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Thema:
Familien auf Reisen

Parents and Children on Travels



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Just relax

Felix Kolbeck

*'And while they were there, the time came for her to give birth. And she gave birth to her first-born son and wrapped him in swaddling cloths and laid him in a manger, because there was no place for them in the inn.'*¹

Holy and hasty families

Families going on travels has always been something special. Right from antiquity itself to the Middle Ages and beyond, family members invariably travelled separately – the fathers on commercial travels, going to war or on a pilgrimage, while the women and children stayed behind more or less well pro-

tected in village or town communities and by the grandparents, provided the latter were still alive given the low life expectancies.

If a family did all travel en bloc, then it was generally only for the purpose of permanently settling down in a different, safer or more agreeable place – not for the purposes of leisure and certainly not for taking a long rest (holiday).

In this respect, the Christmas story quoted above describes an exception: travelling in the context of a 'census' of the Roman emperor Augustus: 'And all went to be registered, each to his own town.'² Needless to say, an exceptional situation, including for the extremely limited lodging capacities available as well (the first overtourism?).

¹ Christmas stories from the Gospel according to Luke (2:6–7), online at https://www.kath.ruhr-uni-bochum.de/imperia/md/content/nt/nt/froheweihnachten/die_weihnachtsgeschichte_aus_dem_evangelium_nach_lukas.pdf

² *ibid.*, (3), my emphasis



The so-called 'Journey of the Holy Family' in Egypt is to be awarded UNESCO World Heritage status. Egypt is hoping the increase in pilgrimages in the footsteps of the Holy Family will strengthen tourism again.
Photo: Renta Sedmkov – Fotolia.com

Shortly after the birth of Jesus, the Holy Family yet again went on a journey – not of their own free will –, this time fleeing from Herod to Egypt.³ Egypt – an important place and symbol in the religion of the Jewish people. It was this region that saw the Exodus of the people of Israel, depending on the dating around 1500-1200 bc.

Egypt today: one of the major, all-year tourist destinations, for families too in all sorts of different formats. The distance by air and the direct flights offered from the European source markets are attractive; the plethora of water slides, and programmes and clubs for children is huge. The whole set-up is swift and efficient. Not only are the kids entertained but the parents are given a good rest too – and all rounded up again on the last day for the return flight. The once-upon-a-time Holy Family is now the hasty family of the present.

The changing face of parents' and children's travel motives and needs

Interestingly, the travel industry certainly affords families every attention as a target group but almost exclusively from the parent's perspective – rarely from the children's.

This is true both for the specialist literature and for the businesses operating in the tourism, hotel and restaurant trade. For tour operators, children are product components saddled with a fixed price; for the restaurant trade, logistical complexity escalates (high chairs, menus, play corners). The hotel industry sees itself – due to the longer stays compared with restaurants – pretty much at the mercy of matters of faith between the concepts of a children's hotel or an adults-only hotel.

The restricted view of families as target groups results in a failure to appreciate that the very 'family constituents' of a nuclear family (parents and children) have widely different motives and needs prior to, during and after a holiday. What's more, the last 50 to 60 years have seen the characterisation of families and their structures advancing in tandem and developing further as part of societal change.

The 50s and 60s: children travel with their parents

With the upheaval that World War II brought, out of the flattened towns and cities and to a rural idyll, often with orphans or half-orphans: the yearning for rest and recuperation was fundamentally fraught with trauma during this time. Hundreds of thousands of

Ein neuer Weg für Familienferien **Fahr mit**

Jugend unter sich - Eltern in der Nähe

In Zusammenarbeit mit der Deutschen Gesellschaft für Internationalen Jugendaustausch e. V. („Fahr mit“) bietet die Touropa auch in der Sommersaison 1965 eine ideale Kombination für Familien mit Kindern ab 16 Jahren, die ihren Urlaub gern in Gemeinschaft mit anderen jungen Leuten gestalten möchten. Die jugendlichen Urlauber können sich einer „Fahr mit“-Ferienreise anschließen, die von ausgebildeten Jugendreiseleitern betreut wird, während die Eltern am gleichen Ort oder in der Nachbarschaft einen Touropa-Urlaub genießen und so die Möglichkeit haben, sich mit ihren Kindern zu treffen.

