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Tourism Potential, Strategy and Offer for the Regional Nature Park in the Canton of Schaffhausen

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By

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Abstract

Purpose
The purpose of this thesis is to determine the touristic potential of the planned regional nature park in Schaffhausen. Furthermore, concrete touristic products and strategies which enhance regional value creation will be developed and presented.

Design/Methodology/Approach
Through accurate research on regional nature parks and the key touristic topic of Schaffhausen - wine tourism, the most valuable strategies will be compiled. The research is based on literature, qualitative interviews and analyzing research of comparable wine tourism regions.

Findings
In order to create near natural and sustainable tourism products for the regional nature park in Schaffhausen, the strategies of existing tourism and wine business organizations have to serve as basis and initial position. Touristic and wine producing stakeholders within the park have to enhance their cooperation to create qualitatively enhanced wine tourism products and services.

Research limitations / implications
The presented results serve as a basis to develop regional and near natural wine tourism in Schaffhausen. The suggested strategies and products have not been tested or implemented yet, it is recommended to use the outcome as foundation for further research.

Originality / value
This paper provides deepened knowledge on how to apply wine touristic products and strategies, within the development of a regional nature park in the canton of Schaffhausen.

Keywords
sustainability, regionality, near natural tourism, regional value creation, wine tourism

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List of Abbreviations

BAFU	Bundesamt für Umwelt
BLN	Bundesinventar der Landschaften und Naturdenkmäler von nationaler Bedeutung
CHF	Schweizer Franken
IG	Interessegemeinschaft
Km^2	Square kilometer
LOHAS	Lifestyle of Health and Sustainability
NHG	Bundesgesetz über den Natur- und Heimatschutz
NHG; SR	Bundesgesetz über den Natur- und Heimatschutz; Systematische Rechtssammlung
PREWO	Projekt Entwicklung Wilchingen-Osterfingen
RNP	Regional Nature Park
RNP's	Regional Nature Parks
Seco	Secrétariat d'Etat à l'économie (deutsch : Staatsseketariat für Wirtschaft)
USP	Unique Selling Proposition
VAS	Verein Agglomeration Schaffhausen
ZHAW	Zürcher Hochschule für Angewandte Wissenschaften

1 Introduction

In this fast growing world, the use of natural resources has no boundaries. Especially in developed countries natural values like landscape and wildlife is replaced without restriction. Not just the growing population claims more space to live, as well the way of living of people in third world countries is wasting nature without thinking of the consequences. Vice versa the fast living society requires more and more quietness and real nature experiences while searching for recovering and relaxation. Therefore, the remaining nature has to be protected in an intelligent way. Regional nature parks are a perfect tool, to on the one hand preserve and maintain the beautiful landscapes in Switzerland and on the other hand to support and revalue remote and rural regions. Through the establishment of the enactment of parks the Swiss federation created a framework to design parks in appropriate regions all over Switzerland. However, for the realization of parks the whole population of a respective park perimeter has to be confident about the park project. Hence the involvement of the local population and the development of authentic offers are of paramount importance. This thesis strives to develop a tourism strategy and offers, which can create regional value and assure sustainable contact with the natural values in the planned regional nature park in Schaffhausen.

1.1 Research Problem

Within the application for a regional nature park in the canton of Schaffhausen, a management plan hast to be developed which consists amongst other things, of an applicable and sustainable tourism strategy and concrete products. This paper aims to develop a tourism strategy and to suggest realizable offers for this park application. The strategy requires to meet on the one hand the principles and conditions of a regional nature park and on the other hand to correspond to local prerequisites of the planned nature park perimeter. Therefore the research problem is divided into two sub-problems.

Sub-problem 1
Regional nature parks have predefined conditions. This thesis aims to determine the potential of Swiss regional nature parks in general and furthermore of the planned park in the canton of Schaffhausen.

Sub-problem 2
The topic wine tourism has been resulted out of the feasibility study of the respective park, as most valuable subject to apply in the region. The system of wine tourism will be investigated and applied on the local conditions of the planned park perimeter.

The conflation of both sub-problems will result in a tourism strategy and suggestion for concrete offers, in order to create higher regional value and to develop sustainable tourism products in the planned regional nature park in the canton of Schaffhausen.

1.2 Research Scope

The research on the definition and potential of regional nature parks will be made in a national context, whereas the situation analysis is concentrating only on the region Schaffhausen. Furthermore, the basics of wine tourism will be explained by means of an

international theory. Additionally, to assess wine tourism potential of Schaffhausen, four comparing tourism regions have been chosen. Those two German and two Austrian wine tourism regions will carefully be determined in order to generate applicable ideas for wine tourism in Schaffhausen. While developing a tourism strategy and offers for the regional nature park in Schaffhausen, the paper focuses only on wine tourism aspects within the planned park perimeter.

1.3 Research Strategy

After having defined the research problem and scope, the research strategy is structured as follows: As basis serves the literature review, which has been divided, according to the two sub-problems into a wine tourism part and a regional nature park part. With the gained information the Situation in Schaffhausen will be analyzed and as well the information out of the literature review is intended to help to defining the interview questions. Those expert interviews will serve together with a workshop as information source to gain on the one hand more specific insight into wine tourism of the canton Schaffhausen and on the other hand to determine what touristic potential a regional nature park in the canton would have. The outcome of a second situation analysis of four comparing wine tourism regions and the results of the first situation analysis of Schaffhausen will then be compared and analyzed within a potential analysis. In this potential analysis the capability of a regional nature park in Schaffhausen will be appointed. Furthermore, with the achieved knowledge, a tourism strategy and concrete offers will be suggested to implement in a regional nature park in Schaffhausen.

1.4 Structure of Thesis

After having defined the research problem and strategy, the most accurate literature will be discussed and presented in the two subchapters. The first chapter of the literature review comprises all relevant aspects within the tourism aspects of regional nature parks in Switzerland. Additionally, possible park tourist will be identified and in the end the most crucial points out of the feasibility study to apply as a regional nature park are presented. Since the feasibility study pointed out, wine tourism as most potential cornerstone to position the regional nature park, the second chapter of the literature review consists of wine tourism theory and how value can be created through its application. After having presented the findings of the literature review, the methodological aspects will be introduced. In chapter four the results out of the empirical research will be discussed and presented. This chapter will be divided into the subchapters of an internal and external situation analysis and a potential analysis where the findings will be applied on the case of the regional nature park Schaffhausen. In chapter five, finally the outcomes of the thesis are going to be presented in the two subchapters divided by topic; strategy and offers. In conclusion the findings will be summarized again and recommendations for further research will be made. All relevant information which will be used to work out the research problem will be documented either in the reference list or in the appendix at the end of the thesis.

2 Literature Review

The literature review is divided into two main parts. The first part covers all relevant aspects of regional nature parks, whereas in the second chapter the theory of wine tourism is compiled, since wine tourism is seen, out of the feasibility study, as most valuable unique selling proposition (USP) for the planned regional nature park (RNP) in Schaffhausen.

2.1 Regional Nature Parks

In this chapter an overview over the development and the purpose for developing regional nature parks is given. Furthermore the alteration in the Swiss society is going to be determined and how this affects the potential for tourism in RNP's. In conclusion the feasibility study of the planned RNP Schaffhausen will be introduced.

The "Natur und Heimatschutz Gesetz" (NHG) distinguishes three park categories; national park, regional nature park and nature adventure park. A fourth park category is in discussion, because some of the ecological valuable landscapes in Switzerland do, because of their size, not fulfill the predefined requirements to become one of the three park categories (BAFU, 2011). The present paper will only deal with the model of regional nature parks, since the other two categories are not relevant for the planned regional nature park in the canton of Schaffhausen.

2.1.1 Development of RNP's in Switzerland

A regional nature park is a rural area which is defined by a high nature and landscape value. Buildings and constructions perfectly integrate in the overall appearance of the land- and townscape. A RNP has no main center with an enhanced protected area, and they are usually located apart from agglomeration areas. The park area is defined with a minimum of 100 km^2 this limitation shall ensure the interaction between the socioeconomic activities and the key aspects of activities within the park. For a RNP no additional zoning or regimentation is necessary. (BAFU, 2010) In general a RNP has two main goals. On the one hand the conservation and revaluation of the landscape and its natural values and on the other hand the strengthening of the sustainable regional economy (Netzwerk Schweizer Pärke, 2011). To obtain those purposes different kinds of enhancing value are required, such as near natural tourism, regional processing and merchandising of products of the park or through offers within environmental education (BAFU, 2011).

In Switzerland the confederation promotes parks of national importance based on the partly appeal of 2006 of the federal law over nature and homeland conservation (NHG; SR 451) (BAFU, 2008). Additionally, in 2007 the enactment "parks of national importance" became law. In this enactment, the parliament decided to delegate to the government the task to label parks of national importance and to financially support them (BAFU, 2011).Therefore, the federal government is responsible for the quality assurance and to develop guidelines for the formation of parks. Consequently three principals are relevant to evaluate appeals to allow financial support to grant permission for a park label (BAFU, 2008):

- The federal law over nature and homeland conservation of July 1, 1966
- The enactment over parks of national importance of November 7, 2007
- The guideline for planning, building and operate parks of national importance

Application procedure

If a region or a canton wants to apply for a RNP, the park organization or a commissioned organization has to analyze, if the proposed region is suitable and qualified for a RNP (ZHAW, 2010). Therefore the BAFU created an instrument to systematic analyze the quality of the nature and landscape of a predefined region. This instrument implies of the three parts: evaluation sheet for nature and landscape quality, a reference list with potentially valuable elements and a manual for the field research (BAFU, 2007). After the research and the evaluation of the potential RNP region the feasibility study has to be submitted to the BAFU for the testing and selection procedure. (ZHAW, 2010)

The application process starts with the submission of the appeal within the prescribed time limit by the canton or cantons. The procedure itself consists of three stages: preliminary testing, main testing and the program definition (BAFU, 2008).

The *preliminary testing* takes about two months and consists of the following points (BAFU, 2008):

- Testing of application by the BAFU on completeness and consistency
- Notification of BAFU to the canton/cantons with the possibility of subsequent delivery of missing or insufficient formation.
- Decision by the BAFU about the admission of the dossier into the main testing stage.

The *main testing* stage consists of the following four points and takes about five months (BAFU, 2008):

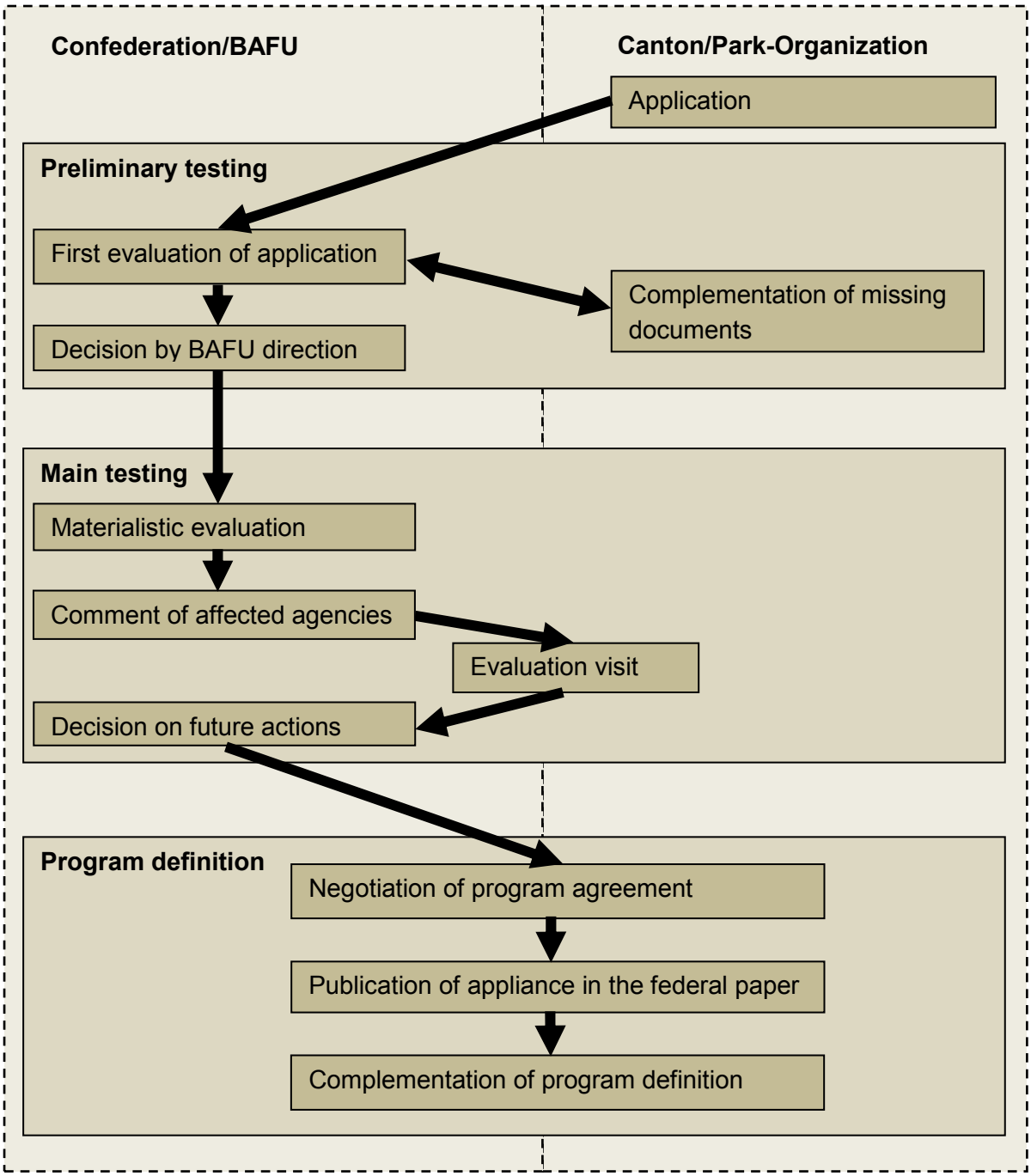
- Testing concerning the content of the application by the BAFU
- Testing concerning the content of the application by additionally affected federal agencies.
- Evaluation visit by the BAFU (section, landscape of national importance) to verify the information out of the application on-site, as well as clarifying open questions from the content testing of the applications.
- Evaluation of the Park dossier and decision by the BAFU direction about the fulfillment of the requirements for a park of national importance. As well the start of negotiations about a program definition will be defined.

The *program definition* is the third stage with duration of about three months it consists of the following two points (BAFU, 2008):

- Negotiaion with the canton/cantons with participation of the park organization.
- Complementation of the program definition and publication of the summary in the federal journal.

During the evaluation process different steads are involved. The main responsible is the section landscape of national importance of the BAFU. Whereas the park organization undertakes the preliminary and main testing (BAFU, 2008). The following figure shows the schematic procedure of the evaluation process:

Figure 1: Assesment procedure of applications



(BAFU, 2008, own illustration)

The evaluation of the application is based on the criteria of the before mentioned enactment of parks of national importance and the guidelines which are provided by the BAFU. In the main testing phase a distinction is made between performance criteria and basic criteria. The performance criteria are evaluated by scope and quality of the offers of the respective RNP. These are different in every specific park, whereas the basic criteria are for all parks uniform and necessarily have to be fulfilled. According to the BAFU (2008) those basic criteria are:

- Perimeter
- Quality of landscape and nature
- Socio-economic situation
- Regional planning and park planning

- Market situation and target groups
- Strengths-, weaknesses and potential analysis as well as positioning
- Park management which includes budgeting and finance

All these basic criteria have to be fulfilled to ensure co-financing by the Federation for a maximum of another 4 years. Furthermore, for the establishment of the park, a management plan has to be developed, which implies a detailed planning of the whole structure and financial organization of the park. The next step will then be the establishment of the planned measures and the development of a park charter of the park, as a basis for the park labeling within the 4 years of the deployment phase. (BAFU, 2010). With the awarding of the park by the federation as candidate for a RNP, the operating phase starts. During this stage the necessary measures will be implemented to reach the, in the park charter defined goals. This park charter has a running time of at least ten years (BAFU, 2010). The operating phase is the basis for the application to the Federation to finally get the park label and financially support for the operation of the park (ZHAW, 2010).

2.1.2 RNP Tourism

Tourism perfectly reflects the current society, because factors like leisure time, income, working world, traffic, communication, politics and economy are building the frame for tourism development and change (Kappler et al. 2009). To figure out how tourism in future can match customer needs, it is outermost important to understand changes in the society and determine potential needs of upcoming tourist generations.

According to the Zukunftsinstitut GmbH (2007), extended ecological thinking will be one of the most significant trends in future. Even a new lifestyle is establishing, the so called LOHAS. This means Lifestyle of Health and Sustainability and stands for people who encourage health and sustainability through their consumer behavior and a specific, conscious product choice (Zukunftsinstitut GmbH, 2007). Bieger (2008) mentioned the following trends which will affect tourism in future:

Table 2: Tourism affecting trends

Individuality	Demography	Changing lifestyles	New moral concept	Competencies	Consumer behavior
Risk orientation	More singles and childless pairs	Flexible working hours	Pleasure orientation	More travel experience	Open to new technologies
Desire for individuality	Ageing of society	More leisure time	Environmental awareness	Higher quality awareness	Spontaneity and flexibility
Need for freedom of action	Smaller households	More income	Emotionality	Better educated	Paradox and multi-optional consumers
		Increasing awareness of health	Originality	Capable of learning	Changing booking behavior – less planning
		Travelling as part of life	Tendency towards contradiction		
		Shorter and more frequent travels			

(Bieger, 2008, own illustration)

Trends are guides; they show the direction in which tourism most likely will develop. There is no guaranty but in contrast to short-lived fashions, trends have middle- to long term character (Kappler et al. 2009). This situation leads to the fact that the consumer behavior of many people in the western civilization is changing. Sustainability, environment and health are becoming major tourism motifs within the decision to buy. Additionally, products have to fulfill increasingly ecological, ethical, health and region typical standards. Values, Norms and cultural expression adjust globally. Complementary, the trend increases to unique and distinctive products. Furthermore unique, natural- and cultural assets will be demanded again. (ZHAW, 2010)

The new key words to this LOHAS development are naturalness, authenticity, spirituality, friendship, commitment and experience (Zukunftsinstitut GmbH, 2007). In particular nature based tourism deals with these elementary needs of the LOHAS, and they will clearly affect tourism in future. In the German part of Switzerland, about 30% of the inhabitants can be declared as “interested in nature” or “close to nature”, about 60% are neutral and only 10% describe themselves as “far off nature” (Seco, 2002). A survey with suppliers of near natural tourism, results that they calculate with an increase of the market volume of up to 40% during the next ten years (Seco, 2002). For the development of nature parks, these social tendencies are outermost important. They show that that products and services which a regional nature park could offer have a huge potential (ZHAW, 2010).

2.1.3 Potential of RNP’s

Tourism and landscape are recognizing increasingly their common goals. That shows on the one hand the market with a growing demand for near natural vacation and on the other hand the increasing awareness of the economical use of the landscape. The monetary benefit of a diverse landscape in Switzerland is estimated by about 2,5 Billion CHF (econcept 2002 cit. in ZHAW, 2010). The same study shows that if the quality of landscape would become worse compared to neighboring countries, the economical loss is estimated to reach about 2 Billion CHF. The overall economical value of the landscape for Switzerland tourism is estimated of about 71 Billion CHF. This results in a yearly landscape value of 2.5 Billion CHF for Swiss tourism (Siegrist & Stremlow, 2009).

