it, and what about the city level? How are you engaging the local community?	The interviewee mentioned that the hotels are following CSR initiatives. As a chain the hotels have committed to a sustainable development, e.g. cutting their environmental footprint in half. In addition he mentioned that many people depend on the hotels employment, he added that the hotels also are heavily advocating for the hiring of refugees.	Charity, Sustainability, Partnerships Employment
How would you describe your hotel's positioning in general to the tourism in the city?	The interviewee stated that as an international brand is standing for quality. Furthermore, with its three properties in Vienna the chain is offering a mix of business and leisure hotels. He highlighted, that all properties have their own identity, from "big box" meeting venue to smaller high quality properties.	Different offering and positioning
In your opinion, what is 'your' hotel offering to residents? Also here if you were to list three UPS's what would they be?	The interviewee stated that all hotels have an open house policy. This means that residents may also use the hotels facilities. The hotels restaurants and bars are a very good example therefore. However, the interviewee mentioned that there need to be more efforts directed at residents.	Facilities F&B experience
How do you interact with the larger network of stakeholders in the city in general and concerning tourism?	The interviewee mentioned that the hotels are interacting with a plenty of stakeholders, from the local suppliers to taxi drivers that help the hotels guests to get around. The interviewee also referred to the hotels CSR activities and the engagement with the local community to implement initiatives. The interviewee also stated that there is a need for interaction with certain public institutions, e.g. for licences or monitoring of policy and standards. With other businesses, there is also a need to be interlinked, in order to give a perfect guest experience.	Partnerships, Package offers

How did you experience the development of visitor arrivals to the hotel over the last years?	The interviewee stated that the visitor arrivals increased a lot, as well as the capacity of rooms within the city. He recognizes the change of source markets, with travel becoming cheaper and easinger, identifying for example the Chinese and Indian market as big potential, which requires adaptaion of the hotel offering.	Source markets, diverse offering
How do you perceive the number of tourists in Vienna right now?	Looking at the occupancy rates, the interviewee is perceived the number of tourists as adequate. However, he added that there is a need to grow in rate rather in volume in the future.	Price setting
What is your opinion about the concept of overtourism in general and in Vienna?	The interviewee recognizes that overtourism is subject to the individual's perception. He elaborated that certain party of the city of reached its limits, whereas others have still a potential to grow. He stresses the need for infrastructure development and management of tourist flows to lesser crowded areas of the city.	Spatial and temporal limits Need for management
How will you respond to growing tourist arrival numbers in the future? (mission, experience design, employment etc)?	The interviewee stated that there is a need to collaborate on the concept definition. The city as a desination has to segment the target markets and the hoteliers have to keep their promise to offer appealing products and services. Referring to the desired premium guests, the interviewee mentioned that less volume of guests may also bring more value, if coordinated properly by the support of the city.	Quality of services
How will your hotel balance the Quality vs Quantity dilemma in terms of tourism arrivals and ensuring a high quality experience?	The interviewee refered to the hotel chain's standards and quality of services linked to them. He added that with growing numbers there will also will be an increase in employment. Furthermore, he added that with chaning source markets there is also a need for employment training in order to adapt to the new customers.	Quality of services Employment increase and training

How do you think stakeholders like hoteliers are able to respond to this development?	The interviewee stated that hoteliers should focus on keeping their prices high, instead of conducting price dumping to attract a large volume of tourists. As a hotel chain, the interviewee also sees the possibility to open, or take over new hotels or rebrand one of the existing properties in order to attract more diverse tourists.	Price setting, Product portfolio diversification
How can Vienna as a city ensure a positive tourism development for the city and what is your role in here?	The interviewee mentioned that besides the needed infrastructure development the city has to focus on a balance of following new trends and maintaining its cultural heritage and e.g. also protect its traditional shops. Furthermore, the city should promote all of its facilities and events to give the tourists a variety to explore throughout the city. The interviewee highlighted that hoteliers need to cooperate with other stakeholders and keep each other in check.	Infrastructure development Authenticity Public education