Durch die Kombination

„Jugendurlaub durch ‚Fahr mit‘ – Urlaub der Eltern mit Touropa“ stehen folgende Ferienzele zur Auswahl:

Reisegebiet	Jugend-Zielorte	Eltern-Zielorte
Rhein	Niederbreisig	Linz (14 km entfernt)
Schwarzwald	St. Blasien	St. Blasien
Bayr. Alpen	Oberammergau	Oberammergau
Kl. Walsertal	Hirschegg	Hirschegg, Riezern (3 km)
Salzburger Land	Mattsee	Seekirchen (2 km)

'Young people by themselves – parents close by'. Whether the children were happy about that?

Photo: from the Holidays Guide 1965 of TOUROPA, p. 11

children who had grown up in towns and cities spent the last few months or years of the war far away from their parents with relatives or in homes in the countryside. When they returned to the ruined cities, they were lucky to find both parents; only rarely was there a cosy home, while a secure and adequate supply of food was completely out of the question.

Family idyll?

Since time immemorial, families have been a community thrown together by fate. And so it was that the swiftly emerging period of the 'economic miracle' simply also saw little fuss being made over the children. The respective roles in the early days of the Federal Republic of Germany were initially rigidly stuck in the 'classical' mould, not only as regards the roles of the fathers and mothers but also in terms of the position of the child in the family.

'When we were children, we lived in our family. We didn't select it and we couldn't swap it either, not that we wanted to at all. The family was the piece of home which we called our own in this world.'⁴

'The family is inescapable, we have to react to it in some way or another. You can't get away from your roots.'⁵

And so the children simply went along with their parents – unasked – and if in a car, happily unpro-

3 Cf. The flight into Egypt in the Gospel according to Matthew (2:13–15)

4 Herder 1957, p. 306

5 Herder 1957, p. 154



Children don't need a programme on the beach – they make their own from the elements.

Photo: Felix Kolbeck

tected too in the luggage compartment of a VW Beetle or in the boot of a Renault R4. Perhaps unsurprisingly there is hardly any specific targeting of families in the early catalogues of German tour operators from the 50s and 60s, neither in the visual language nor in the texts. There are occasional hidden references to extra beds but there again you also find holiday homes saying 'We regret that we cannot accommodate children under the age of 2.'⁶

This period saw the health resort industry developing many new offers especially for mothers, who increasingly found themselves confronted with the double or triple burdens imposed by the family, keeping house and going out to work. The Müttergenesungswerk, an organisation founded in 1950 to provide rest for stressed mothers, offered stays at health spas and other mother-child breaks right from the very beginning, for example. These offers have been significantly expanded over the decades and are now open to fathers as well. In over 70 specialised clinics and health retreat centres in Germany alone, dedicated professionals today provide loving support in coping with difficult life situations in familial contexts, including for parents with disabled children or relatives needing care, for parents and children of family members with an addiction or for those who are grieving. These are journeys of families too, for family life doesn't just simply consist of fun and games, water slides and children's buffets.

The present: parents and children on travels

Not only since it having been theoretically anchored in marketing knowledge do we know that what motivates human beings to do or not do something is roughly split into elemental motives and the underlying concrete needs and desires. Throughout life's phases, living out and through the needs and desires in various settings, including when travelling, can be interpreted as a lifestyle.⁷

The basic travel motives of parents can be divided into:

1. Spending time *with* the children
1. 2. Spending time *without* the children

Time with the children: family journeys close by and far away, and to the inner self

Many parents want to 'show their kids the world' when they travel. This can mean many different things depending on your perspective. Some are drawn by exotic destinations while others prefer ones close by where the surroundings make a relatively familiar impression.⁸ Parents with a migrant background, on the other hand, like to visit the countries and cultures of their own roots.

Parents usually remember very well the first holiday with their own, still very small child – after all, this trip adds yet another building block to their advancing role as parents and to their self-perception. What had just recently become a routine at home between periods of nursing, nappy pails and screaming attacks is organised and experienced for a longer stretch at another place for the first time.

The longing look of parents with toddlers is often indicative of them wondering from which age childcare facilities are actually also offered in hotels, clubs and the like. For as the children get older, at the back of their minds in the travel process ('we want to spend more time with the kids on holiday'), the 'little angel' starts to go head to head with the 'little devil' ('we want to have more time again for each other as a couple on holiday').

That's why when their little ones have got past the worst phase, many parents deliberately don't choose organised package holidays but instead go for motor homes, campsites and private accommodation so that they can spend and enjoy quality and thoughtful time together with their children in authentic surroundings.⁹ For as the children advance in age, it is on such travels that one never ceases to discover new sides to one's children too, far more so than when they are just 'dropped off' to be amused by a club's professionals hosting a programme for kids. The price is often one of the deciding factors when choosing these forms of travel of course, but it certainly isn't the only one.