To protect and preserve the beautiful landscape in Switzerland, the RNP’s are a perfect tool. Additionally, the value and the quality of a landscape or region can be enhanced by creating balance between economy, society and environment (Siegrist & Stremlow, 2009). This means that for instance the regional circulation of near natural tourism is fostered by offers and that the value creation remains in the park and its region. A beautiful landscape is definitely an advantage for the region in the competition with other regions. But RNP’s cannot create value just by being there and not even with a park label awarded by the government. A RNP can only create value if there is something to sell. The Parks have to decide what they want to sell and to whom. (Siegrist & Stremlow, 2009)

To decide which products and services would suit best to sell in a RNP, the upcoming trends in tourism are taken again into consideration. Out of those, in the foregoing chapter defined trends the following demand trends are according to Kappler et al. (2009) relevant for RNP’s:

- Experiences in intact nature
- Authenticity and originality
- Satisfy claims of families and family members
- Sensitization for the environment

- Satisfy claims of the 50+ age group
- Quality and service
- Summer tourism as chance
- Online booking

Furthermore Kappler et al. (2009) are concluding that the park management has to follow specific strategies to optimal meet the requirements of possible park tourists. Those strategies are:

- A clear positioning and differentiation strategy
- A clear message and public relation work
- Offers within a defined value chain which guarantees a high quality and regional added value
- Target group oriented marketing
- Assuring convenience for guests
- Cooperation of park management with tourism

Those important points clearly show that parks cannot just sell a beautiful landscape. Products and services have to be created to meet customers' needs. Therefore, investments have to be made, to build tourism infrastructure and to be prepared to serve visitors (Siegrist & Stremlow, 2009). Although it is not planned by the park regulation, that park oriented investments are made, except on for instance a visitor center, it is desirable that private investors will see the potential of a RNP and invest in meaningful projects (Siegrist & Stremlow, 2009). Value can be created in RNP's through: Park entrance fees, near natural tourism, farming (by higher margins for labeled products), research, development of innovations, higher prices for real estate, higher tax yield thanks to income growth (Siegrist & Stremlow, 2009).

Although that there is a huge potential in near-natural and cultural tourism, the actual regional value creation is rather limited. Main reasons that the non economical potential has not been met so far, are on the one hand the missing professionalism in the product development, which refers to products with an insufficient quality and lack of experience. On the other hand weak communication and marketing, leads to a low perception within the target groups. Both problems mainly source in the relatively low financial resources of near natural tourism providers. (Siegrist, 2008)

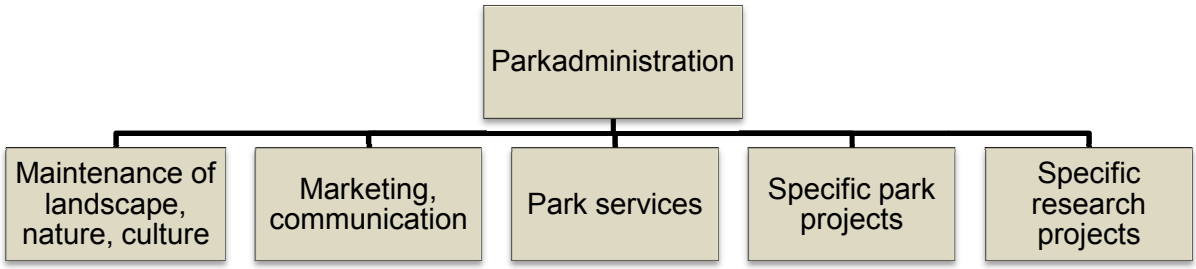
2.1.4 Organization of RNP's

For realizing and organizing all activities within the park the park organization has a central significance. Within the Parkorganization one can differentiate the three levels: **sponsorship**, **park management** and **the local network** (Kappler et al. 2009).

The **sponsorship** is leading the park on the strategic level. Within the sponsorship the participating communes should be represented, because they are responsible for the participation of the population and third party involvement. Bodies of the sponsorship are general assembly, board of directors, control committee and a label commission. (Kappler et al. 2009)

The **park management** includes the administrative office of the park, which consists mainly of the management and additional project leaders. Their main task is to implement the strategic guidelines created by the sponsorship (Kappler et al. 2009). The main functions of the park management are listed below:

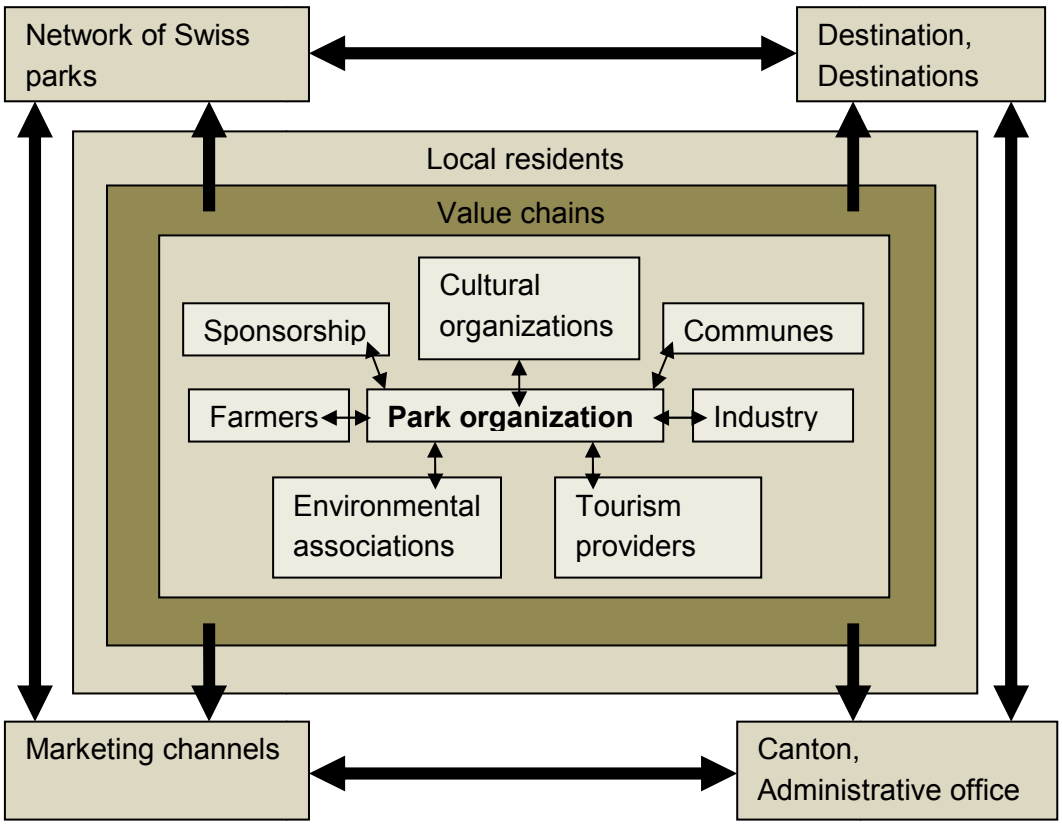
Figure 3: Park organization



(Kappler et al. 2009, own illustration)

Of high importance for the sustainable development of a park organization is the **local network**, within which a park operates. The network equals to a "virtual company" which actively integrates all stakeholders. The better the network functions the bigger the success of the park. Furthermore the support of the whole population within the park is outermost important. The local population creates the basis for a successful and sustainable Park development. Therefore, park development depends on the consensus building between the various stakeholders. (Kappler et al. 2009)

Figure 4: Network of a regional nature park



(Kappler et al. 2009, p. 80, own illustration)

Explanation of foregoing illustration:
The illustration shows how important it is to be aware of the whole network. In the center of the graph is the park organization with its direct connections to: communes, nature- and environmental associations, tourism providers, culture organizations, industry, farmers and the sponsorship. They are all based on the local population. The dark circle in the graph symbolizes the value chain, which connects the different stakeholders. Those complete value chains are then connected to the administrative office and the canton, to the network of Swiss parks, to different marketing channels and to the destination or destinations within the park. Whereby those channels are linked again with each other and of course to many other respective connections. (Kappler et al. 2009)

2.1.5 Feasibility Study RNP Schaffhausen

Based on the results of the qualifying examination, the "Verein Aggalomeration Schaffhausen" (VAS) has decided to commission, the development of a feasibility study to an experienced team of the "Zürcher Hochschule für Angewandte Wissenschaften" (ZHAW). In this subchapter the most important findings out of the feasibility study are summarized. This chapter uses only one source since the feasibility study is a unique document, produced by the institute for environmental and natural resources of the ZHAW.

Nature and culture values
The evaluation of the existing cultural and natural values within the perimeter of the RNP concluded that the region disposes very high values. Mentionable are the four BLN territories, dry grasslands and pastures of high value, many nature networking projects, a tight network of historical transport routes and intact, historic meaningful settlements. As well the evaluation of the landscape in the communes within the park perimeter, resulted in an optimal initial situation. (ZHAW, 2010)

Perimeter
Three possible perimeter have been discussed within the feasibility study. The smallest variant is considering just the core area of the Randen, which is a range of hills located mainly in the Kettgau. This perimeter is due to its small size not favoured. The second largest suggestion includes most communes of the main cantonal part, excluded just by the agglomeration belt arround the city of Schaffhausen. The third, most valuable perimeter would additionally to the second option include the two communes Rüdlingen and Buchberg of the lower cantonal part. As the perimeter of a RNP has to be a connected area, the two German communes Jetstetten and Lotstetten would build a bridge to this lower cantonal part. (ZHAW, 2010)

Socio-economic Situation
The rural areas of Schaffhausen are characterized by a producing agriculture with, compared to the rest of Switzerland, big and marketable farms. Grain and wine culture are building the basis. In contrast, the city of Schaffhausen is a modern industry and technology location. Tourism in Schaffhausen is mainly concentrating on the three attraction points: Rhine falls, Stein am Rhein (in the upper cantons part) and the city of Schaffhausen. Due to its intact culture and nature landscapes, Schaffhausen as neighbor of the agglomeration Zurich has been developing in the past few years to a popular residential area. As in most industrialized areas, the aging population is growing. It is estimated that a RNP could contribute to a

positive touristic and economic development in the rural shaped parts of Schaffhausen. (ZHAW, 2010)

Marketpotential

A RNP stands for authentic, natural and cultural values, high quality products, regionality and in general for a sustainable development. Since the demand for those products in different customer segments clearly rises, Schaffhausen has a promising initial position. Farming represents important park contents like high-quality regional products or the maintenance and cultivation of cultural landscapes. A park offers an attractive platform for coordinated direct marketing and agro tourism. Furthermore, many small high-quality businesses are situated within the park perimeter, these businesses can be strengthened trough newly built value chains and so on the regional value could commonly be enhanced. In the touristic field it is proven that parks are very meaningful as travel motivation. Among the label of a park, more attractive tourism products could be created, which enhances the local value creation. (ZHAW, 2010)

Positioning

The positioning of a park is of high importance. The perception has to be enhanced trough a unique selling proposition or an attractive overall topic. For the RNP Schaffhausen the three topics Wine, Rhine and the Randen hill range can be considered. Wine culture therefore offers an emotional, sensual and highly demanded access for potential guests who want to experience the park and as well for consumers which want to consume high-quality goods from agriculture and gastronomy. Wine Tourism is already establishing through the “branch association wine” under the marketing name “Blauburgunderland”. Additionally under the positioning “wine” many other topics within the park perimeter could be appropriate developed and marketed. No other park project in Switzerland claims this attractive selling proposition for them so far. (ZHAW, 2010)

Acceptance

Through surveys, expert interviews, information events and a workshop the acceptance of a RNP has been evaluated. Due to this data the overall acceptance can be described as high. Mentionable criticisms are mainly the concerns, that a park requires new constraints regarding the use of the landscape and that the usage of natural resources and the pressure on nature increases through a higher visitor number. Important to know is that the establishment of a park is a long term process which involves the active participation of the local population. Therefore, the identity of a park is shaped as well by the interests of the park inhabitants. In particular if a management plan is going to be developed it is outermost important to involve representatives of all stakeholder groups and the public into the development process. (ZHAW, 2010)

Sponsorship

For the processing of the RNP project, the VAS has appointed an expert committee, which performed the qualifying examination in 2009 and the here summarized feasibility study in 2010. To summarize all necessary basics for the establishment of a RNP a management plan is in development. Planned is as well to employ a new sponsoring organization in 2011. (ZHAW, 2010)

Finance

The management plan will be developed for the deployment phase of four years. It includes strategic goals, concrete projects as well as a financial plan. The financial plan consists of the cost estimation and a financial proposal. The financing of the deployment phase, from 2013 on is ensured with contributions by the government, cantons, communes and third parties. The amount of the communes' contribution is set by a distribution key which is defined in the management plan. (ZHAW, 2010)

Schedule

The application, for the establishment of a RNP, can be submitted at the earliest in January 2013. If the application is classified as positive the park receives the status; regional nature park of national importance. Thereby, the co-financing by the government is for another four years guaranteed. During this deployment phase the park charter, which is the management plan of the entire ten year operating phase, is going to be developed. The park charter is the basis for the application to the government, to finally receive the park label. (ZHAW, 2010)

In conclusion it can be said that the requirements to build up a RNP in Schaffhausen are given and classified as very good in all determined areas. As positioning and differentiation to other park projects in Switzerland, the topic "viticulture" is recommended. (ZHAW, 2010)

2.2 Wine Tourism

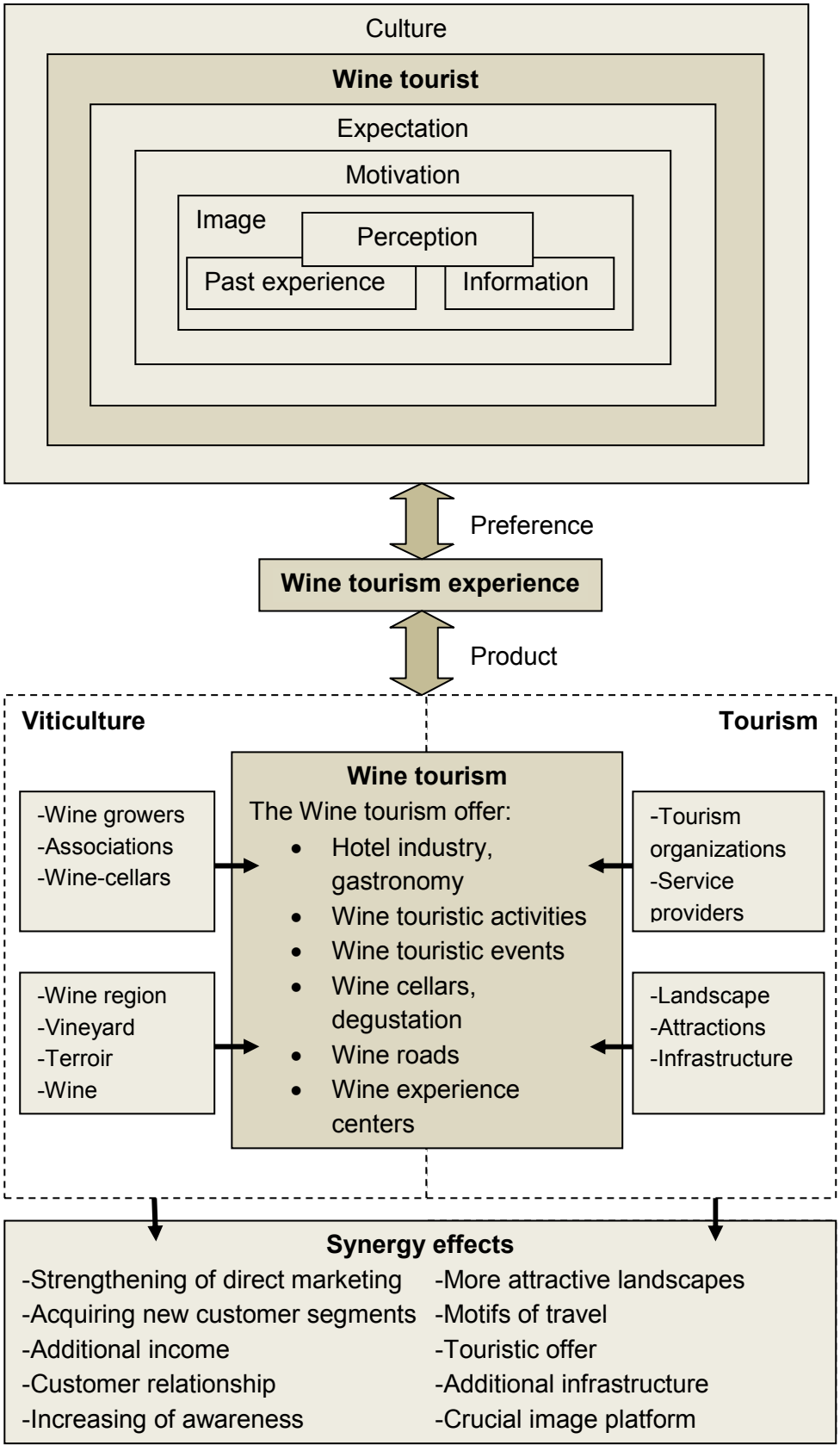
As it in conclusion of the feasibility study is recommended to focus on viticulture, in this chapter the most important aspects of wine tourism will be discussed. The theory is of an international context and will later on in the analytical part of the Thesis be adapted to the data of the already existing wine tourism products in Schaffhausen.

2.2.1 The Wine Tourism System

Wine and tourism belongs together since tourism in wine regions exists. But only a few years ago, researchers, governments and the wine industry themselves have become aware of this relationship (Hall et al. 2000). The term wine tourism unites two industries in which each has a significant impact on regional economies, environments and lifestyles (Hall et al. 2000). On the on hand, wine is an important content for the tourism industry to create attractiveness of a destination, wine can even be a travel motive itself. On the other hand, wine tourism is very important for the wine industry to build up long term relationship with customers and for direct distribution (Hall et al. 2000). Wine and tourism can benefit in a great extent from each other if all stakeholders of a wine tourism region successful are integrated (Dreyer, 2011).

The following illustration gives an overview over the wine tourism system; the upper figure expresses the wine tourists with his influences and expectations, whereas the second part of the graph shows the core wine tourism system. The two illustration combined result in the wine tourism experience perceived by the customer. The first part of the illustration, the wine tourist, will be discussed in chapter 2.2.3. With this model as a basis the two main inputs viticulture and tourism will be separately determined and consequently the synergy effects concluded. Thus, the following chapter covers the central stage of the model below; the wine tourism product and how it can create value. After having covered the most important stages of the wine tourism system the most essential wine tourism trends will be discussed.

Figure 5: The wine tourism system

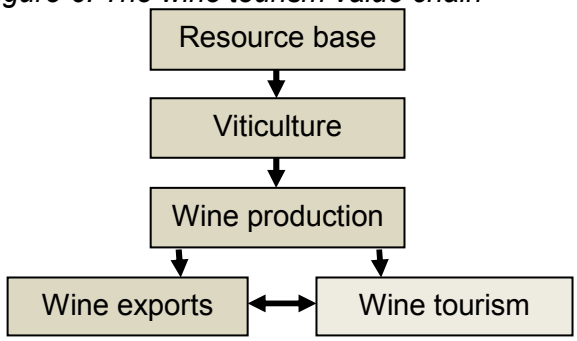


(Hall et al. 2000, p. 7 & Dreyer, 2011, p. 18, own illustration)

Viticulture

"The wine industry's involvement in tourism is a clear example of the difference between being in the business and being in the industry of tourism. The business of an organization is defined by the customer groups or functions with which it deals, whereas an industry is a collection of organizations in the same related line or lines of businesses and that use common technologies" (Leiper cit. in Hall et al. 2000, p.9). But wine growers often are not aware of their role in tourism, especially in small, unknown regions where they sell most of their grapes to large wine producing companies. But even those wine growers who are not in contact with the wine purchaser are indirectly involved in tourism by providing a beautiful, well-maintained landscape to the visitor, through which initially a tourism development becomes possible (Dreyer A. , 2011). Other resources of the wine industry which are useful for tourism are according to Hall (2000): wineries, winery amenities, vineyards, festivals and shows. Besides the wine-themed activities and attractions, wine regions attract many visitors with only little interest in viticulture or wine itself, but through the above mentioned provision of the vineyards as a attractive landscape, the work of the wine grower is even for those visitors important (Getz, 2000). Furthermore, the different organizations and associations are key figures in the wine and tourism business. By having an organization, the interests of the different members can better be perceived. Additionally, wine organizations are preferable if a region is building up wine tourism, because of the better allocation of tasks and the availability of reference persons who professionally can represent the interests of the wine industry (Dreyer A. , 2011).