Appendix 10: Interview 8

Question	Descriptive code	Interpretative code
If you were to explain how tourists at the moment bring value to the city, how would you describe this?	The interviewee mentioned the economic impact through their spending and revenue increase and added, that a lot of development of the city's infrastructure and following of trends is due to the inflow of tourists.	Economic impact Infrastructure development
What is your opinion about the development plan of tourism in the city?	The interviewee sees the development of the destination as necessary to keep up with current trends and stay a relevant tourist destination. The desired infrastructure development is also crucial to improve the livability of the city for its residents.	Trends Infrastructure development
Premium, Cosmopolitan and Digital are Vienna's declared values. Which ones do you identify with? Which one do you not identify with? Do you see a need to adapt to the values?	Concerning the value cosmopolitan the interviewee stated that the city is already offering a variety of events, facilities and attractions for the international visitor. Concerning the value premium the interviewee referred to the level of quality delivered by the hotels, in terms of their accommodation and F&B offering. On a city level, the level of current infrastructure development is also considered premium by the interviewee. Concerning the value digital, the interviewee recognized that there are a lot of initiatives and Apps for the tourist and residents to use. She added, that the VTB, VCB and a lot of public services are always keeping relevant information and services online and up to date.	

<p>What would be according to you the ideal future of Vienna as a tourist destination?</p>	<p>The interviewee envisions a destination with diverse attractions, attracting international visitors to the city. However, it is important to not commercialize everything and focus on keeping its cultural heritage.</p>	<p>Diverse offering Authenticity</p>
<p>How do you see your hotel to fit into this development?</p>	<p>The interviewee stated that the hotels are helping to attract international business by offering meeting and accommodation facilities for big conferences and congresses. As part of an international hotel chain, the hotels strongly influences the meeting market by introducing global trends in the city, e.g. advocating for the green meeting business.</p>	<p>Facilities Trends</p>
<p>In which way is your hotel contributing to the area / neighborhood its located it, and what about the city level? How are you engaging the local community?</p>	<p>The interviewee mentioned its hotel offerings, such as the food and beverage offerings, as contributing factor to the quality of place within the neighborhood. She added that the hotels are organizing and taking part in charity events. Through its network within the city, the hotel chain may also create peer pressure with partners, to further engage with the local community.</p>	<p>F&B experience Facilities</p>
<p>How would you describe your hotel's positioning in general to the tourism in the city?</p>	<p>The interviewee referred to the hotel chains reputation and stated that the hotels are well established as high quality service providers.</p>	<p>Qualitative services</p>
<p>In your opinion, what is 'your' hotel offering to residents? Also here if you were to list three UPS's what would they be?</p>	<p>The interviewee stated that the hotels may be considered as public spaces and are being using by residents. She mentioned the restaurants and bar offerings as well as the use of the venues for meetings or events. However, she added that there is room for improvement for the visibility of the hotels as service provider for residents and highlighted that these possibilities should be promoted more.</p>	<p>Facilities F&B experience Public Education</p>

How do you interact with the larger network of stakeholders in the city in general and concerning tourism?	The interviewee mentioned that there a lot of interaction points with other stakeholder. As member of the VTB and VTC there is a significant interaction with other service providers in order to create the best packages for tourists and business guests. She highlighted the partnerships of other agencies and attractions that help the hotels offer specific packages and marketing campaigns.	Partnerships Packages
How did you experience the development of visitor arrivals to the hotel over the last years?	As the interviewee is just living in Vienna for 2 years, she couldn't evaluate the development. However, she recognized that the number of arrivals strongly correlates with the time of the year, with summer and December being very crowded.	Seasonality
How do you perceive the number of tourists in Vienna right now?	The interviewee mentioned the good business mix of leisure and business guests throughout the year 2019, and compared to the previous business year added that the hotels could generate a lot of revenue with they could invest in further development, referring to potential hotel and infrastructure developments.	Business mix Infrastructure development
What is your opinion about the concept of overtourism in general and in Vienna?	According to the interviewee there is no overtourism in Vienna as of yet due to its current infrastructure development and global connectio. Looking at other cities, like prague or venice, the interviewee stated that will depend on further development and the intervention by the destination. She added that the general opinion on the phenomenon depends on the viewpoint and the level of the importance recognition of the tourism sector.	Infrastructure development Need for management Public Education
How do you think stakeholders like hoteliers are able to respond to this development?	The interviewee stated the hoteliers responsibility to keep the city's capacity limits in mind when planning futher hotel development. The refered to the	Capacity limits

quality versus quantity dilemma, stressing that hoteliers should focus on increasing the quality and not the volume of tourists.

Focus in quality

How can Vienna as a city ensure a positive tourism development for the city and what is your role in here?

The interviewee stated that the city has to support innovative approaches and the development of hotels, without sticking to the traditional red tape. However, referring to the previous questions, the interviewee stated that the city also has to monitor and regulate the development, in order not to overdevelop.

Support of initiatives

Need for management