Families like to associate with people 'on the same wavelength' on holiday, be it with regard to social status, the type of holiday and how they perceive it, and parent and single-parent situations. This predilection psychologically provides them with a firm sense of belonging and a basis for striking up a conversation. If children get together in these 'bubbles', the groups are often more homogeneous than is the case in everyday life at home.

The family plays an important role in the cultures around the world, and here too, there are very great differences, with a wide variety of family sizes, cohe-

6 Isaria-Reisen 1967, p. 15

7 Cf. Kolbeck/Rauscher 2020, pp. 12–14

8 Cf. also the two Passport editions on 'Distance' (1/2019) and 'Closeness' (1/2022)

9 Cf. inter alia Pracht 2021, pp. 48f.

sive factors and of the roles of the members. What has seen very little systematic research is the intriguing question as to how these different understandings of the family specifically manifest themselves in which forms of travel. Going away with older children is an important step in the process of parents and children breaking away from each other. Parents will be very mindful of ‘Love means being able to let go’ when at the age of 15 or 16 their adolescent protégés start preferring a group trip with their peers to a family holiday.

Time without the children: parents journeying to the past and a new future

Just as they have firm memories of the first journey with their child or the first holiday too, parents also remember very well – mostly very favourably – the first short holiday without their offspring. At long last a ‘child-free weekend’! Come the evening and afar off, they gaze with a little unease at their mobiles, wondering if everything has gone smoothly at home with the relatives tucking their little one(s) into bed.

The motive for travelling experienced in this phase is often the desire to be a couple ‘just like before the children’, so to some extent getting the relationship they had in the past into the family of today. City breaks coupled with going to cultural events are popular, as are spa hotels and opportunities to do sports and hobbies together or to try out new ones.

Parents going away ‘child-free’ don’t frequently, but nevertheless strikingly, choose ‘child-free hotels’ (Adults Only), where they meet, like elsewhere too, other target groups: older parents and senior citizens whose children have recently or long ago left the ‘nest’ but also – intentionally or unintentionally – couples who have remained childless. The older parents then end up travelling less and less with their children and eventually to them instead. They visit them at the new centres of their lives, where they work and study. There are multi-generational houses as well of course, or out in the countryside a house is erected in the parents’ garden, but those are departures from the norm.

What parents seek on their travels

Among what the vast majority of people seek when they go away, such as comfort, experiences and relaxation, there are two aspects which are becoming ever more important for parents:

- ‘plannability’ in terms of dependability and constancy, so no deviations from the travel arrangements and God forbid there should be any connections cancelled travelling to and from the destination;
- safety on several levels, going from local risks (transport, technology, weather, riots) to political risks when choosing the destination and itinerary.

The travel business addresses the desire for plannability with ubiquitous and very prominent publicity advertising ‘fixed prices for children’. The fixed price suggests an island of plannability in the ocean of a hectic family life – start relaxing as soon as you start booking. This is even more so the case in combination with all-inclusive board, where the buffets are laid out for what is at times the incredible quantities of food adolescents can consume. If in everyday life there is nigh on no dependability on childcare facilities and schools as a result of inordinate amounts of work and staff shortages, then at least, if you please, on holiday! Plannability works like balsam on the souls of parents used to improvising so it is elemental in marketing family recreation and holiday offerings.

Fixed prices for children, however, are always tied to conditions and these can vary widely from company to company as regards pitching this price, age groups, booking periods and the number of full-paying adults required. What’s more, there are certain limits on the room categories and occupancy options. If you are travelling under your own steam, some tour operators also offer free overnight stays in selected accommodation for a number of destinations.

Moving on from pricing, travel firms are increasingly endeavouring to reach out to parents in different junctures of family life. The Munich-based tour operator FTI, for instance, splits its ‘Family’ category for summer 2023 into:¹⁰

- Baby-friendly hotels
- Family hotels (for children of any age)
- Hotels with water slides¹¹
- Holidaying with teenagers (also includes at leisure resorts and CenterParcs)

The main way parents can try to assess how the resorts actually cater for the wishes and needs of both parents AND children is by looking at ratings of the centres and destinations beforehand.