Figure 6: The wine tourism value chain



(Getz, 2000, p.10, own illustration)

The illustration above shows the value chain of wine tourism, from a wine industry perspective. "Viticulture adds value to the region's resource base, but the production and export of wine add much more. By adding tourism to the chain many new opportunities for adding value are presented, so that a wine region can diversify and grow its economy – as long as it conserves the resource base" (Getz, 2000, p. 10). With wine tourism, wine growers can also enhance their sales or wine exports, because their consumers are more likely to become loyal customers and spread a positive word of mouth about the wine and the respective region (Getz, 2000).

Tourism

In wine regions, no matter whether they are actively involved in tourism or not, the two industries of tourism and wine growing are merging and are sometimes not easy to distinguish from each other (Dreyer, 2011). Additionally, Hall (2000) mentioned the following resources which are provided by the tourism industry: wine tours, accommodation and

associated sectors such as restaurants, hotel- and catering industries. Moreover the role of tourism is to promote and sell wine products and the region to visitors (Dreyer, 2011). From a touristic point of view the product of wine regions does not have to be invented, it already exists and has just to be recognized, captured and strategically involved or cross-linked with other processes (Dreyer, 2011). Therefore, tourism organizations and touristic service providers are very important to on the one hand become aware of the wine touristic potential of a region and on the other hand to build up intelligent and networking tourism products (Dreyer A. , 2011). Due to its mutual unawareness, wine tourism has been growing in many regions unplanned and unregulated. For that reason it is not easy to point out who is involved how much in the different tourism products and services (Getz, 2000). Getz (2000) illustrated in the following graph the tourism system from a touristic point of view by taking suppliers of the tourism system into account.

Figure 7: The wine tourism system from a touristic perspective



(Getz, 2000 p. 5, own illustration)

The importance of suppliers in the touristic value chain is crucial, they provide on the one hand esssential services within touristic products and on the other hand they are responsible for offering leisure opportunities beyond the basics (Getz, 2000). The tourism suppliers in wine regions can make the difference and therefore it is likely to push inovators and entrepreneurs to develop their ideas (Hall et al. 2000).

Another point to mention in the tourism perspective of the wine tourism system is the surrounding environment, which does not just include the landscape but as well the infrastructure, scenery, regional cuisine and the social and cultural elements of a wine region (Hall et al. 2000). Furthermore, the institutional arrangements have a huge influence on wine tourism. It includes all level of governments, regulations and planning frameworks. In many parts of the world the government is establishing appellation controls to regulate health and safety in the wine industry. (Hall et al. 2000) In a broader context, human resource is of course as well part of the tourism industry. It includes the wine producers and other oenological workers as well as touristic service providers (Hall et al. 2000).

Being aware of all influences in tourism and viticulture is the first step of identifying what wine tourism means. In the following subchapter the two industries will be combined and the resulting synergy effects observed.

Synergy Effects

Although tourism and viticulture have a long common history in middle Europe and functions in general very well collectively, there is a high potential to improve cooperation and become

aware of the chance to build a deeper network (Dreyer, 2011). According to Dreyer (2011) it is first of all important to familiarize the wine and tourism branch on each other. It is crucial to intimate the points of view and strategies of the respective other branch. On the one hand, winegrowers need tourism if they want to increase sales or gain a higher profit margin out of their products. On the other hand if a wine growing region wants to extend in tourism and increase perception they need viticulture as associates. Consequently tourism and wine live regionally on intensity and cooperation (Dreyer, 2011). Subsequently, some important networking opportunities in different fields are discussed.

Wine and nature harmonize perfectly together. Viticulture characterizes the landscape of wine touristic destinations. Therefore, vineyards are an elemental part of the touristic potential of a region. The so called “untouched nature”, which actually has been shaped by human hand, becomes more and more important in the development of tourism destinations. Intact nature is gaining increasingly awareness by visitors and is an important decision maker while planning vacations. With the increasing significance of the attractiveness of a landscape, the behavior of humans is developing towards protecting and preserving the environment. As well in the travel industry, sustainability and originality become increasingly important. Therefore, viticulture regions have a great opportunity while developing to a touristic destination. In viticulture the interaction between climate, landscape, soil and type of grape makes the characteristic of the wine of a specific region. This interaction has to be transformed to tourism. If natural landscapes, viticulture and tourism are able to build up an authentic long-term strategy, it will result in a successes model for the destination. (Dreyer, 2011)

Wine and culture match, due to their similar target groups, very well together. In both customer segments many overlaps are recognizable which results in positive synergy effects for infrastructure and marketing measures. Wine, viticulture, wine history and vineyards can contribute more to a cultural region as so far thought. Vice versa, culture can have an extending influence on the length of stay in a wine region. As well as with the nature, culture combined wine tourism authenticity, specialty and specific things makes the difference. To combine the cultural heritage of a wine region with the peculiarities of viticulture is a challenge but it is worth to build up a long term strategy. Culture and tourism are optimal partners in terms of customer loyalty and sustainable development of regional tourism. (Dreyer, 2011)

Wine and architecture exists already since 20 years, but still very few wine regions are picking up this alliance. With the new building of a tourism and wine competence center, the history and the characteristics of a wine region can be combined with the modernity of architecture. This often happens to be the constructed marketing strategy of a tourism region. Although, rural and folkloristic styles of uniform vineries and wine centers are popular, they did not provide differentiation from many comparable wine regions. Building up new, spectacular wineries or competence centers ensures worldwide sensation. Wine architects satisfy trends like pleasure- and experience orientation. The combination of good wine with architectonical staging can become a success factor. Wine architecture serves therefore not just as packaging of a vinery or tourism competence center but as well as flagship of a regional tourism brand. Main success factors for wine architecture will be, next to the unusual touch, the interaction with regionality. It is essential that the design fits to the wines, wine

growers and to the wine region itself. Wine architecture has to reflect the unique and versatile characteristics of a region in which the wine is growing to create a relationship with the landscape, culture and finally the guest. (Dreyer, 2011)

Wine and activity is next to nature and culture another important trend in middle Europe. With hiking, bicycling and water sports, there are many new networking possibilities with a huge growth potential within a wine region. Shipping tours in motorized or non motorized boats provide a highly demanded leisure activity and fits very well to wine tourism due to the fact that most vineyards in middle Europe are built next to rivers or lakes. Bicycling as well suits perfectly to wine tourism, especially in combination with accommodation or baggage transfer possibilities. Hiking tends to be a new important future market for wine tourism due to the rejuvenating of the wine tourism target group. Single day routes from vinery to vinery through vineyards or multiple day arrangements in combination with culture, city and nature experiences can shape the overall development of a wine region. To satisfy the challenging demands of younger customers, touristic responsibilities and wine growers have to be creative entrepreneurs. Future tasks are internal marketing and enhancement of infrastructure. (Dreyer, 2011)

Wine and enjoyment is the symbiosis per se. Eating and drinking as enjoyment is increasingly receiving awareness, next to the main purpose of a vacation. Eating and drinking is not anymore just for saturation, it also has to be fun and enjoyment. It should respond to all senses, has to be an experience and is including the authenticity of the visited region. Wine growing regions have a higher chance of using this market chance, as regions without viticulture. Through enjoyment, wine can build the center of a touristic value chain in combination with other facets of a culinary offer. Self marketer, wine growers, hunters, fisherman and restaurant owners have to be coordinated and strategically organized to successful integrate regional culinary-treasures in tourism products. Although, it would be easier to bring farming and wine products via commercial business to the customer, the regional value chain improves and the economical benefit increases if the goods are consumed locally. (Dreyer, 2011)

In conclusion wine tourism can be designated as synergy field of viticulture and tourism; it is a classical field of touristic and non touristic actors (Dreyer 2011). Thereby the touristic product cannot be generated just by the tourism industry; the wine tourism system is interplay between the two industries. It is difficult to find common positions, due to different situations within; goal setting, framework conditions, rationality and premises (Getz, 2000). For that reason it is necessary to demonstrate the synergy effects and the benefits to the actors of both fields (Dreyer, 2011). To define the benefits of the interplay, Getz (2000) has added to the, on page 20 shown synergy effects of viticulture and tourism by Dreyer (2011), the advantages for the host community of wine tourism and its inhabitants. These are the attracting of new visitors, the development of new facilities and amenities, fostering of the community pride and the creation of successful events for residents and visitors. Furthermore, Getz (2000) concluded the following economical benefits, generated by wine tourism in wine regions:

- Mostly local residents are employed in wine tourism
- Profits out of wine tourism are reinvested in the community

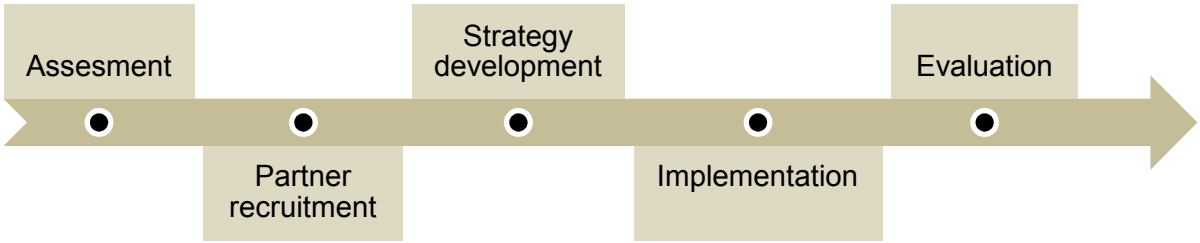
- Wine, food and other products which are sold to wine tourists are produced locally, and include mostly local inputs
- Wineries and other tourism attractions and services are mainly owned by locals
- Reducing of seasonality in both tourism and viticulture trough wine tourism
- Yield of wine tourism is maximized through higher spending and longer, more frequent visits
- Amenities and infrastructure are improved for residents

Additionally to these points, Hall et al. (2000) completed the list of positive effects of wine tourism with the development and strengthening of the identity of a whole region. The awareness of having high quality products and services to attract tourists, can result in a positive multiplier effect (Hall et al. 2000). How this effects best can be used and implemented is discussed below.

2.2.2 How Wine Tourism Creates Value

In this subchapter the most important aspects of creating value in a wine region will be discussed. It is important to know that developing and expanding wine tourism is a long term process which requires carefully planning, high investments and most important a continuous improvement. To successful implement the in the following chapter presented findings, it is important to be aware of the development process of wine tourism. The in the illustration presented points are crucial steps while developing wine tourism The whole strategy has to be reassessed and refreshed every few years to assure optimal operation. (Tach, 2007)

Figure 8: Wine tourism development process



(Tach, 2007, own illustration)

In the assessment stage, existing conditions are analyzed and rated while during the partner recruitment key community partners will be involved in the developing process to assure a perfect integration of all stakeholders. The strategy can then be developed and goals defined, before the wine tourism product can be launched and implemented. The last stage builds the evaluation where the whole product is examined again. (Tach, 2007)

Regional binding

"Wine and tourism are both products which are differentiated on the basis of regional identity. Wine is often identified by its geographical origin […] similarly tourism is also promoted by the attraction of regional or local destinations" (Hall et al. 2000, p. 196). Therefore, for both tourism and viticulture industries, regionality is extremely important. For the successful marketing of a region the tourist has to be reached on a personal level (Hall et al. 2000). A study of Thomson et al. (2005) has shown that consumers are building an emotional relationship to consumer goods; especially to brands and that this relationship results in a

higher brand loyalty and willingness to pay. Furthermore, affective and cognitive reactions caused by a touristic experience play a crucial role within the development of a relationship between visitors and a destination (Gross & Brown, 2006). Structuring on this knowledge, Dreyer (2011) proved that tourists additionally are bound to regional brands of the visited tourism region. Therefore, regional brands are influencing consumers' affections during and after the visit of a certain region. The relationship is even stronger if the region is associated with attractive and strong brands. Hence, tourism regions have to become aware that brand loyalty is directly connected to returning tourists, repurchase and an increased willingness to pay (Dreyer, 2011). Since for regional binding the attractiveness and the emotional touch of a region to a visitor is of huge importance, Getz (2000, p. 49) points out that "the preservation of essential viticultural resources and the rural character in the face of development pressures" becomes a main issue if a region faces successful wine tourism.

Cooperation

The Unique selling proposition arises intrinsically in the cooperation and networking opportunities of wine. Wine should be combined with other topics and themes to reach higher ranges of customer groups (Dreyer, 2011). Therefore, moderation and the systemically analysis of the common situation within wine and the respective topic is required. Dreyer (2011) listed a few very helpful questions which help to determine and simplify the development process of wine tourism:

- How do viticulture and tourism complement each other in the value chain of a region?
- What do tourists understand of a sustainable wine region?
- How do wine regions have to react on changing demands and demographic change?
- How do key players of the wine or travel industry influence the communication and cooperation with wine tourism?
- Which regional and local marketing strategy is most successful?
- How can other touristic topics in the region successfully be combined with wine?
- How are wines of the region presented on menus in restaurants of the region?
- Does the name of a wine region on a wine bottle enhance travelling to this region?

This list of questions of course is incomplete and can be expanded by many points but it proofs again the importance of cooperation and networking in wine tourism. "Networks involve firms of all sizes in various combinations: they can be locally based they can occur at all stages of the value chain, and they range from highly informal relationships through to contractual obligation" (Hall et al. 2000, p. 206). In wine tourism different kinds of networks are distinguished by Hall et al. (2000):

Dyadic linkages are formed when two organizations find it beneficial to work on a common goal. This could for example be a joint venture between a winery and a tour operator to promote winery visitations. **Organization sets** is an inter-organizational linkage which refers to the before mentioned dyadic relations. This can for instance be a visitor center or tourism organization which develops and organizes different kinds of tourist information or services to the visitors. **Action sets** means a coalition of interacting organizations who work together to achieve a commonly set goal. This could be a tourism promotion campaign which is developed by tourism organizations and the wineries. **Networks** refer to a group of different organizations which share a common organizational connection like an association of wine tourism organizations. (Hall et al. 2000)

Table 9: Synergistic effects of wine and tourism promotion

Wine promotion and distribution through tourism business	**Tourism promotion and distribution through viticulture**
Tourist information centers: • Wine presentation and sales • Information about different wine offers in a region • List of wine makers to visit • List of opening hours of seasonal wine taverns • Providing customer data for wine promotion	**Wine makers, grape producers:** • Providing wine related offers for tourists • Typical regional gastronomy • Accommodation offers like "staying with the wine maker" • Tourists working as fruit pickers (volunteer tourism) • Tourism advertising by information on the label and bottle tags • Providing customer data for tourism promotion
Accommodation: • Information about different wine offers in a region • Special wine hotels or creation of wine themed hotel rooms • Providing wine related offers • Staff members as important multiplicators	**Viticulture association, regional wine marketing:** • Information about and advertising of the wine region and the visitation of wine makers as tourist attractions
Gastronomy: • Selling wine and information about regional wine makers • Organization of wine tasting • Staff members as important multiplicators • Regional wine lists with information about wine makers	**Natural Park:** • Arranging wine sponsorships • Guided vineyard tours
Incoming agencies: • Finding innovative and attractive offers • Making packages for travelers • Providing the tourists as customers for wine makers	
Tour Operators: • Making packages for travelers to wine destinations including visits of vineyards	

(Dreyer & Müller, 2010 cit. in Dreyer 2011, p. 29-30, own illustration)

The illustration above shows with a number of examples how the cooperative marketing can be designed. According to Hall et al. (2000) such networks can be attractive, as they

enhance the multiplier effect of visitor spending in rural areas and thereby enhance the local benefit. Additionally, it is financially important to create networks due to the possibility of sharing marketing costs. There are existing lateral as well as horizontal cooperation in wine tourism (Rasch & Gretzel, 2008). Horizontal alliances result in the cooperation of different wineries, whereas lateral cooperation appears if wineries work together with touristic suppliers on the same level (Rasch & Gretzel, 2008). The cooperation between vineries and the destination management organization is an essential key for a successful marketing in wine tourism (Getz, 2000). To optimal use those synergies, marketing of viticulture and tourism has to be under the same roof. Dreyer (2011) mentioned the following advantages:

- ⇒ No double commercials and flyers
- ⇒ Common access on a data pool for direct marketing
- ⇒ Common internet appearance for the wine region
- ⇒ New ideas for marketing and advertisement

A deeper relationship between the different tourism and wine providers and a closer cooperation between wine producers, manufacturer of regional products and the gastronomy is of essential importance (Dreyer, 2011).

Table 10: Comparison of winery and destination marketing mixes

Marketing Mix (8P's)	Winery	Destinations
Product	Wines, winery experiences, other merchandise, branding the winery and brand extensions	"Wine country" experiences, branding the destination, awards for the products and services
Place	Winery as attraction or destination, accessibility and visibility, site design	Destinations for short breaks, touring, holidays, meetings, and special events, critical mass of attractions and services foster a unique sense of place
Price	Wine value for money, tasting and touring fees	Positioning and reputation on price, the cost of related services and packages in the area
Promotions	Education of visitors, relationship marketing, event marketing	Promoting destinations first, then individual attractions and services, provide information and whine-themed visitor centers, signage is crucial, event marketing
People	Owners and wine makers as part of the product internal marketing, service quality	Destination-wide training programs and resident awareness, attitude campaigns
Programming	Bringing wineries alive through interrelation, events and entertainment	Area-wide wine events, involving the community
Partnership	With other wineries, DMO's and the tourism industry	Provide leadership for wine tourism, formulate joint marketing partnership opportunities
Packaging	Wine estate packages cooperative wine country packages	For different target segments and occasions, all year round

(Getz 2000 p. 214, own illustration)

Another essential issue is the marketing of the products out of the cooperation. Getz (2000) covered in the table above the aspects of an intelligent marketing in a marketing mix. The attention is directed especially on packaging because he declared the package as the consumers' end product which will shape in the end the customers experience. Therefore Getz (2000 p. 215) distinguished a number of different package types:

- ⇒ "Self-designed itineraries with menu of choices": let the traveler select by themselves which winery to visit and when, just providing them with a number of ideas in different price ranges and locations.
- ⇒ "All-inclusive wine country resort packages": Tourists spend one or more nights in the same establishment, where everything is provided within the same winery. But the consumers can select between different offers.
- ⇒ "Event based", used to attract consumers, combined by a choice of accommodations, food, event tickets and transportation.
- ⇒ "Meetings and conventions", business events can be combined with winery visits and or wine themed banquets.
- ⇒ "Group tour packages": designed mainly for foreign visitors who want a taste of wine country in their tour, tour operators are provided with options.

Getz (2000) additionally pointed out another aspect of how to market wine tourism; which is to introduce wine, to general destination visitors. This is especially important for wine destinations which have some other outstanding major tourism attractions amongst the region. In marketing, Getz (2000) underlined the importance of relationship marketing in wine tourism. Within relationship marketing it is crucial to find out who your customers are and what they expect. Therefore, it is necessary to stay in contact with the customers and build up a positive relationship, this to motivate for re-buys and to give a positive word of mouth communication about your products (Castray & Francis, 2011).