And as so often, the devil lies in the detail, especially with transport operators, for what is the use of children being able to travel for free if a seat reservation is not even possible to begin with, as, for example, on the train called ‘alex’ run by the operator Länderbahn? Families can really only consider a ride on alex during the school holidays or at weekends, say from Munich to Prague, if plannability is simply irrelevant and they adopt a decidedly positive approach towards ‘standing for 5+ hours with moaning kids’.

What children seek on their travels

There are a number of important aspects vis-à-vis what children seek when they go away on holiday

¹⁰ Cf. <https://www.fti.de/fti-family/familyhotels.html> (retrieved on 14.02.2023)

¹¹ The number of slides (up to 35) at each hotel is prominently displayed.

which are at variance with their parent's ideas. Planability? It is precisely on holiday that children don't want to be subjected to a planned routine – they want a change from the school timetable, from the sports club's fixtures and not least from one or the other up-bringing practices of their parents.

If you ask kids what the most important things for them on holiday are, you'll mainly first hear 'food' and 'entertainment'. But straight after that such homely things as 'a cosy bed and pillow', that they want to take their cuddly toy, and for the journey there and back 'something to pass the time' – and from a certain age 'Wi-Fi' everywhere. No-nos for children, on the other hand, include: 'unattractive surroundings', 'unfriendly people' and the wrong type of food.

For the development of children, it is important that they gather experiences not only of themselves but also of their parents in other, sometimes new environments. Many childhood memories are based on reminiscences of trips and holidays. Going to the beach and playing in the sand with seawater and the scent of coarse grass is somewhat different to the accustomed sandpit in one's neighbourhood, and seeing or climbing a mountain is more exhilarating than seeing or climbing on to the school bus. But also the car breaking down and a storm on a hike are experiences to share and overcome as a family.

Many firms in the travel sector still demonstrate too little awareness of children and a failing to address them sufficiently as individuals with their own motives and needs. Yet children can many a time turn out to be the future regular customers: the 'When are we going there again?' is far more than the wish to go to a particular place but even more so the wish to enjoy the experience again (and the next time 'more fully').

Children travelling alone or in groups

When parents let their children travel alone, whether in a group to a summer camp or actually alone on a train to their grandparents for example, this is above all else a great expression of trust. And, what's more, extremely important for a child's development. Par-

ents still driving their teenage kids the 1.5 miles to school in their SUV every morning in order that they not be exposed to the supposed dangers of the big, bad city will surely balk more at the thought of sending them on journeys alone.

Whether they are Alpine or sports club holiday camps, whether organised by church or other institutions: 'Many teenagers see a holiday activity programme spent with others as one of the highlights of their year.'¹² Furthermore, parents are reluctant even in times of crisis to be ungenerous when it comes to their children having such experiences.¹³

The railways in Germany are basically a very family-friendly means of transport. Accompanied children up to the age of 14 can generally travel for free – and on German Rail this has been the case since 2021 even if they are not accompanied by their own parents or grandparents. As a general rule, children from the age of six can travel alone and are given a 50% discount.

Where air travel is involved, the risks (delays, cancellations) when children travel alone need to be addressed differently. To take Lufthansa as an example: children between the ages of 5 and 11 may fly unaccompanied as long as they use the airline's care service or if they travel with someone who is at least 12 years old.

Just relax

Throughout all phases of their life, families are constantly 'on journeys', no matter where to, where from or how the family is structured. As such, families are not a homogeneous, clearly definable target group and should therefore rather be seen by those providing tourist and catering services through very different spectacles, including children's too. And for this very reason, a little plea to anyone who peers suspiciously at parents and their children on their travels, in restaurants, trains, hotels or on piazzas: put children's glasses on and just relax. It'll be over soon; you were once young too, you know, and there are more important things in life. Obviously when we see how some parents behave, we wonder what their upbringing may have been like or what we should log under 'cultural differences'. But experiencing this, coupled with we as parents keeping our comments under control, is ultimately also part and parcel of educating our children in their spare time.

And: we're on holiday – not on the run, like the Holy Family once was and today millions of other families around the world. ■■■

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¹² Cf. Ilg (2013), p. 478.

¹³ Cf. Lanz (2023), p. 2.



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Who's going to pay the price of a bed tax?

Matthias Firgo

At the end of November 2022, the surprising announcement of a bed tax in Munich caused quite a commotion in political and business circles. There then followed a mainly emotional debate. On account of the at times fierce reactions, Munich City Council has shelved the original plans for the time being.

The following short article sets out some economically based thoughts on this issue and on the impact of such a tax for families on travels.