Wine tourism products

With the knowledge of the most essential theory, the most successful wine tourism products and services will now be discussed divided by topic.

Wine festivals and **wine events** are independent products which motivate people to travel by themselves to a certain place, but events or festivals can also be a part of a package tour. Wine events or festivals refer thematically to wine or wine related topics like grape gathering or young wine testing (Dreyer, 2011). Getz (2000) is distinguishing the following three types of wine festivals:

- ⇒ "Community festivals in wine regions", these festivals where initially designed to celebrate the end of a wine season or to test new wines. Nowadays, it is in many wine growing communes a major tourism attraction. If well implemented many other local branches and businesses can profit by organizing a wine festival, this on the one hand through direct sales and on the other hand through a increasing awareness of the region and its products. (Getz, 2000)
- ⇒ "Multiple wineries", consist of multiple sites in a wine region, the visitor is expected to choose by themselves where and how he wants' to visit the different wineries. It is designed to introduce a wine region to new customers and to deepen the relationship with regular customers. (Getz, 2000)

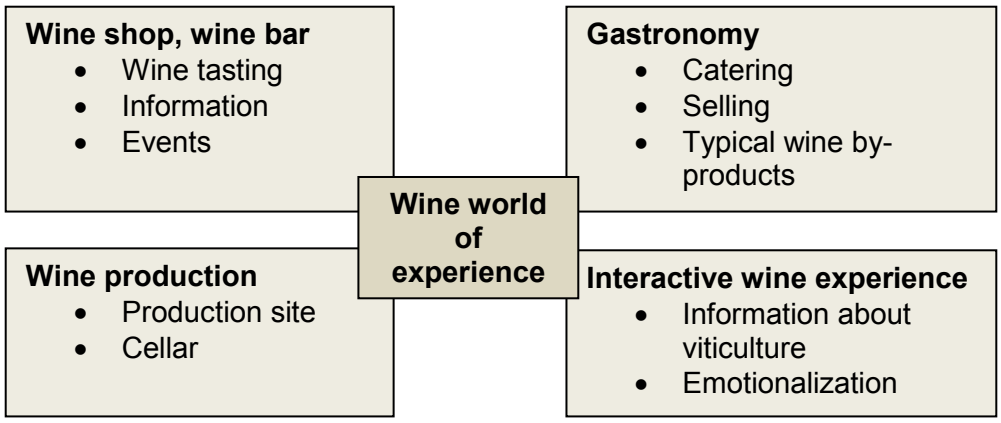
⇒ "City and resort based" festivals are organized independently and are not necessarily designed to the wine topic but it they can be a great opportunity to present the local wine products and their attractiveness. (Getz, 2000)

Additionally, there are existing numerous of unique, regional or cultural based wine events and festivals which are either related or especially designed to celebrate the wine and its numerous traditions (Dreyer 2011).

Wine roads are an important product within wine tourism. Wine roads are permanently designed roads with a special topic, to achieve a greater awareness of a region and to better market the area along the specific road. Important characteristics are the exact signing of the road and its attractions as well as the "self-guided-tour" character. A map has to be provided with all important attractions and the exact description of the road. (Dreyer, 2011)

Wine world of experience are an instrument to better orchestrate a wine destination. It is an attraction point and trigger to attract visitors. A wine world of experience is a multi sensual facility which presents the topic wine and comprehensive topics in a eventful way (Dreyer, 2011). Antz et al. (2006) designed the below illustration to visualize a wine world of experience.

Figure 11: Wine world of experience



(Antz et al. 2006, p. 52, own illustration)

Wineries, especially for small wineries it is a great opportunity to attract customers direct to the winery by providing testing rooms and maintenance contact with guests (Getz, 2000). Dreyer (2011) mentioned that the possibility to stay overnight at the winery is one of the most basic and important wine tourism product. Another possibility would also be the cooperation with a nearby wine hotel, wine-bed and breakfast or wine guesthouse.

Vineyard tours are as well part of the core product in wine tourism. Through a vineyard tour you offer a certain need-to-know knowledge to the guest about culture and history of the traditional viticulture (Dreyer, 2011). It is important to make an experience out of the tour and combine it with other wine offers (Antz et al. 2006)

Adventure gastronomy is a special kind of gastronomy which is known in Austria as "Straussenwirtschaften" and in Germany and Switzerland as "Besenbeiz" or "Rädlewirtschaft". It symbolizes a gastronomy which is affiliated to a winery or a normal farm and sells just their

own grown and produced goods. Often these restaurants have a limited number of seats and are famous for serving regional dishes. It is an excellent way to present your products to potential customers and to gain a new clientele. (Dreyer, 2011)

Signing, although a sign is not a product to buy, it is an important service in wine regions. "With or without a formal wine route, sign posting is critical in wine country" (Getz 200 p. 125). Signing includes; to manage the touristic traffic, to direct visitors to all wineries, atractions and services, to develop a clear message or main-theme about the area and to design the signs as easy and uncomplicated as possible. A wine region will also better be remembered if there is a clearly visible entry and exit statement. (Getz, 2000)

2.2.3 The Wine Tourist

In the center of the wine tourism system is the "consumer experience". Wine tourists travel to destinations either because they want to experience in a great extent wine related tourism products or because they want to include wine experiences in their destination visit. Therefore, wine tourism destinations attract a wide variety of visitors. From the relatively sophisticated expert to the guest who just wants to visit a beautiful place, this means that a broad variety of services will be consumed in a wine tourism region and many stakeholder are included in the final product. (Getz, 2000) In this chapter the wine tourist and his motivations will be defined. It is to consider that in general very little research has been done so far, on whom the wine tourist is and what his motivation is to visit a wine region (Getz, 2000 and Hall et al. 2000)

Motivation for wine tourism

To analyze why someone is visiting a certain region it is important to measure wine tourism by the following steps (Getz, 2000):

1. Determine who is visiting the area because of the wine.
2. Measure the total expenditure of the visitors within a wine area.
3. How much spend visitors, on wine attractions and events, whose initial travel reason was something else than wine?
4. Estimate secondary impacts of wine tourism on the economy of a region.

With those data the overall economic benefit can be measured. Motivations to visit a wine region are according to Getz (2000): To taste wine, to buy wine, to spend a day out, enjoying the rural setting, to meet the wine makers and wine growers and to learn about the wine in general. Additionally there are other reasons like socializing, relaxing, spending time with relatives and friends which are not directly linked to wine (Getz, 2000).

Who is the wine tourist?

There are different possibilities to distinguish the different wine tourists. Nevertheless it is important to create a profile of potential customers (Hall et al. 2000). Charters and Ali-Knight (2002) classified those different wine tourist segments: 1) the wine lover 2) the connoisseur 3) the wine interested 4) the wine novice and 5) the common threads. Hall et al. (2000) are distinguishing between a demographic profile and a psychographic profile to determine the wine tourist. Within the demographic profile, details such as age, gender, income and origin will provide helpful insights on who the wine tourist is (Hall et al. 2000). Demographic research has shown that the typical wine tourist is between 30 and 50 years old, with a moderate to high income and usually comes from within or in close distance to the wine

region (Hall et al. 2000). Although this research measures are gained in Australia and the United States such information provides a useful fundament for marketers and winery managers to more effectively target potential visitors and wine consumers (Hall et al. 2000).

"While demographics can provide the basis for simple segmentation of wine tourist markets, psychographic data (such as motives, lifestyles, interests, attitudes and values) allow the researcher to add vitality to consumer profiles that cannot easily be captured by demographics" (Hall et al. 2000, p. 123). Since those data is different in every country or region worldwide further research has to be done individually on a locally basis (Hall et al. 2000). A different study of the "Movimento del Tourismo del Vino" in Italy is distinguishing these four wine tourist types (cit. in Hall et al. 2000, p. 125):

- **The professional**: 30-45 years old, he knows wines and the wine world and can judge a wine's virtues and faults. He is spending a lot of energy and time in exploring wine.
- **The impassionate Neophyte**: 25-30 years old, he is usually well off and likes wines but sees them as vehicle, through which to comment friendship. He travels a lot and is sometimes very experienced but less serious than the professional.
- **The Hanger-On**: 40-50 years old, is wealthy and is attracted to wine because knowing something about wines is a mark of distinction. He has just a basic knowledge and is impressed by appearance and big names.
- **The Drinker**: 50-60 years old, he visits wineries as part of a group and sees them as alternative to a bar or restaurant.

Dreyer (2011) analyzed the wine tourist by observing the social milieus by the SINUS-Institute, which determines social groups of the society with similar attitudes to life or lifestyles. Two of those milieus show a high proportion of wine consumers:

- **The conservatives**, who represent an older society, group with an enhanced education level and middle to high income. Additionally they have distinctive cultural interests and are sensitive towards ecology and social issues. In reference to wine they have a huge knowledge and desire quality instead of low price products. (Dreyer, 2011)
- **The modern performer** is younger and has as well a higher educational level and a relatively high income. They seek for self-realization and are trendsetters. Modern performers travel a lot, they want to experience new things and have a high claim to gastronomy and its products. Wine serves them as deepening of the lifestyle, and to have something to have in common and to socialize within a group. (Dreyer, 2011)

The social milieus are not of a static nature and are subject of social change, but although they can help to determine needs and activity orientation of possible wine tourists (Dreyer, 2011) Marketer of wine tourism products have to figure out how they can be attractive towards those customer and secondly how to create a long term relationship in order to increase brand loyalty and an enhanced willingness to pay (Dreyer, 2011). In conclusion, it is not easy to say who exactly the wine tourist in a certain region is. Haller et al. (2000, p. 304) pointed out that "from a wine tourism research, management and marketing perspective it is important to realize that winery visitor profiles from one region or country do not necessarily transpose to another. This lack of blanket applicability is due to a range of factors, including: the development and marketing history of a region, differences in infrastructure and location in relation to major urban areas, the nature of potential tourists". In the next chapter the most

important trends in wine tourism will be discussed to determine what influences wine tourism in future.

2.2.4 Wine Tourism Trends

Wine tourism products will just have a chance on the market if they consider future trends (Dreyer, 2011). Trends in wine tourism are based on the change in values of our society, which basic orientations are according to Ulrich and Wenger (2008): 1) Managing utility 2) Living substance 3) Embedding individuality 4) Creating live holder-value 5) Engaging in a sane society. With this estimated changes as a basis the following consumer needs for the near future have been worked out by Heiler et al. (2009 cit. in Dreyer, 2011):

- Regionalization, nearness and trust
- Health, wellness and beauty
- Emotion and experiences
- Convenience and simplicity
- Enjoyment and spoiling
- Culture
- Short trips
- Quality
- Price-performance ratio
- Nature and sustainability

Out of these results Dreyer (2011) concluded the most crucial aspects for wine tourism future:

Individualism is becoming more and more important in the production of travels, because the combination of individual building blocks can better cover individual needs as prefabricated package travels. Wine tourism is as well a “group business” but no mass tourism. The connection of wine with other thematic building blocks is crucial. (Dreyer 2011)

Healthier and more active offers are increasingly demanded due to the demographic change. Wine touristic offers in combination with other touristic products like bicycling, hiking or swimming will increase. Wine regions are often perfect located to offer additional activities in the health and active sector. In the holistic health idea, wine fits very well in the unity of spirit and soul. (Dreyer, 2011)

Sustainable and more climate-friendly will be key words in every business. It is outermost important to be aware of the importance of those topics in wine tourism. Sustainable products are for the LOHAS movement of special importance. Additionally, due to the importance of a intact and attractive natural landscape, sustainability and climate friendliness cannot be neglected. (Dreyer, 2011)

Eventful and more experienced. Products which are designed to response to all our senses are a major trend. Eventfulness can in product design achieved on three levels; 1) social experiences within a group of known or unknown people (wine festivals, adventure gastronomy) 2) experiences are possible within the investigation of something new and unusual (wine world of experience) 3) biotic experiences are produced trough normally unknown, extraordinary appeals (special scent in a wine cellar). (Dreyer, 2011)

Sensuality and more regional related. Due to the development in the working life, recreation and harmonic balance of body and soul will become more meaningful. Deceleration and conscious enjoyment specify for an increasing number of consumers the travel pattern. The topic regional specialties should increasingly be taken into account in wine tourism to meet customers' needs. (Dreyer, 2011)

More comfortable - With the increasing average age of travelers, the needs during a journey are changing. Service requirements are increasing in order to have a more enjoyable and easier journey. Therefore closed service value chains are required, which depend on a good communication between the different service providers. (Dreyer, 2011)

Although, wine tourism is confronted with a great number of challenges, Dreyer (2011) pointed out that in various studies the lack of cooperation between wine and tourism providers is indicated. Additionally to the above discussed trends, Tach (2007) mentioned the following points with have a special significance in wine tourism:

- Experimental offerings like producing new, extraordinary wines
- Wine-villages with wine related businesses, restaurants, museums, testing rooms and schools
- Innovative wine events (unusual combination of products)
- Joint possessions and partnerships of privates with wineries (guests produce their own wine with their own maintained grapes)
- Unique wine tours through vineyards
- Partnerships
- Innovative cooperation between different wineries, restaurants and hotels to create a convenient atmosphere for guest.
- Interactive websites through the implication of the elements of Web 2.0

Within the development process of wine tourism strategies and new offers, the respective regional conditions should carefully be taken into consideration. Not every tourism product or strategy can be implemented in every wine region. Therefore cooperation and integration of all stakeholders is crucial while developing new wine tourism products. (Dreyer 2011)

3 Methodology

With the completion of the literature review the basis for further research has been done. In this chapter it will be explained what the next methodological measures will be and why they were chosen to achieve the desired findings for the further steps of this thesis.

In order to analyze the present situation in viticulture, tourism and economy in the canton of Schaffhausen and to gain important information of other wine touristic regions, it was determined by the advisors of this bachelor thesis to implement qualitative research in the information gathering process. Therefore, a number of interviews with carefully selected experts will be made. Additionally, the results of a work shop, which has been performed with some key players of the tourism industry in Schaffhausen, will be taken into consideration.

3.1 Expert Interviews – Wine Tourism Schaffhausen

The expert interviews with the key players of the touristic and viticulture industry in Schaffhausen are of crucial importance to this thesis. On the one hand important information regarding the current situation is needed, to analyze the potential of wine tourism in Schaffhausen. On the other hand it has to be worked out where those in their field important persons see the future of tourism in Schaffhausen with regard to a RNP in the region. In general the question will be asked as open questions in order to get as much individual information out of those key persons as possible. To choose the most useful interview partners, intensive previous research has been done, in order to figure out who will be most valuable and whose opinion is going to be important in the tourism and wine industry in Schaffhausen. The persons who were chosen are listed and shortly introduced:

- **Beat Hedinger – Director of "Schaffhauserland Tourismus", Managing Director of the branch association "Schaffhauser Wein".** Beat Hedinger is one of the most important persons regarding the upcoming RNP in Schaffhausen and wine tourism. He is leading the two crucial organizations in tourism and viticulture, additionally he is a wine grower himself. As it is visible out of the theory, it is outermost important that the two interest groups of the wine and tourism industry work as close together as possible. Therefore, the interview aims to find out how the cooperation between the tourism organization and the branch association wine is organized and how they can profit from each other. Additionally, specific questions about the two different industries will be asked to define later on possibilities for new strategies and products within the wine tourism cooperation. Another essential topic of the interview will be the planned RNP in Schaffhausen. Interesting is how such a park will be implemented in the existing strategies and what the estimated benefits of an RNP would be.

- **Ueli Jäger – Divisional director domicile marketing of the "Wirtschaftsförderung Schaffhausen" (Generis AG), member of the technical committee RNP Schaffhausen.** The Generis AG who is commissioned with the business development in Schaffhausen plays a decisive role in the tourism industry in Schaffhausen. With the aim to promote the canton Schaffhausen as residential- and business location, the Generis AG is continuously striving to present the canton Schaffhausen as attractive as possible, with their own marketing campaigns. Thereby

they are aware of the high value of a natural intact and attractive landscape. Ueli Jäger will be asked about the general attitude of the business development organization towards the planned RNP and how such a park will be implemented in future strategies. Furthermore, questions about the cooperation with "Schaffhauserland Tourismus" will be a part of the interview to find out how well these organization with similar goals work together and where improvements could be made. As member of the technical RNP committee he is highly involved in the decision making process in this early stage of the RNP development.

- **Otto Steiner – Managing director of the „Steiner Sarnen AG für Kommunikation"**. Although Otto Steiner is not from Schaffhausen, he knows the region very well. This mainly through the projects he planned within the canton to make regional wine tourism products more attractive and popular. The different projects will be presented in the next chapter of this paper. Otto Steiner is an international highly demanded and successful person in order to make regions more attractive and to develop unusual, creative tourism products with consideration of regional and local conditions of the respective region. His most famous realized project was the planning of the new appearance of the "Glasi Hergiswil". Furthermore successful projects in wine tourism have been developed and implemented by him and his team. Otto Steiner is expected to serve interesting information about his point of view regarding the wine tourism region Schaffhausen. Additionally detailed information about his planned projects in Schaffhausen is desired out of this interview as well as his opinion on how a RNP would fit to those projects.

- **Mäni Frei – Managing Director "Frei, Partner Werbeagentur AG".** The Frei, Partner advertising agency from Schaffhausen is working for Schaffhauserland tourism, the branch association wine and for the economy promoting agency. Mäni Frei, head of the company is developing intelligent marketing strategies since many years for those two crucial organizations. He knows the region and its people very well and is an experienced professional in the marketing business. Additionally he was for several years the managing director of the "IG Rheinfall". With the remarkable success of the marketing of the branch association wine, Schaffhauserland Tourism and the economy promoting agency, Mäni Frei is involved and responsible for the increasing awareness of the products from the canton Schaffhausen. Out of this interview some deeper marketing related information is desired as well as the opinion of this expert to the RNP Schaffhausen.

- **Erich Gysel – wine grower, chairman of the "Weinbauverband Schaffhausen".** As well of high importance is the opinion from the basis, the wine growers and wine cellars. Erich Gysel is additionally to his main occupation as wine grower and cellarer the chairman of the winegrowers association in Schaffhausen. Next to the wine touristic aspects, the interview should figure out how the general atmosphere within the wine growers is with regards to a planned regional nature park.

- **Markus Hedinger – wine grower "Sunneberg-Kellerei Wilchingen", member of the wine producers association.** The "Sunneberg-Kellerei" of Markus Hedinger is one of the biggest and most successful wine manufacturer in Schaffhausen. Through

his high quality wines and creative innovations in wine tourism he is well known beyond the borders of the canton. An exclusive insight in his opinion is expected from him as well as to learn about the general attitude of wine cellars towards the RNP Schaffhausen.

3.2 Research – Wine Tourism Regions

In addition to the interviews with the experts of wine tourism in Schaffhausen, some comparing wine tourism regions have been chosen, to examine and then compare the respective region with the situation in Schaffhausen. To choose appropriate regions for the analysis some determinants have been defined: The comparing region should have similar conditions than Schaffhausen regarding to size, significance in the respective country or region, natural attractiveness and possibilities regarding wine tourism. Due to the comparable conditions all wine regions are located in the neighboring countries Austria and Germany. Other wine regions in Switzerland are according to their size, location or strategy not suitable to compare. After the carefully examination of a few wine regions the following four where chosen to contemplate deepened:

- Südburgenland, Austria
- Langenlois, Austria
- Saale-Unstrut, Germany
- Nahetal, Germany

These wine tourism regions will be introduced in detail in the next chapter of this paper. Later on the findings will be applied to the region of the RNP Schaffhausen. The subject matter of the analysis of the chosen regions is based on the information which has been aroused out of the foregoing part, the literature review. Through this research, possibilities in wine tourism for the wine region Schaffhausen will be determined.