'Bed tax' – what is it?

As a result of the pandemic, all tiers of local and regional authorities found themselves faced with huge increases in expenditure. Access to new sources of income is limited at the local level. Taxes on overnight stays are one such source and from the local authorities' point of view have the added attraction of generating revenues without directly burdening the local population or business community. Such taxes are thus very common both at home and abroad. Known by such names as 'city tax', 'accommodation tax', 'bed



Taxes and levies on overnight stays are very common and attractive sources of income from a local authority's point of view.
Photo: belchonock / PantherMedia

tax' and 'local tax', they are either small percentages on the rate per night – in German cities between 5% (e.g. in Berlin, Bonn and Freiburg) and 7.5% in Dortmund) – or fixed sums per person and night, for example two euros in Frankfurt am Main and three euros in Leipzig. There are some destinations where minors don't have to pay the tax, and in most German towns and cities nor do people travelling on business. A bed tax of 5% on the overnight rate (without additional services such as breakfast) is planned in Munich for private and business trips, with minors excepted.

Who's going to bear the tax burden of a bed tax?

A key question always arises when it comes to a new tax or tax increases: How strongly will the demand in a market react to small changes in price? For depending on this so-called price elasticity of demand in the long term are both to what extent the demand will fall because of a new tourism tax and who will bear the largest chunk of the tax burden – the guests or the hotels, B&Bs and the like. In a destination like Munich, we can presume that this price elasticity is comparatively low. Why?

The decision to go on a business or a private trip is not taken by looking solely at the hotel rates but also after weighing up the total costs and utility of a variety of tourist product components (e.g. value for money in hotels, restaurants, cultural and leisure offerings, infrastructure & conveniently situated location, and also company set-up in the case of business trips) and the availability of alternative destinations. Being established internationally as a convention, exhibition, cultural, sports and Oktoberfest city and a business metropolis, Munich has a lot going for it in terms of USPs and market power in a host of market segments. Introducing a bed tax in a destination such as Munich should, thus, not really have any appreciable effect at all on the overall numbers for overnight demand, nor be manifested in higher market prices at levels similar to the tax itself. The tax will be largely offloaded on to the tourists.

The situation would be different at destinations with an 'exchangeable' character (e.g. any number of Mediterranean resorts). The price in such cases is a far more important motive when choosing where to go, and the price elasticity of demand correspondingly

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greater. A tax-induced local price rise would tend to see demand fall here or the tax burden would then mainly be borne by the hoteliers. Absorbing the tax into the market price would hardly be possible.

The actual place for a beach holiday at the Mediterranean is frequently of minor importance. By way of contrast, there are typically city-specific motives for going on a city break which alternative destinations cannot offer. Empirical studies covering a range of city destinations in Italy and cities such as Paris and Barcelona are therefore unable to find any evidence whatsoever of the number of overnight stays declining after the introduction of bed taxes (Biagi et al. 2021; Heffer-Flaata et al. 2021).

What does this mean for families on travels?

To begin with we should note that in the event of any decision to impose such a tax, it would for multiple reasons be sound rationale to extend it to business trips as well, as Munich is planning to do. Firstly, not including business trips creates a variety of ways to get round paying the tax, and furthermore, this substantially increases the administrative costs in relation to the tax receipts. Secondly, if business trips are expected, the knock-on effect on potential holiday guests is extremely negative: the destination's message then runs 'Holidaymakers are taken to the cleaners, the business community goes scot-free'. Thirdly, the price elasticity of demand in the case of business journeys is lower than that of private journeys. If we compare the two we find that in air travel the demand for tickets in the business class reacts less sensitively to price increases than in the economy class. A bed tax in the business segment – as in the luxury segment too – should have the least impact on demand and it should be possible to pass on an even greater proportion of the tax through the rate per night than is the case in the private segment.

The third argument at the same time implies what a bed tax means for families or for establishments with families as the target group, since families generally belong to the more price-sensitive groups of guests at a destination. The demand in this segment reacts far more vigorously to price increases than in the business segment, for example. In accommodation or destinations specialised in families, price rises brought about by new or higher tourism taxes should therefore be smaller, with the providers bearing the brunt of the tax burden. Thus, it stands to reason that if a bed tax is to be introduced, it makes more economic sense to exclude minors from having to pay the tax and at the same time to include business trips.