3.3 Workshop

While developing the management plan to apply as RNP candidate, the expert team of the ZHAW has realized some workshops with different stakeholder groups. In one of those advisory groups important service providers and key players of the tourism industry in Schaffhausen were discussing possible strategies and structures of an RNP in Schaffhausen. The workshop aimed to build acceptance towards the park idea and to get people involved in the park idea building process. Furthermore, specific ideas should be developed and implemented into the management plan. Participants of this workshop where in addition to the moderator of the work shop Christoph Müller and the author of this thesis the following exponents:

- Beat Hedinger – Director of “Schaffhauserland Tourismus”
- Claude Tappolet – “Siblinger Randenhaus” (Hotel industry, Gastronomy)
- Andres Rüdi – “Schlafen im Fass” (Hotel industry)
- Heinz Trachsler – “Schaffhauser Wanderwege“ (Hiking trails Schaffhausen)
- Beat Stalder – “Schaffhauser Wanderwege“ (Hiking trails Schaffhausen)
- Max Reiner – “Gastro Schaffhausen“ (Gastronomy Organization Schaffhausen)

- Jakob Stoll – “PREWO“ (development project of the two communes Wilchingen and Osterfingen)
- Wendelin Hinder - “PREWO”, Wilchingen-Osterfingen tourism
- Franz Hostettmann - Mayor of Stein am Rhein
- Mirjam Blunschi - Department for agriculture canton Schaffhausen

The results out of this workshop will directly be used by the expert team of the ZHAW to create the management plan, which is the foundation of the application as a RNP candidate. Since the opinions and ideas of these touristic key players are very meaningful and important with regard to develop a tourism strategy and offers, the findings will also be presented in the next chapter and serves as an important basis in the discussion of the results. Since the expert interviews are mainly based on organizational aspects and feasibility of wine tourism in Schaffhausen, the workshop outputs are an optimal complement to them. This because the participating experts demonstrated with their ideas on the one hand useful and potential projects and on the other hand the overall attitude towards a RNP has been shown.

3.4 Approach

The discussion of the findings will consist of the analyses of the wine tourism region Schaffhausen and of the comparing wine tourism regions. The results of those analyses will then be combined and applied to the region of the RNP Schaffhausen to determine the potential of tourism in the RNP Schaffhausen, with focus on wine tourism. The analysis of wine tourism in Schaffhausen is based on expert interviews, literature and the workshop, whereas the comparing wine tourism regions are analyzed mainly trough literature which has been provided by the respective tourism regions. After the research and presentation of the results, the potential of the RNP in Schaffhausen will be analyzed. In the last chapter the main focus lies on the development of a possible tourism strategy and offers for the RNP Schaffhausen. As basis therefore serve the results out of the next chapter.

4 Results and Discussion

In this part of the thesis the findings out of the empirical research will be presented and discussed. The first two subchapters are covering the results of the research, while in the potential analysis the results of the situation analyses are compared and applied to the RNP Schaffhausen.

4.1 Situation Analysis – Schaffhausen

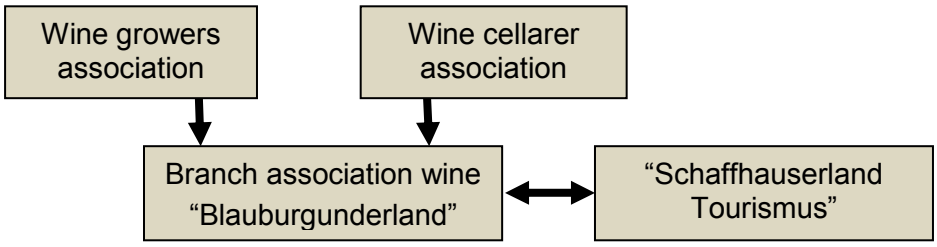
The situation in Schaffhausen will be analyzed trough the expert interviews and the workshop as well as through relevant literature about facts of wine tourism and its products.

4.1.1 Wine Tourism in Schaffhausen

Schaffhausen is with about 500 hectare cultivated vineyards, the second biggest wine growing canton in the German speaking part of Switzerland (Baumann et al. 2001). This corresponds to 3,4 percent of the cultivated farmland which is by far the highest percentage within the German speaking cantons (Landolt, 2001). Over 2000 Persons are existential connected to the wine growing business. This refers to about 55 fulltime wine growers and many part time or leisure wine growers. In total about 3,2 million liters of wine are produced in a year (Landolt, 2001). The biggest part of the grapes is directly sold to big wine cellars. The three biggest purchasers are: GVS Schachenmann, Volg and the Rimuss wine press house. The rest of the grapes, about one quarter, is directly pressed and sold as private branded wine by the wine growers. The total yield of the grape harvest is between 12 to 15 million Swiss francs a year. (Landolt, 2001) On about 78 percent of the vineyards the grape “Blauburgunder” is cultivated. Together with the “Riesling-Sylvaner” grape it is by far the most important sort. On the other seven percent vineyards about 30 other grape sorts are cultivated (Neukomm, 2001).

The viticulture interests in Schaffhausen are represented by the wine growers association and the cellarer association. Together they are organized as the branch association wine. This organization appears externally with the marketing name “Blauburgunderland”. Beat Hedinger the managing director of the branch association wine is at the same time director of Schaffhauserland Tourism. The illustration below shows how the wine business is organized:

Figure 12: Organization wine industry Schaffhausen



(Own illustration)

Since 2003 the branch association is superordinated to the two autonomous basis organizations. The aim was to better integrate different interesting, to be more competitive on the market and to produce in higher quality. At this time it was the first branch organization in

wine industry all over the German speaking part in Switzerland. Because of the fact that the newly build position was located in the same building then Schaffhauserland Tourisms, many synergies where detected and similarities discovered. The merger of the two organizations was therefore more a lucky coincidence than a long term planned strategy. The appearance of the branch association wine as “Blauburgunderland” as well as the cooperation with Schaffhauserland tourism functions very well. The common bond of tourism and wine has been detected very early in Schaffhausen. In addition to the “Blauburgunderland”, Schaffhauserland tourism has three more strategically important cornerstones; the city of Stein am Rhein, the city of Schaffhausen and the Rhine falls (1,2 millions visitor per year). These other three topics will not be closer introduced in this paper since the main focus lies on wine tourism in Schaffhausen.

The wine growers and cellarer in Schaffhausen are organizing and offering many tourism products which cannot be mentioned in detail, but the most important wine tourism products and services which are organized by the branch association and Schaffhauserland tourism are listed below:

- **Vinorama,** the Vinorama is a part of the visitor center of Schaffhausen, located at the same place where Schaffhauserland tourism and the branch association wine have their offices. The Vinorama serves on the one hand as information gathering center, on the other hand wine from Schaffhausen is promoted and sold directly to the tourists. Additionally many events (130 events in the year 2010) take place in this beautiful, ancient building in the city center of Schaffhausen. In the last year about 45.000 tourists where visiting the building and about 6.000 of those visited one or more of the different events in the Vinorama. (Hedinger, 2010)
- **“Traubenblüten Fest”,** or the grape blossom festival in English is a festival to celebrate the inflorescence of the grapes in the middle of the vineyards, the communes and local wine associations decide by themselves if they want to organize such a festival or not. But it is a great opportunity to attract visitors in low tourism season. (Hedinger, 2010)
- **“Day of open wine cellars”** is a newly developed product which took place for the third time in 2010. In Schaffhausen 18 wine cellars opened their doors to visitors at this day. The whole event takes place all over the German speaking part of Switzerland and is developing to the “day of Swiss wines”. Such occasions are a perfect tool to deepen the relationship with customers or potential guests. (Hedinger, 2010)
- **“Schaffhuuser Wiiprob”,** Is the most important wine event in Schaffhausen. Over 2500 visitors where attending this wine testing event in 2010. The event is located in the cloister of the art museum in Schaffhausen. About 20 wine producers present their wines for degustation. This location creates a very unique and special atmosphere to this successful event. (Hedinger, 2010)
- **Gourmet Festival,** the gourmet festival is a very important element of wine tourism in Schaffhausen. 20 upper class restaurants creating during the whole month Mai especially chosen meals, and more important suitable wines beside them. Although the wine is just a side product, the event is a great opportunity to create awareness to the regional wines. (Hedinger, 2010)

- **"Schifflein deck dich",** is a gastronomy concept of the Untersee and Rhine shipping. On special dates during the year the "Blauburgunderland" presents its wines to suitable meals on the river ships. (Hedinger, 2010)
- **"Herbstsonntage",** on Sundays in autumn, after the grape harvest, many different communes are celebrating the end of the wine growing season. On these festivals the locals present their communes as well as local products and crafts to visitors. The most famous autumn fair is celebrated in the biggest and most important wine commune Hallau.
- **"Blind testing**", this event is created for media representatives to learn about the wine products from Schaffhausen with the aim the create awareness and positive reporting about the wine region Schaffhausen.
- **"Rund um den Wein",** together with the German association "Hegau-Touristik", tourism Schaffhausen has developed a guide with 4 different hiking and bicycle tracks. The guide is called "around the wine" and sets the wine as main topic. The guide provides visitors with relevant information while planning or undertake a hiking or bicycle tour in the cross border region of Schaffhausen and the German region "Hegau".

Next to these, by the branch association developed and performed wine tourism products, the wine industry of Schaffhausen is participating on several events to promote and increase the awareness of the wine products from Schaffhausen such as the Expovina in Zürich or the night of the museums in Schaffhausen. As mentioned before there are numerous wine tourism products which are sold and marketed autonomously direct through many small tourism providers, wine cellars or wine growers. Additionally, there are four more wine touristic projects in a developing stage:

- A wine hotel in the middle of the vineyards in the main wine commune Hallau, this project is intended as an architectural highlight with wine testing cellars and conference rooms. But due to some local opposition it is uncertain if the hotel on the planned site can be built. (Leu, 2011 & Ryser, 2011)
- A wine competence center, located at the Rhine falls with the aim to attract the numerous visitors which visit the site and to make them familiar with Schaffhausen as wine region (Joos, 2010).
- The PREWO project is already in an advanced stadium. Within this development project of the two communes Wilchingen and Osterfingen the reconstruction of the ancient wine press or in German "Trotte" is the major project and should be realized until summer 2013. The location shall function as a wine restaurant and degustation room located in the middle of the vineyards. (Ryser, 2011)
- Wine cellars to experience are planned all over the canton. The autonomus projects are likely to be developed and financed by the respective wineindustry or wine grower. (Joos, 2010)

All those four projects are a creation of the so called "grand tour" in the region "Klettgau". This "grand tour" has been designed by The Steiner Sarnen AG of Otto Steiner. The project aims to use the famous tourist attraction Rhine falls as starting point of the tour, to show visitors the other preferences of the canton Schaffhausen within a well developed and closed value chain. A masterplan is in the development stage at the moment. (Joos, 2010). The

projects of the “grand tour” are supported by the three organizations; “Schaffhauserland Tourismus”, branch organization wine and the economy development association Schaffhausen.

4.1.2 Expert Interviews

In the following subchapter the most important findings out of the expert interviews will be presented. To structure the results the single interviews are divided into different subchapters and are presented singly because different questions have been asked to the several interview partners. The Full versions of the Interviews are to find in the Appendix A to F.

Beat Hedinger – Director of “Schaffhauserland Tourismus”, managing director of the branch association “Schaffhauser Wein”.

Beat Hedinger on the RNP Schaffhausen

- ⇒ A RNP fits perfectly to the already existing strategy of Schaffhauserland tourism with near natural and regional tourism products.
- ⇒ With a RNP it is aimed to create more usable value chains and to reach an increase in sales of regional products.
- ⇒ In particular the common market appearance of different service providers among the same label would be a value creation.
- ⇒ The overall attitude among wine growers, towards a RNP is fine but there is still unawareness of what a RNP actually means and what regulations are coming with it. But many of them are interested.
- ⇒ The overall attitude among the residents is cautious, because they often do not know what the benefits of a RNP would be.
- ⇒ A RNP should mainly be a communication and marketing tool, to better promote regional products and services and not to define new structures or to operate autonomously.
- ⇒ A RNP would not need any strategically change of Schaffhauserland Tourism.
- ⇒ With a RNP the horizontal integration could be strengthen, trough networking of different service providers

Beat Hedinger on Schaffhauserland tourism

- ⇒ Schaffhausen is a peripheral region geographically and touristic; it needs more work or attraction to convince potential visitors with the qualities of Schaffhausen.
- ⇒ Schaffhausen is very vulnerable on currency fluctuations due to high percentage of day tourism.
- ⇒ Trough “Ostschweiz Tourismus” Schaffhauserland tourism is networked with Switzerland tourism.
- ⇒ Main market is the German part of Switzerland as well as southern Germany and this will as well in future be the core markets.
- ⇒ Additionally Schaffhausen is concentrating on slow traffic (hiking, bicycling, skating)

- ⇒ The awareness for tourism amongst the population is widely missing in Schaffhausen, although the hospitality is great, most wine growers and farmers are not aware of the touristic potential of the region.
- ⇒ Through the merger of Schaffhauserland Tourism and the branch association wine, synergies can be used and the whole organization is stronger. The fourth corner stone "landscape and wine" has been developed within the merger.
- ⇒ The cooperation with the business development agency functions optimal and the relationship is very deep.
- ⇒ A weakness is the relatively poor accessibility with public transportation of the wine regions (long journeys).

Beat Hedinger on wine tourism

- ⇒ Wine tourism is very important in Schaffhausen, especially in combination with other touristic products or services.
- ⇒ The wine touristic products are so far, mainly used for the product bundling.
- ⇒ Trough the creation of a common organization, the "Blauburgunderland" a platform is provided to wine producers and wine growers to market their products.
- ⇒ With the common branch association the wine growers and wine producers have to sit on one table and discuss prices and common interest points. This fosters as well the cooperation with regard to wine tourism.
- ⇒ The willingness among wine growers and cellarers to actively involve in wine tourism is differing widely, but there is an increasing readiness to appear commonly towards the exterior.

Ueli Jäger – Divisional director domicile marketing of the "Wirtschaftsförderung Schaffhausen" (Generis AG), member of the technical committee RNP Schaffhausen.

Ueli Jäger on the RNP Schaffhausen

- ⇒ Schaffhausen is predestinated for an RNP, the strengths of the canton and the advantages which an RNP has can be summarized under the same roof.
- ⇒ The operation of an RNP should be separated from other organizations but the marketing should be done in combination with the tourism organization.
- ⇒ A challenge is how the label of a RNP should be implemented within the existing labels and brands ("Ein kleines Paradies", "Blauburgunderland", "Schaffhauserland") .
- ⇒ The RNP corresponds to a consumer trend. Quality, originality and regionality are required. The LOHA movement fits perfectly to the target audience of a RNP.

Ueli Jäger on Schaffhauserland tourism

- ⇒ The population benefit from tourism and tourism is influencing the population. Tourism can influence a society, for instance through quality improvement.
- ⇒ Trough tourism products the quality of life in a region can be increased. So on the attractiveness as a domicile and working place can be improved trough attractive tourism products.

- ⇒ Static tourism products like the Rhine falls have a huge visitor number but the value creation to the local tourism industry is very limited.
- ⇒ Next to the four cornerstones of Schaffhausen, the natural quality of Schaffhausen is a very important touristic product. Schaffhausen is green, unspoilt and friendly. Which is again a perfect link to the “Blauburgunderland”
- ⇒ Schaffhausen is by history industrial characterized, therefore the touristic attitude is missing within the residents.
- ⇒ The geographical situation of Schaffhausen is no disadvantage. Firstly, a touristic basis has to be created to discard the reputation of a touristic outsider.
- ⇒ Tourism in Schaffhausen needs more cornerstones to extend the length of stay of tourist.

Ueli Jäger on wine tourism

- ⇒ Wine tourism should be a flag ship of Schaffhausen, nowadays the Munot, the Rhine falls and Stein am Rhein are known best.
- ⇒ Wine tourism is with its attributes like emotional, social, togetherness typical for Schaffhausen. Schaffhausen is warm not cold; the sun in the wine is expressing that.

Ueli Jäger on organizational aspects

- ⇒ Cooperation between the tourism organization and the business development organization is very good. The marketing appearance “ein kleines Paradies” of the business development organization is used as well by Schaffhauserland Tourism.
- ⇒ The two organizations are following the by the canton predefined strategy therefore they work on the same goals.
- ⇒ In the canton of Schaffhausen the structures are very clear due to the size and the presence of just on major city.
- ⇒ It is important to sensitize the locals about the upcoming tourism projects like the wine hotel. Openness and honesty have to be produced to minimize skepticism.
- ⇒ In Schaffhausen positive experience with tourism is absent. A basis has to be created to reach a change of tendency in tourism of Schaffhausen. Reasonable major tourism projects have to be developed and implemented. Courage is needed.
- ⇒ There will be no strategic change in short term of the business development organization but a major tourism project is in planning at the Rhine falls. (The project cannot be communicated jet, known is: investing of 50 million CHF, 500.000 calculated visitors per year, located near the Rhine falls, realization till 2020, involved is Zoo Zürich and the SIG Company, main topic water).

Otto Steiner – Managing director of the „Steiner Sarnen AG für Kommunikation“

Otto Steiner on Schaffhauserland tourism

- ⇒ Schaffhausen is multifaceted. But the Rhine falls is just a piece-product with a high potential. The “Klettgau” is an insiders’ tip. There quality should consequently be strengthened.
- ⇒ Touristic places develop because of unusual projects. In Schaffhausen value chains and real experiences are missing as well as a stronger “together” thinking.

⇒ Hospitality is a crucial key word. Although the people of the “Klettgau” are cheerful. But the visitor should have the possibility to experience that through hospitality.
⇒ It is a skill to detect the situation, when a region has the possibility to develop and start out. In Schaffhausen a strong personality is missing which can convince others to move and really believes in the potential of the region.

Otto Steiner on wine tourism

⇒ The importance of viticulture in Schaffhausen is obvious. The question is which importance the wine growers and producers give themselves. In difference to other regions the wine growers in Schaffhausen are still farmers and not tourism experts.
⇒ Better quality, a stronger philosophy, higher profitability, rarer products and more special products are needed – a instrument therefore would be a professional meeting place.
⇒ A strong center is needed in Schaffhausen. A strong brand which can be implemented as marketing effect, afterwards it is likely the create diversity.
⇒ Schaffhausen is all over Switzerland known for a good wine with a, in relation to its quality, low price

Otto Steiner on the “grand tour“ project

⇒ If not all four projects of the “grand tour” can be realized the other three have to be even stronger to create awareness and value.
⇒ The planned wine hotel in Hallau could help on, with a strong and good management, to develop the whole region touristic
⇒ The projects of the “grand tour” have to run as an independent value chain. With the pressure of the service providers to create something valuable, the quality can improve steadily.

Mäni Frei – Managing director “Frei, Partner Werbeagentur AG”

Mäni Frei on the RNP Schaffhausen

⇒ A RNP itself is not enough to create value, it needs the initiative of tourism providers, and especially the hotel and accommodation industry has to get active.
⇒ A RNP could appear as an independent product for instance like the “Blauburgunderland”. But it would be better to use it to combine the existing cornerstones.
⇒ Residents in Schffhausen are aware of the natural value. It is questionable if a park is needed within the locals.

Mäni Frei on Schaffhauserland tourism

⇒ The four corner stone of Schaffhausen are well known, however they are not optimal networked with each other.
⇒ The frequency of day tourists, which do not have time to visit all the cornerstones, is too high. They do not create regional value.
⇒ Modernity and zeitgeist is missing, renewing of infrastructure seems to be stopped in the 70ties.

- ⇒ A higher value creation of the day visitors has to be created (Rhine falls have 1,3 Million visitors a year).
- ⇒ On the other hand new target groups have to be attracted, therefore investing and staging is needed.
- ⇒ In Schaffhausen a strong, leading person is missing. Too many players are around. The public authorities are likewise charged to do something.

Mäni Frei on wine tourism

- ⇒ Schaffhausen has a beautiful wine scenery but the touristic offer is not up to date. Experience and enjoyment have to be combined and packages created together with wine hotels and tours through the vineyards.
- ⇒ For the target groups “LOHAS” and “Wine-lovers”, Schaffhausen would be a ideal destination.
- ⇒ The cornerstone “Blauburgunderland” has to be developed and better combined with nature, enjoyment and culture.
- ⇒ Wine tourism in Schaffhausen has to be orchestrated and designed to experience.

Erich Gysel – Wine producer, chairman of the branch association wine and Markus Hedinger – Wine producer “Sunneberg-Kellerei Wilchingen”, member of the wine producers association

Erich Gysel and Markus Hedinger on the RNP Schaffhausen

- ⇒ A RNP would be useful to develop, revalue and protect the beautiful landscape.
- ⇒ A RNP could be an advantage comparing to other wine tourism regions in Switzerland.
- ⇒ An RNP can help to strengthen the horizontal integration within wine producers and wine growers.
- ⇒ At the moment tourism in the “Klettgau” is almost inexistent, therefore offers have first to be created before they can be bundled.
- ⇒ A RNP must not bring additional rules
- ⇒ The overall acceptance of an RNP is all right but within wine growers and farmers exists a lack of information of what a RNP really means.

Erich Gysel and Markus Hedinger on wine tourism

- ⇒ Wine tourism has a high potential to grow it exists at the moment on a too low level.
- ⇒ Wine producers and growers are willing to improve tourism offers but they need the support of the tourism organization.
- ⇒ The overall performance of the wine and tourism organization is very good but the tourists are not attracted of the rural areas in the “Klettgau”.
- ⇒ Schaffhausen has a location disadvantage.
- ⇒ Tourism would directly increase the grape price, but first investments have to be made in order to attract tourists.
- ⇒ Wine growers should show more courage and educate themselves in both tourism and wine growing.

⇒ Trough a higher share of directly sold wines the local value would increase.

4.1.3 Workshop RNP Schaffhausen

The most important findings of the workshop of the tourism advisory group are presented below. The complete version of the document is to find in the Appendix G.

⇒ A soft, near natural and cultural tourism should be developed within the RNP Schaffhausen.
⇒ Near natural and cultural tourism contributes to the preservation of nature and landscape.
⇒ Regional economy should be integrated in tourism across industries.
⇒ The local population has to be integrated in the communication and decision making.
⇒ Attractions (in particular natural values) should be careful implemented and communicated.
⇒ Important key words are “quietness” and “deceleration”
⇒ A strong cooperation within farming, the industry, gastronomy and hotel industry shall occur. With those different partners integrated value chains should be developed.
⇒ The appearance of the region towards the outside should be clear structured, easy understandable and simple. The presence should be carefully coordinated with Schaffhauserland tourism.
⇒ Strong products have to be communicated in order to reach an optimal marketing.
⇒ No mass tourism should be developed or encouraged in Schaffhausen.
⇒ Attractions should be better networked with each other.
⇒ “Slow-Traffic” as huge chance for the region Schaffhausen (Bike routes, Hiking trails, Inline skating etc.)

4.2 Situation Analysis – Comparing Tourism Regions

Within this chapter, the outcomes of the research of the comparing tourism regions are presented. To get a better overview, the results are presented separated by each region and are then applied to the region of the RNP Schaffhausen.

4.2.1 Südburgenland

The Südburgenland is the smallest wine growing area in the Austrian Burgenland. The approximately 460 hectare vineyards are cultivated by about 1650 wine growers (Brockhaus, 2009). The region is famous for its strong and aromatic red wines, made from the grape “Blaufränkisch” which grows on a third of the vineyards (Mittel- und Südburgenland Tourismus, 2011). The Südburgenland focuses very strong on wine tourism and detected a few years ago the high potential of this sector. Additionally, the nature park “Naturpark in der Weinidylle” has been integrated very successful into the wine tourism strategy.

Table 13: Wine tourism Südburgenland

Facts	Located in southeastern Austria
	460 hectare vineyards
	Most cultivated grape "Blaufränkisch"
	Most famous product: the "Uhudler" wine

Most important wine-touristic offers and services	The holiday magazine "Idylle" which covers the most important wine touristic aspects.
	Seasonal holiday magazine "Sonne für die Seele" which communicates seasonal events, offers and specialties.
	The "Paradies Kompass" brochure communicates important addresses of wine tasting rooms cellars and other touristic suppliers. The introduced single products are personalized to the supplier and described very detailed.
	The brand "Weinidylle". 12 communes in the Südburgenland represent this brand to communicate their products and to define quality standards.
	Within the brand "Südburgenland-ein Stück vom Paradies" around 40 different businesses present culinary specialties from the region.
	The brand "Pannonische Schmankelwirte" is a product of the cooperation of 35 gastronomy businesses. The network attaches importance on regionality and to communicate the history of the region.
	A leisure map which marks the most important touristic aspects (bike roads, hiking trails, wine cellars, hotels etc.) The map is connected to the products of the brochure "Paradies Kompass"
	Nature park "Naturpark Wein idylle" with several wine touristic offers (wine testing, wine seminar, museum wine walks), the communication of the products happens within the brand "Südburgenland" whereby the products are developed independently.
	The "Uhudler" Wine as strong marketing product which is strongly connected to the region.

(Südburgenland Tourismus GmbH, 2011, own illustration)

In conclusion in can be said that the Südburgenland has a very clear appearance on the market, only one brand (“Südburgenland - Die Sonnenseite Österreichs”) is communicated. This provides a very clear structure of the whole region to the visitor. As well the nature park and many other organizations are implemented within this brand. The single tourism providers in the region Südburgenland developed a sophisticated understanding and professionalism on how to present and sell regional products. Many wine cellars, accommodation and gastronomy services have a rather high standard. With the “Uhudler” wine, the region has a very strong and successful regional product, which is used in marketing and therefore enhances the local value. The Südburgenland is located far away from the main touristic places in Austria. Hence, the whole region concentrates on small and quality tourism. The topics wine, enjoyment and culinary have successfully been implemented.

4.2.2 Langenlois

Langenlois is a commune with about 7.000 inhabitants in “Niederösterreich”. Geographically it belongs to the district “Waldviertel”. Due to its importance in wine tourism it is often displayed as part of the more famous wine region “Kamptal”. Langenlois is the biggest wine commune in Austria. The wine hotel and competence center “Loisium”, which is the heart of wine tourism in Langenlois, was projected by Otto Steiner and his team. The concept of the “Loisium” as a wine hotel and wine competence center, architectonically valuable and in the middle of the vineyards made the region very well known. (Ursin Haus Vinothek & Tourismusservice, 2009)

Table 14: Wine tourism Langenlois

Facts	Niederösterreich
	2200 hectare vineyards
	Most cultivated grape "Grüner Vetliner"
	Part of the "Weinstrasse Niederösterreich" and the "Weinstrasse Kamptal"
Most important wine-touristic offers and services	The "Loisium" as the most important flagship to communicate and market wine tourism. It is a wine world of experience and communicated as stage for the regional wines. It is located in the middle of the vineyards and combines wine, culture, architecture and gastronomy.
	The "Ursin Haus" is the wine competence center in Langenlois. It functions as tasting and selling room and as information center for tourists.
	Broad vaiaty of professional touristic magazines, brochures and maps (Langenlois, Loisium, Weinstrasse Niederösterrich, Weinstrasse Kempthal, Waldviertel).
	"Heuriger" designates small restaurants which are operated by wine producers to sell and serve their products and other regional specialties. The "Heuriger" restaurants are unique in this region.
	Ten wine festivals around the year which all have the wine as main topic.
	The Kamptal wine road connects around 180 wine growers and producers as well as gastronomy and tourism businesses to provide a professional tourism service to the customer.
	The wine road in Niederösterreich connects all eight wine regions in Niederösterreich.
	Picnic as a tourism product. Many different tourism providers create and organize with regional products, picnics on beautiful places.

(Ursin Haus Vinothek & Tourismusservice, 2011 & Ursin Haus Vinothek & Tourismusservice, 2009, own illustration)

Langenlois has in conclusion a very well overall appearance. Moreover, the websites are professional and uniform. The most important success factor of the region is definitely the very well designed and implemented “Loisium”. It is not just a visitor attraction but as well a role model for other wine tourism regions. A critical point is the relatively high number of different logos and brands. For a guest who is not aware of the geographical situation, the different brands like: Weinstrasse Niederösterreich, Weinstrasse Kamptal, Waldviertel, Loisium, Ursin house and Langenlois, could be irritating.

4.2.3 Saale-Unstrut

Saale-Unstrut is the most northern wine cultivating region for quality wines in Germany. The vineyards are spread over three different German states (Sachsen-Anhalt, Thüringen, Brandenburg). White grapes are cultivated on four fifths of the surface (Brockhaus, 2009). The region is named after two small rivers on whose shore the vineyards are located. In the Saale-Unstrut region wine is cultivated since more than 1.000 years (Antz et al. 2011).

Table 15: Wine tourism Saale-Unstrut

Facts	Located in northeastern Germany
	650 hectare vineyards
	Mainly white grapes are cultivated
	The sparkling wine brand "Rotkäppchen" is the most famous wine product of the region.
Most important wine-touristic offers and services	Landscape and scenery with the typical vineyard-walls and small huts is actively communicated as strength of the region. This happens trough the adding of the imaginary values "relaxing" and "intact nature"
	The wine road Saale-Unstrut which connects the different service providers in wine tourism trough a clearly signed road.
	The "Rotkäppchen Sektkellerei" is the most important wine tourism product, the production site, which is located in an ancient building, attracts visitors around the year. The location is also venue for many cultural events.
	Networking of different touristic attractions with the wine region ("Arche Nebra", "Naumburger Dom", the city of Freyburg, "Rudelsburg"). The most sightseeing is of cultural-historic value and are therefore ideal to combine with wine tourism.
	The "Saale Weinmeile" as most important wine event with around 15.000 visitors on a single weekend.
	The nature park "Saale-Unstrut Triasland" is a autonomous functioning tourism product, it is not very well linked to the wine touristic offers.
	"Kulinarium Gastlich Saale-Unstrut" is a seal of approval which aims to market local products and to communicate its exclusivity to visitors.

	Guided Vineyard tours, to get a closer insight into wine growing and production often combined with wine tasting and cellar tours.

(Antz et al. 2011 & Saale-Unstrut-Tourismus e.V. 2010, own illustration)

A crucial point in the wine tourism region Saale-Unstrut is the involvement of wine growers and wine producers. By actively maintain the landscape with its beautiful located vineyards, the region has created an USP just out of landscape and scenery. Missing in the region is a wine information or competence center as contact point for visitors. Furthermore, the involvement of the natural park "Saale-Unstrut Triasland" is not ideal. The park functions as independent operator with own products.

4.2.4 Nahe

The wine region Nahe or Nahetal is located in the German state Rheinland-Pfalz and designates the vineyards along the river Nahe and its tributaries. The region cultivates mainly white grapes. Uniquely is that a geographically huge area is branded under the same name Nahetal (Brockhaus, 2009). This is especially an advantage for big distributers and cellars, because they can sell bigger amounts of wine under the same name. In a touristic aspect, the region is in an upheaval, wine producers want to show the varieties and qualities among the different vineyards in the region Nahetal. (Wechsler, 2006)

Table 16: Wine tourism Nahe

Facts	Located in the Rheinland-Pfalz
	4100 hectares vineyards
	Mainly white grapes are cultivated
	Merger of many small river valleys to produce under the same name, Nahetal
Most important wine-touristic offers and services	The "Naheweinstrasse" is a well developed guide trough the touristic wine offers in the region.
	The hiking trail Rhein-Nahe is 97 kilometer long and leads through the picturesque landscape along the Nahe valley.
	The wine and culinary magazine "Wein und Genuss Gipfel", provides visitors with the most important information and offers. The magazine concentrates especially on enjoyment and local specialties.
	Organized bike trails with baggage transfer. The route can be booked in different lengths, difficulties and with own selected accommodation offers.
	The brand "Edelschliff" is a premium sweet wine which is sold in a limited edition each year. The limited number makes the wine highly requested.
	The "Beziehungskiste" is a gift or souvenir basket which consists of regional products and can be ordered via internet or is sold directly to tourists. A side product is the "Voller Kühlschrank" where you can order a broad variety of local specialties direct to your holiday accommodation. The offer has been developed by the quality label "SooNahe".

	"The Nahe 7" is a cooperation of seven young wine producers who want to provide best wine and tourism quality to their customer. Within the cooperation value chains are built and information is shared to improve quality.

(Naheland-Touristik GmbH, 2011 & Wechsler, 2006, own illustration)

Due to its history, Nahetal wine tourism is in a very special situation. Until 1990 the wine growers and producers in the Nahetal where concentrating on producing quantity because the biggest part of the grapes were used to produce the well known mass product "Liebfrauenmilch". Since the restructuring of the wine region, the wine industry managed to continuously improve the quality of wines and market them as high quality products. This had a strong positive influence on tourism and so one on the reputation of the whole Nahe region. Nowadays, the wine and touristic region in the Nahetal is seen as very innovative and exemplary. (Wechsler, 2006)

4.3 Potential Analysis RNP Schaffhausen

Within the potential analysis the findings of the situation analysis will be adopted to the region of the RNP Schaffhausen. The chapter aims to define what potential the planned RNP has. The outcome of this chapter will serve as basis for the development of a strategy and offers for the RNP Schaffhausen. The most important demand trends for a RNP which have been determined in the literature review, will now serve as a basis and structure to analyze the potential of the proposed RNP Schaffhausen.

Authencity and originality

Schaffhausen has a rural character. Apart from the industry belt around the city, it is shaped by agriculture and small, traditional villages. Although the relative absence of tourism is not an advantage in the moment, it could become a benefit in future. On the one hand the previous research on future trends, shows clearly that nature and unspoilt landscape attracts nature lovers and people who are looking for relaxation. On the other hand the current situation in Schaffhausne is a perfect starting point to establish soft and near natural tourism together with the creation of a RNP, because tourism was also absent in the past. As another disadvantage, it is concluded that the rural population in Schaffhausen indeed is hospital and friendly but unaware of the value of potential tourists for them. This weakness can be turned into an advantage if tourism is implemented in a conservative and involving manner. The authenticity is also expressed through the whole wine industry. No imaginable product could combine the farming industry and tourism better than wine- growing and producing. The production of wine is a strongly authentical process which is due to its end product of high touristic interest. Additionally, it delivers as side product a beautiful molded landscape.

⇨ **Schaffhausen has with the use of wine tourism as USP a high potential to strengthen its authencity and originality through the establishment of a RNP.**

Satisfy claims of families and family members

The location of Schaffhausen, an hour by train from the agglomoration Zürich with over one million inhabitants, is predestinated for day visits by families. Therefore, products for families or small groups are of high importance. A possible RNP has to be aware of the importance of

families as visitors. But that does not mean that the poor accommodation situation in Schaffhausen does not has to improve. Demanded will be simple products which are special and authentic to the region, so as for example the “Fasshotel in Trasadingen” where people can sleep in big wine barrels. Another high potential product for the family sector is educational tourism, combined with outdoor activities like hiking or bicycling. A RNP could be an opportunity to develop new products in this sector and to develop products to attract especially families.

⇨ **Due to the location of the RNP and future strategies of Schaffhauserland Tourism, the target market “families” will be of crucial importance and create a high potential.**

Sensitization for the environment

A RNP aims to protect and preserve the landscape within the perimeter of the park and to enhance the value creation by tourism for the local population Therefore the tourism products and offers have to be developed within this guideline. The current tourism strategies of Schaffhauserland tourism and the business development agency already focus on the topic nature and on the high value of an intact landscape. With the focus on wine tourism as development area in tourism, this strategy is perfectly suitable to develop near natural and sustainable tourism products with a high authenticity and regional value creation. As well the outcomes of the workshop of the touristic key players have shown that it is aimed to build up tourism products which are not stressing the natural values of the region. Furthermore, the specific natural value of the park perimeter will be used to attract new visitors and to build up regional value. Hence, it is important that all stakeholders are aware of the high potential of a intact and beautiful landscape. Again, wine tourism has the characteristics and potential to sensitize locals and visitors on the importance of soft and careful tourism. Wine products depend strongly on the nature and its changes; the quality of a wine is depending on so many natural and environmental factors that it makes the product very sensitive to environmental aspects. This situation can be used to communicate and sensitize people on environmental aspects within the nature park. Another environmental aspect is the interaction of humans within a group with each other. Through value chains and jointly organized products, cooperation can be enhanced. This result in a closer interaction between the touristic service providers and the wine industry, and therefore regional value can be created and enhanced.

⇨ **A RNP in Schaffhausen has a high potential to sensitize visitors, locals and touristic service providers as well as the wine industry, on environmental aspects and its importance regarding a sustainable development.**

Satisfy claims of the 50+ age group

Out of the literature review it is concluded that the typical wine tourist is older than 30 years old. But the research has shown as well, that the customer segment can differ from region to region. In Schaffhausen the 50+ age group is definitely the most promising tourism group for wine tourism. Because many people in this segment are wine lovers and connoisseurs and therefore perfect wine tourists. The interests of this age group can furthermore be satisfied trough cultural and slow-traffic tourism products. Since the strategies of Schaffhauserland tourism foresees to further develop this kind of tourism they can perfectly be used to combine

wine tourism with other, already existing activities. Important to consider, while developing products for this age group are factos like: transportation, overnigth offers, easy bookability of products and services and a different signing and information providing, since most people of the 50+ age group are not aware of newer technologies like smart phones, internet booking and information gathering. Since this age group also consists of the babyboomer generation, their claims are also related to the next point, quality and service because most people of this age are willing to spend more money in order to get higher quality in return.

⇨ **With wine tourism as flagship product, the RNP Schaffhausen has a high potential to attract ealderly people and satisfy their claims.**

Quality and service

The demand in high quality products and services is increasing. This does not mean that the products have to become more luxury or complex, but that the offers are well developed and linked with each other. Consuming of a tourism product should be as easy and convenient as possible to experience for customers. Thereby the tourism organizations are as well responsible as the single tourism providing businesses. Quality can be planned and organized, but in the end it depends strongly on the implementation and realization of single products. The development of new value chains in the RNP Schaffhausen can be a chance to tighten the cooperation between the service providers of different touristic fields. Trough an intelligent implementation of connected service chains the horizontal and vertical value chains can be improved or even be built. Quality and service refers additionally to the ability to serve demanded trends and needs of potential customers. As the research has shown wine tourism has a huge potential to satisfy customers needs with more original and regional products which express authenticity. Challenging in this content is to bring all service providers on one table, to carefully develop qualitative advanced products which fulfill the demanded criteria. At the moment this challenge is not fully solved, but with an RNP as quality label, the chance can be used by those tourism providers who really want to develop and improve the touristic and wine touristic offer in the canton of Schaffhausen.