Conclusion

Taxes and levies on overnight stays are very common and constitute attractive sources of income for local authorities. Whether such a tax has an adverse impact on tourism and whether those offering accommodation or the guests themselves bear the tax burden depends above all on the price elasticity of demand in the long term. Neither economic theory nor empirical evidence suggests that there are negative ramifications for the number of overnight stays in cultural and city destinations. Moreover, the tax burden in such places is largely passed on to the guests.

Hence the likelihood of such a tax being an additional financial burden for families on travels is the greatest in iconic city destinations. Since families are more price sensitive on the whole than many other groups of guests, it is perfectly reasonable to assume, however, that accommodation proprietors and destinations with families as the primary target group will not be able to pass on the tax to their guests to the same extent as in other market segments. The extra burden for families seen as a percentage is all in all lower here per person than in the business or luxury segment, for instance. At the end of the day, the rate per night is also just one of several principal items of expenditure, for in addition to the price and quality factors, costs and utility of a trip are composed of multiple product components and benefits. Altogether it can therefore be assumed that the introduction of bed taxes does not influence how families plan their travels to any great extent. ■■■

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Trust in Talent?

Shaping working and living spaces



Prof. Dr. Markus Pillmayer, expert in Destination Management and Destination Development at Munich University of Applied Sciences' Department of Tourism on the importance of destination management organisations (DMOs) as shapers of working and living spaces and developing a regional talent management system.

It's mainly in the tourist and hospitality industry that there is a shortage of manpower and qualified personnel. In your research activities you are now turning your attention to destination management organisations (DMOs). What is their role as regards a shortage of labour and lack of skilled personnel? And what contribution can the concept of talent management make in this respect?

The classic remit of a DMO include such things as coordinating the leisure, holiday and recreation offerings and also the external marketing involved. Recruiting for the destination has generally not been part of their work yet. However, if the businesses catering to tourists in a holiday centre don't have enough manpower and skilled personnel, which may in turn affect the resort's overall attractiveness in some circumstances and with it the destination's competitiveness, a DMO cannot be indifferent to it. Actively addressing, recruiting and promoting talent becomes synonymous with a sine qua non for providing regional elemental requirements and necessitates the joint effort and collaboration of all stakeholders. With all the threads converging on

these networked centres, DMOs are the ideal experts to turn to in such cases.

DMOs are increasingly being seen as working and living space shapers. How has the role of the DMOs changed in recent years? How can they shape living spaces?

For one thing, through the self-concept of many DMOs, who no longer want to merely reduce their activities to purely tourist issues but who also want to and have to get to grips with such matters as promoting trade and industry and encouraging businesses to settle in the region, especially where no such organisations have been set up to do this. For another, by virtue of the fact that soft location aspects, such as the local leisure but also the local recreation and health facilities and amenities, are becoming an increasingly key factor in accepting a job in the destination. In the final analysis, we are talking about the quality of life which we as employees and locals find in a particular place.

What about 'regional talent management'? Which DMOs are currently taking a pioneering role here? Can you give us some actual examples?

Research news:

Prof. Dr. Markus Pillmayer is also a member of the research group New Work, approved within the scope of the High-Tech Agenda Bavaria at Munich University of Applied Sciences. In addition to Prof. Dr. Pillmayer, working and carrying out research in this group are Prof. Dr. Celine Chang, Prof. Dr. Simon Werther and research assistant and PhD student Stefanie Brenning.



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Attractive working and living space design: talented people want to know what a region or a destination stands for and in what direction its development is envisaged in the medium to long term. Photo: AllaSerebrina/panthermedia

No DMO has yet addressed the issue of talent management, as we understand it by definition from tourism science. The first DMOs have at least started to delve into aspects of talent management to a greater or lesser extent though, such as Allgäu GmbH, Spessart Tourismus und Marketing GmbH and Sylt Marketing GmbH. Other DMOs are watching how things develop here with interest. An exciting topic which we would like to be involved in scientifically as well, of course.

Everyone’s talking about ‘sustainable tourism’. What is the role of sustainable regional development in recruiting young talent?

Ever more important! Various empirical studies show us that sustainable management and generally thinking and acting sustainably count as significant factors when it comes to

deciding on the employer to work for. Talented people want to know what a region or a destination stands for and in what direction its development is envisaged in the medium to long term. Are there enough cycle paths and walking trails, for example? What about local public transport? What’s the policy on private transport? Where are new trading estates to be built? With what sort of businesses? What are the health care services like, for example as regards prevention? These are just a few of the issues a DMO can turn their hand to in their collaboration with a regional location and business development agency in order to promote the destination as an attractive working and living space.