⇨ **To meet the required quality standards of services and products, the RNP Schaffhausen is an opportunity to enhance integration amongst different touristic service providers and to develop high class products with an optimal regional value creation.**

Summer tourism as chance

In the canton of Schaffhausen only very little winter tourism, with some cross-country skiing slopes and a very little ski area exists. As well the other main touristic attractions (Rhine falls, Stein am Rhein and the City of Schaffhausen) generate their visitors mainly in summer season. Although, there is some potential to attract more visitors in winter, it is not likely to push winter tourism in Schaffhausen. Focus since ever was on the summer season and it would also be the main season for tourism with regard to an RNP. Although, some wine events could be developed during winter months it should not be the main focus. As detected in the basic literature, RNP's have summer tourism as their main field to develop and crate tourism offers. Since wine tourism has no particular form and can be applied trough many products and service there is no absolute season which has to be focused. Whereby, the main focus lies definitely on summer moths and the fall events after the grape harvesting. A

challenge is the relatively high competition with other tourism providers within Switzerland. Therefore, it is outermost important to have a clear USP and communicate this uniqueness in an intelligent way to potential customers. Wine tourism with its numerous possibilities to bundle and create products, is a perfect opportunity to distinguish from other regions in Switzerland and especially from other RNP projects. Also the demand of tourism products in future shows clearly that the customer segment which is looking for quietness and naturalness, consistently is growing. With the development of an RNP, Schaffhausen is in an excellent starting position to develop smooth and near-natural tourism.

⇨ **The topic wine tourism as USP is perfectly adaptable to exploit the potential of summer tourism with the regard of the upcoming RNP in Schaffhausen.**

Online booking

Very little research has been done so far on online booking and its relevance to tourism in RNP's. As well the current research of wine tourism and online booking is not up to date. Sure is that the importance of online booking and presence in the internet will become increasingly important. It is crucial to arrange booking possibilities on the demand of visitors. Therefore, detailed information has to be collected on who your potential customers are and how you can best address them. As well in online booking simplicity to book offers is needed. Products have to be bundled or one should have the possibility to arrange its desired services within the same website. The integration of the RNP into existing tourism structures has to be planned very well, to make bookings and the overall internet appearance as easy as possible for potential customers.

⇨ **Online booking and internet appearance are crucial success factors. To use its potential, customers have to be determined and there requirements analyzed.**

Conclusion

In Conclusion it can be said that a RNP in Schaffhausen would have a high touristic potential with regards to meet the demands of possible RNP tourists. A RNP is a chance to enhance the tourism structure in the rural areas and to create therefore an increased regional value. Most important aspects are cooperation within touristic service providers and the creation of value chains among different suppliers. An RNP has the potential to redefine touristic structures and to build new tourism products which are according to previous research, demanded in future. The special situation in Schaffhausen, with its unspoilt landscape and relatively absent tourism in the countryside, could be a major advantage in order to build sustainable and near natural tourism with an enhanced regional value. Wine tourism therefore would suit as valuable and inimitable USP. As it has been clearly shown out of the literature research, RNP strategies fit very well with those of wine tourism. Wine tourism can adapted very flexible to the local circumstances of the planned RNP in Schaffhausen. In order to create regional value and qualitative advanced products, the tourism providers as well as the wine industry has to be encouraged and motivated to develop authentic products, connected services and to implement creative ideas in order to use the potential of the planned RNP in Schaffhausen.

5 Development of Strategy and Offers

Within the following chapter the outcome of the research will be transformed into concrete ideas. Therefore in a first step, possible strategies for the planned RNP will be concluded and in a second step specific offers are presented. The findings are based on the results of the situation- and potential analysis in chapter four.

5.1 Strategy

While presenting useful and realizable ideas, it is distinguished between internal and external strategies. In the first part the internal strategies are presented. These cover the main points towards the organizational aspects and therefore measures which have to be implemented within the population, touristic providers and the upcoming organization of the RNP in Schaffhausen. The external strategy presents solutions regarding the influences to the outside and which crucial points have to be considered and implemented to successful operate an RNP and achieve the desired value. As basis for the strategy developing process will serve the three key questions which were defined by Kotler & Keller (2009, p. 78):

1. "How can a company identify new value opportunities?"
2. "How can a company efficiently create more promising new value offerings?"
3. "How can a company use its capabilities and infrastructure to deliver the new value offerings more efficiently?"

The questions were developed to observe needs and requirements of customers holistically and combine them with the possibilities of a company (Kotler & Keller, 2009). The approach is directly applied to the case of the RNP Schaffhausen.

5.1.1 Internal Strategy

As important as the appearance toward guests, is the internal strategy of an organization to create consequently a uniform perception and to work on the same goals. The organizational measures to implement a clear internal strategy within a RNP will be presented in this chapter. To structure the results, the strategic measures which are suggested to develop are presented within the most crucial main topics regarding internal strategies.

<u>Communication</u>

Communication is the most important tool in an internal strategy. For the park organization in the planned RNP in Schaffhausen it is outermost important to implement communication strategies as soon as possible in order to create an atmosphere of trust and openness. For the RNP Schaffhausen most important strategic communication aspects are:

⇒ To create awareness of the use of a RNP in the suggested perimeter, within the population. Inhabitants of the RNP have to be involved actively into the decision making process. A park organization has to provide a platform to customers, where they actively can share thoughts and ideas. It should also be a contact point for locals who actively want to collaborate in park projects or want to develop their own ideas. This platform has to be communicated in a very early stage of the park developing process to familiarize locals with the project and to actively react on resistance. Trough a platform which is accessible to every person, an atmosphere of trust can be created. Furthermore, the benefits of an RNP should be communicated as soon as

possible, this means that the park organization has to show to the residence how they can best benefit from a RNP an what they have to do if they are interested and want to involve in projects of any kind.

⇒ With regards to wine tourism the direct contact to potential service providers is very important. It has to be communicated very clear that the wine growers and producers are a part of the product and that their complete involvement is needed to develop and create new wine touristic offers with an improved quality. The holistic consideration behind wine tourism has to be communicated to wine producers Thereby, the importance of all different aspects in wine tourism of which they are responsible in order to create better products and services (preservation of the beautiful landscape, cooperation with others, deliver high quality products, learn how to sell them)can be shown to them. It has to be clarified to the wine producers in Schaffhausen that they are not just normal farmers but that they are creators of something special.

⇒ The creation of a guideline. Wine tourism is very complex and has many peculiarities which are unusual for someone who is not aware of providing tourism offers. Through a guideline which is especially designed for wine producers who want to involve in wine tourism, the development from a wine famer to a wine tourism provider could be precisely described. With the provision of such a guide, on the one hand on can help to professionalize wine tourism and on the other hand it is guaranteed that those who are willing to professionalize trough the guideline, are working on the same goals. A guideline for wine tourism providers should consist of these most crucial points:
    - Analyze the potential of a specific wine business (depending on location and possibilities)
    - Analyze other wine touristic providers which are nearby (to cooperate or specialize)
    - Determining the most suitable form of wine tourism for the respective business
    - Developing of concrete products
    - Define how to assure success within the respective wine business
    - How to search for cooperation and networking possibilities
    - How to price and market the chosen wine touristic offer
    - How to constantly assure quality

    These steps should help interested and innovative wine producers to develop a successful product which meets the standards and requirements of an RNP and satisfy as well the needs of customers. The guide should be worked out in a very easy understandable and realizable way to make wine growers confident to use and work with this guide. The idea has been generated through the comparison of the wine touristic problem with the situation of small and medium museums in Grisons. To help those businesses to successfully develop, a guideline has been created in cooperation of the ZHAW and the branch association museums of Grisons (Fischbacher & Forster, 2010).

Information

The preparation and communication for the idea of a RNP in Schaffhausen has been planned very carefully so far, with different events, workshops, questionnaires and the contacting of key persons. To assure the successful integration of a RNP in the consisting systems, the information process has to be maintained. As the interviews have shown, there is just a little knowledge about the RNP within the residents yet. To assure a smooth and proper implementation of a RNP, residents within the park perimeter have to be informed and educated of what the park really means to them and what their benefits could be. Especially the farming sector is not fully aware of what benefits for them could be and how they can generate value of a RNP. Furthermore, it has to be clarified to the tourism providers that a guest is not aware of the borders of a park, canton or even a country. Therefore, it has to be communicated that cooperation is needed with every useful and valuable partner across all kinds of borders. With regard to wine tourism, it is crucial to communicate and inform people about the value of an intact landscape and show them why it is important to preserve the rural uniqueness of the canton. The constant information flow from the park organization to all stakeholders has also to be assured during the operation of the park. An intensive information exchange between the different stakeholders of a park is required.

Motivation

Research has shown that wine growers and producers have to be motivated to do something and to engage in wine tourism. In order to create a greater diversity and to improve quality, the wine farmers have to be motivated to educate themselves in tourism and in wine aspects. Trough better educated wine producers the quality would increase, product variety enhances and the distribution channels could be expanded. Motivated wine tourism providers can inspire and encourage many others to implement their own touristic products. This could result in an increasing value creation for the whole region.

As internal strategy it is suggested to concentrate on clear and direct communication to all stakeholders and to share and spread information, to create an atmosphere of trust and confidence. Furthermore, farmers and wine producers should be motivated to participate in wine tourism products. A guideline is suggested to lead willing wine producers to the implementation of sustainable and qualitative advanced wine tourism.

5.1.2 External Strategy

The external strategy defines the appearance towards the outside. Out of the research it is clearly shown that the already applied tourism strategy of Schaffhauserland tourism perfectly fits to the initial ideas of a RNP. Furthermore, it is according to the interviewed experts, not likely to organize a RNP autonomously. Therefore it is suggested that a RNP should operate together with Schaffhauserland tourism on the same strategic goals. It has been mentioned multiple times that a RNP only will be a value creation if the brand will be used to label products and service out of the RNP, but not to run an independent organization. All tourism stakeholders are agreeing that no mass- and attraction tourism shall be developed in Schaffhausen, rather the existing cultural and natural value should be used to create soft and near natural tourism. Besides this main strategically directions, the following points are crucial while developing tourism strategies:

⇒ Regional tourism across different industries should be developed. Therefore, businesses have to work together and become aware of the use and value of local services and products. The regional value can be tremendously enhanced if a network of different service suppliers can be developed and marketed as such. Tourism providers should be encouraged to have creative ideas for networking their products. Wine tourism has almost no borders concerning cross-linking cooperation.

⇒ The overall appearance of the tourism region Schaffhausen should be clear structured and organized. It should be as easy as possible for visitors and customers to orient themselves while booking, travelling and consuming. It is suggested that the upcoming RNP uses its own logo as label to proof regionality, quality and originality. The marketing appearance however should happen among one umbrella brand such as Schaffhauserland Tourism. Within this brand, tourism products and brands can be linked and combined with each other without confusing potential customers.

⇒ If the maxi variant of the RNP is going to be realized (which involves two German communes), already a first step in trans-regional thinking would have been made. A close cooperation with bordering regions and tourism regions is necessary to attract a broader number of potential visitors and to increase awareness of the region Schaffhausen. Even within other wine tourism regions a close exchange should be established to improve quality and optimal satisfy customers' needs.

⇒ "deceleration" and "quietness" as strategically important key words fit perfectly to, on the one hand wine tourism and on the other hand the planned and in part realized strategies of Schaffhauserland tourism. The two words express as well a tourism demand trend and are therefore optimal to combine the different forms of slow traffic with products from wine tourism. Additionally, the natural values and the communication of sustainable, climate friendly and healthy products are attracting many people who want to relax and enjoy nature instead of being stressed by other people or a great number of artificial attractions.

⇒ Wine tourism is with the "Blauburgunderland" one of the four cornerstones of tourism in Schaffhausen. Trough the establishment of a RNP this fourth cornerstone should be used on the one hand to better combine and network the other cornerstones. On the other hand the RNP should try to create awareness as wine growing region. Wine should become to a major tourism topic within a RNP, since it has a huge potential to develop and to attract wine tourists. The wine tourist would represent a new customer group whose needs perfectly can be fulfilled in the region Schaffhausen. Experience and enjoyment have to be combined in order to satisfy demands of wine tourists.

⇒ Strategically important is the establishment of a wine road or at least of connected, visible value chains as for instance the planned "grand tour de Klettgau". A wine road is an optimal tool to market wine tourism products and to combine and network different service providers with each other. A wine road would help to improve the poor accommodation situation in the rural areas of Schaffhausen by creating strategically links within a given value chain.

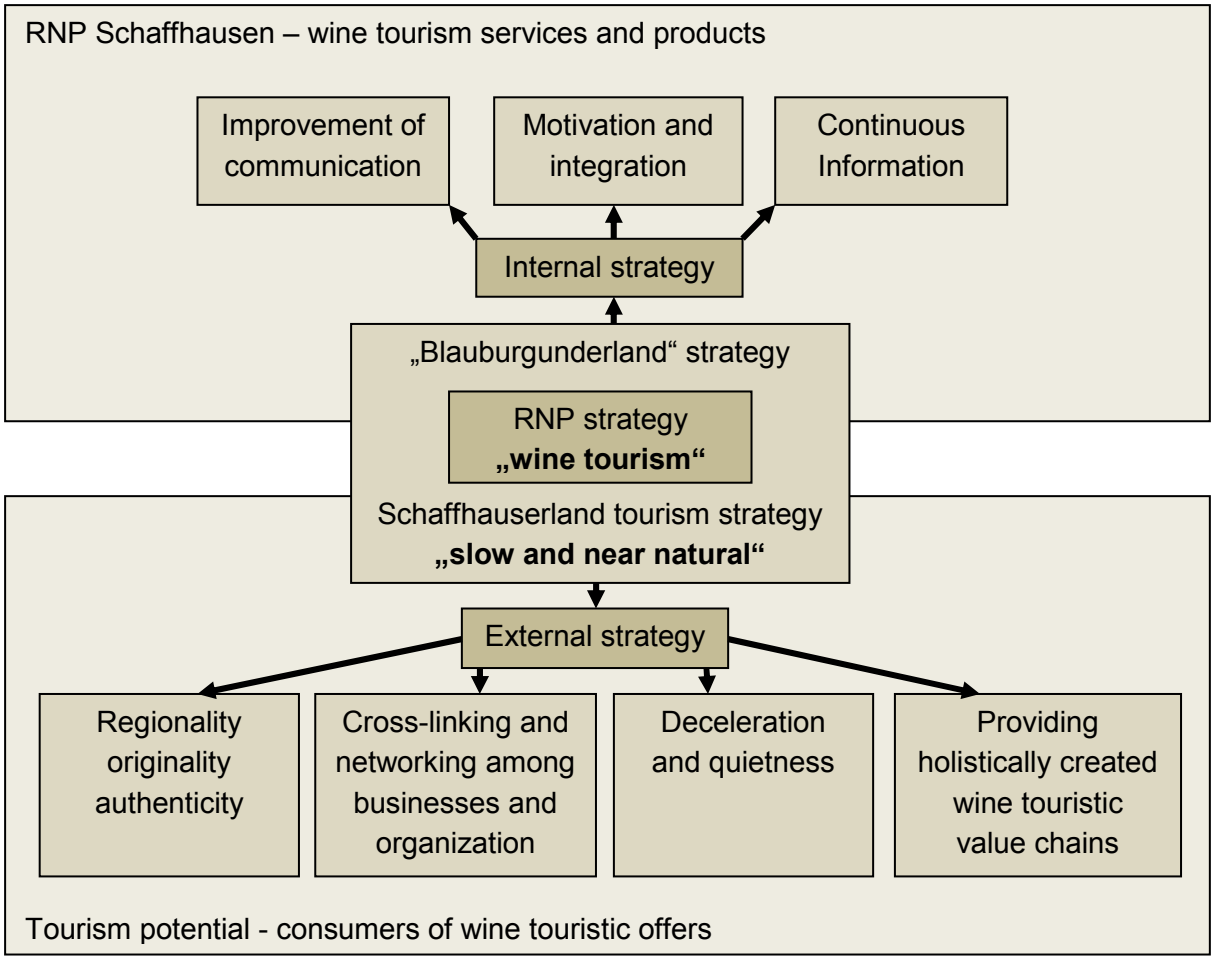
⇒ Intensifying the bundling and combination of wine tourism products with other tourist attractions, such as music events, museums, theater, architecture, nature, enjoyment and sport activities

⇒ A strong regional product should be created, pushed and marketed by tourism together with local businesses. Such a brand would help to increase the awareness of the region Schaffhausen beyond the borders and to create a regional value by selling and producing the product.

⇒ The public transportation situation has to be improved as far as possible. Not just the trains from direction Zurich have to arrive more frequently, but as well the important wine communes and regions in the Klettgau have to be better connected to the main hub Schaffhausen. This is not only to attract more visitors but as well to stop migration in rural areas and make the region as residence canton more attractive, this would as well increase regional value creation.

Basically the same external strategies as Schaffhauserland tourism should be followed and realized in the RNP. Networking and value chain creation are key words to successful implement wine tourism in the RNP Schaffhausen

Figure 17: Strategies RNP Schaffhausen



(Own illustration)

The figure above summarizes the main aspects of suggested strategies for the RNP Schaffhausen. More important and much more difficult than defining the chosen strategy is the implementation and the controlling of the single strategies. A useful tool is, to create strategy maps with predefined goals and milestones which are planned to reach. Furthermore, the Balance Score Card is a useful measurement to monitor the quality and effect of the implemented strategies. (Kotler & Keller, 2009)

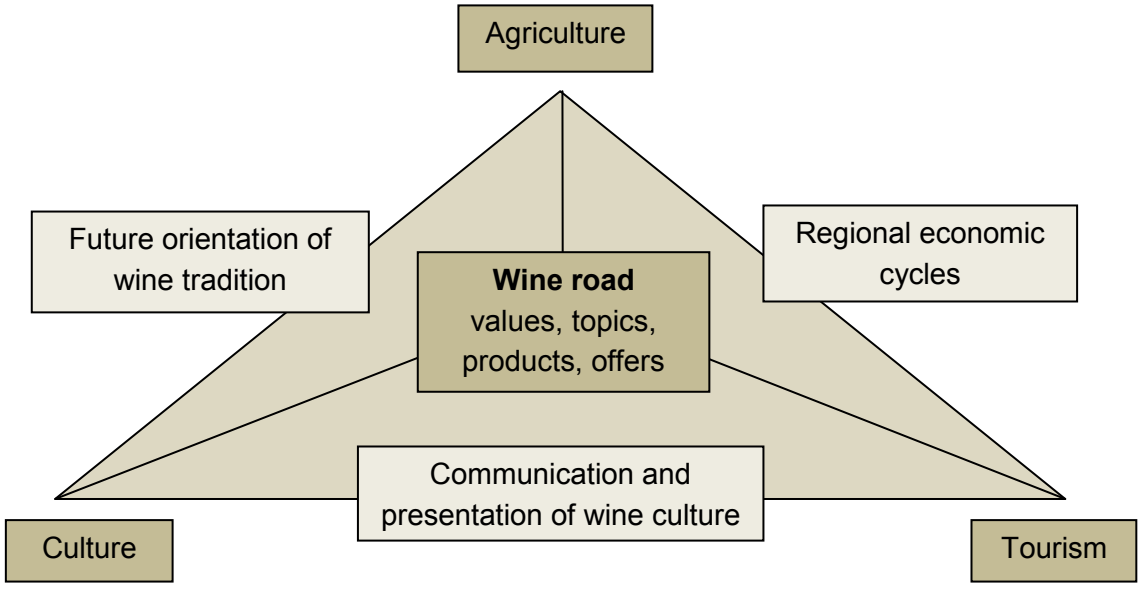
5.2 Offers

After having defined strategies or a successful implementation of wine tourism within the planned RNP Schaffhausen, some valuable and realizable products and services will be suggested. The investigation of other comparing wine tourism regions in chapter 4.2 have served as idea generation, whereas the ideas have been screened within the potential analysis and the strategy development in the last two chapters. The presentation of the suggested products will be structured by offers. The suggested offers are not completely developed products but they point out possibilities for developing wine tourism in Schaffhausen with regards to the strategies of a RNP.