How will we be talking about the concept ‘talent management’ in five years’ time? Just a trend or a sign of the times?

I would like to think that it will in the main have become perfectly normal by then for DMOs to either endeavour to entice talent to their destination off their own bat or in close consultation with stakeholders and external partners. The destination will not only be promoted as an attractive holiday area but also an area with a high quality of life where it is very pleasant to work and live. Some of the prerequisites for this are already in place.

Securing Skilled Staff for Bavaria's Tourist Industry

New Work as the way forward?



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New work models and increasing flexibilisation, e.g. spatially through hybrid work and coworking spaces characterise New Work.
Photo: Kzenon/PantherMedia

tion for it, nor has it been transferred to subsectors of tourism. 'New Work' is frequently used in the literature as an umbrella term encompassing new forms of working, organisation and leadership associated with digitalisation, globalisation, demographic change and a change in values. New work models and increasing flexibilisation, e.g. spatially through hybrid work and coworking spaces, or of working hours, such as the 4-day week, characterise New Work. Values such as self-determined, meaningful work and

Stefanie Brenning, Simon Werther

Since the 2022/23 winter semester, Prof. Dr. Simon Werther (Professor of Leadership) and the research assistant and PhD student Stefanie Brenning have been working on the research project 'New Work as the way forward to secure skilled staff for Bavaria's tourist industry – analysis of the current situation, determining potentials and drawing up a catalogue of measures'.

The project is being funded by the BZT, the Bavarian Centre for Tourism, for a period of one year (01.12.2022 to 30.11.2023). It is being undertaken by Prof. Dr. Werther and Stefanie Brenning in collaboration with the research group 'New Work', in which the two of them together with Prof. Dr. Chang and Prof. Dr. Pillmayer are carrying out research into New Work in tourism.

New Work – a multifaceted term

New Work has become a popular talking point in recent years but there is neither a clear scientific defini-

tion showing one's appreciation of employees are equally important factors and express themselves in greater codetermination, flat hierarchies, forms of leadership and the like which prioritise employee support and empowerment. It is especially in tourism that businesses could benefit both from New Work measures and scientific studies into these measures geared specifically to the tourist industry, for they could then make themselves more attractive as an employer, for example.

Potentials for Bavarian tourist businesses

The aim of the BZT research project is, therefore, to formulate potentials of New Work in the form of an application-oriented catalogue of measures for transferring the scientific evidence to business practice in tourism in Bavaria. The package of measures will provide Bavarian tourist businesses with concrete recommendations as to which New Work approaches can be used to help retain and attract employees and thus to make a lasting contribution to reducing the shortage of skilled personnel from the entrepreneurial perspective.

You can learn more about the research project ‘New Work as the way forward to secure skilled staff for Bavaria’s tourist industry – analysis of the current situation, determining potentials and drawing up a catalogue of measures’ at:



Multi-method approach

To this end, the project team is first of all investigating the current situation of New Work in the Bavarian hotel and restaurant trade. The methodology employed is based on a multi-method approach with qualitative explorative interviews, quantitative surveys and communicative validation in the form of focus groups. The work will also involve preparing a questionnaire based on sound scientific practices which will look at the influence of New Work measures on employees experiencing psychological empowerment. Feeling this psychological empowerment might in turn have effects on the employee experience, for instance as regards job satisfaction.

First interviews already under way

The research team started interviewing the first employees in the Bavarian tourist sector at the beginning of 2023. Once the project is completed, the research results will be made available on the BZT knowledge portal and on the project page of the research group ‘New Work’ of the Department of Tourism, and also published as contributions in scientific journals. ■■

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Strengthening Rural Regions

Students develop innovative solutions

What would happen if 10% of Germany's population emigrated tomorrow? A comparable situation in Croatia has taken a turn for the worse since the country joined the European Union in 2012.

There have been distinct signs of negative net migration since as long ago as 2009, and 2017 saw this population drain reaching its peak at 31,799 (cf. Eurostat 2022). It is particularly in the rural region of Slavonia that we see the effects of this migratory trend only too clearly today. Whether the inadequate infrastructure, the increasing cost of living or the lack of rural development – a host of reasons are exacerbating this trend (cf. Mañcellari/Gjipali 2006).

Led by Prof. Michael Reitsam and Prof. Theo Eberhard, students on the Strategy and Innovation in Tourism course doing their Master's travelled to Rovinj and Vrsar in Croatia to get an idea of the situation on the ground. In tandem with Croatian students at Pula University, they worked in teams to develop three innovative and creative approaches to tackling this trend in the rural region. ■■



In Rovinj: the Munich team of students together with the students of Pula University. Photo: Munich University of Applied Sciences

Image:
own depiction



Rural Hecos – with coworking spaces for sustainable regional development.

Fanni Albrecht, Liam Courts, Silja Hallermeier, Katharina Kitzmann, Sonja Orec, Tamara Stommel



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Under the umbrella 'City – Country – Culture – Future', the team of students developed with the help of design-thinking methods a non-profit organisation called 'Rural Hecos'. The idea behind it is that an association should devise innovative solutions to strengthen the rural regions. The association's name is well thought through: it is composed of the words 'Rural' and 'Help Community', with the addition of the slogan 'Naša Pomoć Ostaje', which alludes to the abbreviation NPO (non-profit organisation) and may be translated as 'our help is constant'. The association's goals? Setting up a community, sustainable regional development, improving the infrastructure, using and restoring existing resources and strengthening the population structure.

In order to put these goals on a solid and sustainable footing, the team of students focussed on solutions ranging from creating coworking spaces to developing a multi-use venue in the region, with sustainability being the watchword: regional products offered in a bistro, close cooperation with the locals and tapping local resources.

There are multiple positive effects to be gained from coworking and venues: jobs are created, the regional product supply chains are strengthened and places to meet established – in a nutshell: living in a rural region becomes more appealing. An interview with Jan



Image: own depiction

de Jong, initiator of the Digital Nomad Visa¹ in Croatia, bolstered the students' belief in their conceptual approach. Jan de Jong sees great potential in promoting the circular flow of the regional economy through a coworking space or venue.

HR recruiting – connecting people and businesses

Lydia Geiger, Iris Kongo, Sara Kovachevikj, Ramin Mojtabei, Sonja Nübling, Miriam Popp

The idea of a recruiting platform came about through an interview with staff at the Grand Park Hotel in Rovinj. It's difficult to find service personnel in Croatia during the season, especially in the region of Istria, which is why many hotels and restaurants have lowered the skills requirements. In addition, most of the temporary workers come from the neighbouring countries or former Yugoslavia and are reached by word of mouth. Young Croatian skilled personnel often seek their chances abroad.

Recruiting consultants 'HR recruiting' have been brought in to help the Croatian market attract and retain skilled staff in the long term. An 'Innovative Recruiting Platform' which puts job seekers from Croatia in touch with suitable businesses. A job portal can then help to make the perfect match. In this way the whole HR process would be simplified and optimised,

1 The visa enables citizens from non-Schengen and non-EU countries to stay in Croatia for up to one year. Easier entry is also guaranteed for a longer period and the visa holders do not pay any levies in the country (cf. Croatian National Tourist Board 2022).

especially by using e-learning, which the platform also offers.

Spread Love not Overtourism

Geena Michel, Sara Fresl, Sophia Gröticke, Anita Wilknitz

The two towns of Rovinj and Vrsar are overcrowded with tourists in the high season summer months of July and August. An effective visitor management system is therefore needed to regulate the flow.

The team of students want to use an online platform designed to connect tourists and locals to create an effective way of controlling the movements of visitors. At the same time the online platform will offer producers and growers from the local area the chance to extol the virtues of their products and activities on a website every day to tourists hungry for new discoveries, and to entice them to their nearby locations. After all, isn't it nicer to reminisce about a wine tasting coupled with an evening meal in a vineyard than about going to a restaurant in the old part of town?

Businesses keen to offer their own regional products on this website first have to contact 'Spread Love not Overtourism' and become members. Locals can then offer their products

outside of the town centres, thereby easing the situation for the market stalls in the centre. The website has the added advantage of not only enabling an interchange between the tourists and locals but also among the local producers and growers themselves.

The Local Happiness Team, made up of the Croatian fellow students, act as contacts and see to actively sourcing new members. The administrative work will be done by the team in Germany in future.

Tourists' awareness will also be enhanced by placing QR codes in the towns Rovinj and Vrsar so that visitors can scan them and then navigate to the website. An additional feature are self-designed posters in the two towns to attract the attention of other tourists and anyone else who may be interested.



Photo: Hrvatska turistička zajednica, available online at: <https://croatia.hr/hr-hr/hrana-i-pice>

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