5.2.1 Wine Road

Wine roads have turned out as crucial wine tourism products to achieve a greater awareness of a region and to create sustainable regional value chains. A wine road is a perfect tool to bundle and integrate different touristic and non touristic service providers of a region in a product. Especially for rural regions, as the area of the planned RNP in Schaffhausen, the wine roads can function as interface between agriculture (wine production) and tourism.

Figure 18: Interface function of wine roads



(Pichler et al. 2011, own illustration)

Within the interface of agriculture and tourism, the cooperation can be improved trough direct sellings of agricultural products and the topic of wine-tradition as central theme. A region can increase ist level of awarness trough such cooperations. The interface between tourism and culture is useful in the development of authentic wine cultural topics through the development

of wine and culture in the region of Schaffhausen. Culture and agriculture are participating trough the placement of tradition and the maintenance of the vineyard landscapes. (Pichler et al. 2011) The experience and the research has shown that wine roads are a useful tool to market and organize wine tourism within a region.

The already existing product of Schaffhauserland tourism, the hiking and biking trails with its own guide „Rund um den Wein“ could serve as basis to develop a wine route. The other big project „the Grand Tour de Klettgau“ is in realization and would definitely be a value creation regarding the development of wine tourism in Schaffhausen. But this project will not further be considered since it is planned in a broader extent and the realization of the single projects is unsure at the moment.

Important steps while developing and implementing a wine road in Schaffhausen are:

- Deciding what extent the road should have: With regard to the in the foregoing chapter developed strategies of an RNP, the aspects; near natural, slow-traffic and deceleration, already have to be taken into consideration. Consequently the wine road should be developed for bicycling and hiking distances. Public transportation already should exist to the start, ending and stage points.

- Determine the most beautiful and diverse wine landscape within the perimeter: Many possibilities are feasible therefore in Schaffhausen. A value creation would be a road across borders and along the river Rhine, if the maxi variation of the RNP will be developed.

- Defining attractions and accommodations: A well planned mix between activities, wine culture, regional culture, should be offered.

- Finding of willing and qualitative strong partners: reliable wine producers, touristic suppliers in transportation, accommodation and gastronomy have to be determined and motivated to participate and to invest in professional supplying of touristic offers.

- Network and linking of the product: The wine road has to be networked with as many tourism providers and organizations as possible. In Schaffhausen important partners are the shipping company, the different providers of public transportation, big wineries, Rhine falls.

- Signing of the wine road: A very important point is the clear and unmistakable signing of the road, its attractions and other crucial points like accommodation and gastronomy. The provision of an exact map is as well of great importance. Guests have to have the possibility to orientate them by themselves.

- Quality control and maintenance: If the success of a wine road should have sustainable value, the quality has to improve continuously and the product has to be adapted to changing customers’ needs.

A challenge while developing a wine road is to bring the different service providers together, because most of them consider themselves as unique producers. Therefore, a lot of organization and persuasion is needed by the implementing organization. But as soon as a wine road is created, it can generate high regional value and awareness as wine tourism region.

5.2.2 Wine Seminar

A wine seminar aims to give knowledge about the topic wine and its subthemes to interested persons. Wine seminars are a perfect way to create emotional binding with customers. Due to the demands of wine tourists, wine seminars in any kind of design can attract new visitors to a wine region. The positive side effect is that in many cases, if the seminar is established and performed well, the customer emotionally is linked to the respective region. The location of Schaffhausen is as well very favorable because of the huge amount of potential customers within an hour journey by train. Wine seminars can be performed in different ways and within different locations. The below presented seminars should clearly distinguish from normal degustations which are provided by every wine grower. The differentiation should happen mainly trough professionalization of the single offers by wine producers. In connection with a RNP the following forms of wine seminars are conceivable in Schaffhausen:

- Wine seminar as a part of a value chain: Within a wine road or another bundled service, a wine seminar could be offered as sub product which takes just about an hour or two to get the most important knowledge of the region and its wines. The seminar would consist of a small degustation. This kind of product would response to people who were visiting the region for other purposes and want to make viticulture to a part of the journey.

- Wine seminar as organized event: On a platform of the RNP or Schaffhauserland tourism, wine seminars are offered as events on fixed dates. This kind of wine events should respond to people who want to learn in a deeper sense about wine. The event can be combined with vineyard tours or cultural visits to create the product more authentic and give them a regional touch. Important within this kind of product is a well planned and effective marketing campaign, these campaigns should be launched for instance in big cities, to attract a great number of interested parties. The event should be designed as a combination between education in degustation technique, wine growing, wine producing and the transmission of the regional culture and specialties.

- Wine seminars as wine producing course: Within such a wine seminar the customer takes part in a course which takes place around 6 times a year. The customer accompanies the wine grower into the vineyards and get actively involved in the different procedure steps of the respective season. In the end of the seminar season the participant can taste and buy his “own made” wine and create an own etiquette for the bottles. The seminar days are a mixture between an educational event and a social experience. This unusual form of seminars is aiming to create a relationship with the participants and to transmit a positive image of the whole region. Participants on such a seminar should be seen as future customer and as word of mouth marketer

of the regional wine products. As well with this product, the professionalization of similar already existing offers is needed to meet standards and requirements of potential customers.

There has been a very little research so far on how wine influences, the emotional binding to a region, but as previous research has shown, it is likely that visitors and participants will return or repurchase the product if they had a satisfactory, unforgettable time with high quality products. As well the value of word of mouth should not be underestimated. Wine seminars always should have a personal touch, given by the wine grower, the guest should feel welcome and as part of the process.

5.2.3 Picnic

In the canton Schaffhausen a product exists which sells baskets with regional farming products like bread, pasta, vinegar, oil, vegetables and fruits. The product is quite popular and has a high recognition. A similar offer is suggested within the RNP. The proposed products consist as well of local farming goods and wine products. The differentiation would happen through the organization of picnics in the beautiful landscape of Schaffhausen. This product aims to function within a defined value chain of different service providers but organized within one organization. In detail the product could be designed as follows:

1. Trough an easy accessible link on the website of the RNP, a potential customer can put together his own individual picnic in different categories like: romantic, family, social, marriage proposal.

2. The picnic can be booked at different beautiful places within the RNP or on private grounds such as: vineyards, riversides, lookouts on hills or in the middle of corn fields.

3. The transportation is part of the product and will be arranged due to customers' wishes and respective locations of pick-up place and picnic destination. Possible means of transportation are: horse-drawn vehicle, ferry boat, rickshaw and bicycle. For longer distances it is suggested to combine it with train rides.

4. The eatables of the picnic consist without exception of local products of highest quality, accompanied with wine from the canton.

5. Optional are accommodation arrangements of any category and location to combine with the service.

6. A week after the picnic the couple, family or group receives a small basket with some typical local products to thank for the purchase of the service and to ask about the guests opinions. This deepens on the one hand the relationship of the customer to the region and gives the organization the chance to continuously improve the service on the other hand.

Within this service, several possibilities to develop and design the offer are possible. The product should appear as flexible as possible. The advantageous location of the RNP

Schaffhausen (near Zurich) should be used to connect the service with transportation providers in order to attract the inhabitants of the agglomeration Zurich.

5.2.4 Flagship Product

Besides the experiencable wine tourism products it is recommended to develop a flagship product, which spreads the name of the RNP Schaffhausen beyond the borders of the canton. Suggested is a wine product which signalizes its uniqueness trough a very special characteristic. The flagship product should correspond with the park philosophy and shall express authenticity of the RNP region. The procedure of a flagship determination can be designed like this:

Figure 19: Development of flagship product



(Own illustration)

How such a product could look like will now be discussed within the determined steps:

⇒ Consider park philosophy and strategy. The defined strategy serves as initial starting point within the idea generation process. In the case of Schaffhausen the attributes, authentic, cross-linked, deceleration, holistic value creation should therefore influence the decision making process. Of course the main strategic direction, wine tourism should be expressed by the final product.

⇒ Define local specialties. Schaffhausen has many regional specialties which are worth considering. The last year published cookbook with the title “Schaffhauser Landfrauen Kochen” provides numerous example for the idea generation. There is no border while considering new ideas, even handcrafts and local arts can be involved within the arrangement of a new product. It is likely to involve different businesses in the development of the product.

⇒ Consider target groups. The target groups for which the product is created should be the same group than the estimated park visitors. Since the park main strategies has been defined and wine tourism is a main topic, the flagship product should correspond to the interests of a wine tourist and make them likely to be interested in the product.

⇒ Choose product and make it unique. After having all aspects carefully taken into consideration. A number of realizable options should be ready to discuss. In the case of the RNP Schaffhausen the product has with a high probability something to do with wine or is a wine product. A challenge is now to give to the product a special message and a unique touch. If the product will be a simple wine, it has to be decided what could make this wine more special and how it can better be related to the region

in a unique way. The wine could for instance bee sold in a handmade, small wine barrel mad out of oak from woods of Schaffhausen and made by a local cooper. The content of the barrel has to be something special as well. A possibility would be to organize a RNP wine testing and to award every year the best “Blauburgunder” within the RNP. This wine will then be filled in the barrels and sold in a limited number.

⇒ Marketing of the product. If the flagship product is fully developed it has to be marketed and finally sold. The first marketing tool is to limit the number of wine barrels to enhance the request and to give a specific name to the product. Furthermore, it has to be declared that the product is 100% natural and 100% regional. The owner of this very special object could then be motivated to visit the region again by offering him, a refill of the RNP wine of the year for the half price. Tourism and wine organizations should be motivated to use the product as giveaway to prominent guests and important visitors of the Canton.

The final product aims to make the region more important and to communicate the strategy and the core competencies of the park. The suggested flagship product serves as illustration. Many possibilities are to consider while choosing a final product.

The in this chapter presented offers are suggestions which are based on the findings on the previous research. The offers are not definitely developed and need a much deeper market analysis before entering the market. The most important thing among all offers is to provide a high quality standard and to do the measurements which are planned to implement, very thorough. Especially for products which shall sustain over a long time and are depending on many stakeholders, careful planning and organization is of paramount importance.

6 Conclusion

In the conclusion the most important findings of the preceding chapters are pointed out. Additionally, the limitations for this paper will be given and consequently, recommendations for further research are made.

6.1 Results of Paper

With the aim to develop a tourism strategy and to suggest new offers for the planned RNP in the canton of Schaffhausen, the in the last chapter presented solution where worked out. The basis for the research was the carefully examination of the general aspects of regional nature parks. The focus was on the determination of the potential of regional nature parks in Switzerland. Parallel the paper aimed to analyze the potential of wine tourism and how value can be created with wine tourism offers. Through meaningful expert interviews, the analysis of a workshop and the comparison of Schaffhausen with other wine tourism regions the potential of Schaffhausen could be determined. The definition of a tourism strategy and suggestions for wine tourism products have been resulted as outcome of this paper.

The potential of the planned RNP can be seen as very high with the topic wine and wine tourism as differentiation from other RNP regions. The RNP organization should work close together with Schaffhauserland tourism and the connected branch association wine and integrate their strategies into the park concept. This is important in order to have a common market appearance and to strengthen cooperation within the canton and especially within wine tourism. It is recommended to use the park label as quality sign and not as marketing tool and therefore as “competition” to other tourism- and wine producing organization within the canton. A tourist who is visiting the park must not feel or see the borders of the park, canton or even country. The communication of the products of the RNP and Schaffhausen tourism should be communicated as simple and unified as possible in order not to confuse guests.

A RNP can help to strengthen cooperation not just between the tourism and wine organizations, but as well among wine producers and other touristic service providers. The creation of high quality, functional value chains with a high regional integration are of crucial importance in order to generate regional value and to serve authentic products to guests. Furthermore, research has shown that wine tourism is perfectly applicable to numerous other not related products within the canton. A RNP should try to better combine the versatile tourism offers in Schaffhausen and to create functional networks on a regional basis. Therefore, it is not amiable to attract as many visitors as possible, but to increase the regional value creation from those who are visiting the region. Schaffhausen should remain with the already applied strategy of near natural and soft tourism.

The population of Schaffhausen and especially wine producers within the park should be continuously informed about the RNP and the significance of building a park. Wine producers within the park have to be motivated and educated to develop meaningful and qualitative advanced products and to engage in wine tourism with their own creative products. This would help to diversify the offer and to create a wide network among the park of beneficial wine touristic products. Although, Schaffhausen already has a broad variety of excellent wine tourism products, there is some potential for improvement. Since the two organizations

Schaffhauserland tourism and the branch association wine are organized under the same management, the initial situation could not be better to strengthen its position as wine tourism region. The awareness as wine tourism region has to be increased and the, as fourth cornerstone communicated “Blauburgunderland”, should be communicated as main attraction together with the beautiful landscape of Schaffhausen. Wine tourism as attraction has the potential to generate a higher regional value to the region than the other cornerstones (Rhein falls, Stein am Rhein, City of Schaffhausen) do. Of course they are important but they have not the potential to increase the value of tourism in the more remote, rural areas. The suggested products are ideas which are mainly based on already existing products. Out of all the most important point is to improve quality of wine tourism products and to motivate wine producers to educate them and to enhance cooperation with other touristic businesses.

6.2 Limitations

The results of this thesis are based on existing results out of other scientific papers and books which are composed by experts and professional researchers. Numerous papers and researches have been made on wine tourism so far. The examination of the diverse literature has shown that wine tourism is highly dependent on the respective regions in which the research was done. Therefore, the outcome depends on the conditions of the, as basis taken wine tourism region. To receive exact data on the wine tourism region Schaffhausen, much deeper and intensive research has to been made, which directly corresponds to the conditions of wine tourism in Schaffhausen.

Furthermore, the interviews which have been made to gain expert knowledge on touristic and wine touristic aspects are a crucial part of the analysis of the conditions in Schaffhausen. Due to the framework of this paper a limited number of meaningful experts have been chosen. In order to generate a deeper insight into the business and interesting fields of those experts, the cooperation has to be much deeper and intensive to analyze possibilities and the willingness of the respective partners to involve in wine tourism development. Nevertheless, the by the ZHAW organized workshop and its outcomes have helped to professionalize this paper and to evaluate the overall situation of tourism in Schaffhausen. Another restriction was the research with comparing tourism regions. The chosen regions have been carefully selected, but although there are probably many other wine touristic innovations and innovators in other wine regions which would be of high value to determine in wine tourism.

The presented results are the findings out of the careful and accurate research on the predefined topics of regional nature parks and wine tourism. Due to the possibility, of the author, to be involved in the project group for planning the development of the management plan, important and meaningful insights into the project could have been made. Nevertheless, the development of the tourism strategy and offers for the RNP in Schaffhausen is a personal interpretation of the research outcome. Therefore, strategy and offers have to be tested and negotiated with the respective stakeholders before they finally will be organized and implemented.

6.3 Recommendations for Future Research

It is recommended to further develop and apply the suggested strategies and offers. Due to its actuality the mentioned improvements should be communicated and discussed with the involved stakeholder as soon as possible. To complete and eventually develop the presented measures it would be helpful to do further qualitative research on the topic of wine tourism. Especially the opinions and willingness to involve of wine producers should further be determined and included into strategy development and implementation. Since wine producers will play a crucial role in the development of the suggested measures, the overall attitude of them should continuously be analyzed in a deepened way. This is important to have the possibility to react appropriate on interference factors and other not planned influences. Furthermore, the suggested offers and strategies have to be tested on the market before they finally will be applied and marketed.

Since the modern society is changing very fast and the requirements and needs of potential customers are changing permanently, trends of the respective target groups have to be determined and analyzed continuously. Although the overall strategy should not always be changed, adjustments on newly aroused needs should be implemented continuously.

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Appendices

Appendix A: Interview Beat Hedinger

Interview Fragen an Beat Hedinger, Direktor Schaffhauserland Tourismus und Geschäftsführer des Branchenverband „Schaffhauser Wein“

Organisation:

- Wie kam die Zusammenlegung von Schaffhauserland Tourismus und dem Branchenverband „ Schaffhauser Wein“ zu Stande und was war die Idee/Vision dahinter?
  Beat Hedinger: Dem Einkellerverband und dem Weinbauverband wurde der Branchenverband Wein in 2003 übergeordnet. Dies war der erste Branchenverband im Weinbau in der ganzen Deutschschweiz. Bei der Gründung bezog ich als Geschäftsführer des Branchenverbandes eine Büroräumlichkeit im neu Umgebauten Haus zur Wirtschaft in Schaffhausen. In denselben Räumlichkeiten befindet sich auch Schaffhauserland Tourismus. In den folgenden Jahren wurden die Doppelspurigkeiten zwischen dem Branchenverband Wein und Schaffhauserland Tourismus immer deutlicher und die Zusammenarbeit vertiefte sich stetig. Als in 2007 der ehemalige Chef von Schaffhausen Tourismus Hans Wespi abtrat, wurde beschlossen die beiden Organisationen gemeinsam zu führen und eine optimale, Synergien nutzende Struktur einzuführen.
  (Anmerkung Michael Leibacher: Schaffhausen Tourismus wurde 2007 in Schaffhauserland Tourismus umbenennt. Der Branchenverband Wein tritt nach aussen unter dem Namen Blauburguderland auf)

- Wurden andere Wein-, Tourismusregionen mit ähnlichen Strukturen als Vorbild zum Aufbau der gemeinsamen Organisation genommen?
  BH: Nein es gab keine spezifischen Vorbild Regionen. Aber natürlich war es uns bewusst, dank grösseren Wein-Tourismus Regionen, dass Wein und Tourismus sehr gut zusammenspielt und eine Zusammenlegung zu einer positiven Vernetzung führen kann.

- Welche konkreten Aufgaben/Tätigkeiten konnten durch die Zusammenlegung optimiert werden? Welche Synergien konnten genutzt werden?
  BH: Es konnten Synergien auf vielen Ebenen genutzt werden. Es gibt sehr viele Gemeinsame Zielgruppen (Gastronomie, Hotellerie, Transport). Ein nicht unwichtiger Teil war auch die gemeinsame Nutzung der Infrastrukturen. Durch die Zusammenlegung wurde auch der neue, vierte Leuchtturm in Schaffhausen; Landschaft und Wein geschaffen.(neben den anderen 3 Leuchttürmen: Rheinfall, Schaffhausen, Stein am Rhein, Anmerkung Michael Leibacher)

- Gibt es Aspekte, die sich durch die Zusammenlegung negativ auf andere Tourismusbereiche auswirken?
  BH: Im generellen Nein. Es gibt natürlich Gewisse Stimmen die meinen das ich als Geschäftsführer dem jeweils anderen Bereich zu viel oder zu wenig Aufmerksamkeit schenke. Einige Weinbauvertreter auf der einen Seite und einige Tourismusvertreter auf der anderen Seite meinten das sie nun einen halben Geschäftsführer verlieren

würden. Schlussendlich überwiegen aber eindeutig die Vorteil, dies wir deutlich bei erfolgreichen Projekten wie dem Gourmetfestival in Schaffhausen, wo die Zusammenarbeit zwischen Weinbau und Tourismus enorm optimiert werden konnte.

- Wie funktioniert die Zusammenarbeit mit der Wirtschaftsförderung des Kantons Schaffhausen? Gibt es gemeinsame Strategien?
  BH: Die Zusammenarbeit funktioniert sehr gut mit Schaffhausen Total haben wir eine sehr gute Plattform um die Zusammenarbeit zu optimieren und einen optimalen Austausch zwischen den Branchen zu gewährleisten. (Schaffhausen Total: Kanton Schaffhausen, Stadt Schafhausen, Industrie- und Wirtschaftsvereinigung, Kantonaler Gewerbeverband, Schaffhauserland Tourismus/Branchenverband Wein). Die Zusammenarbeit ist sehr eng und gut vernetzt, nicht nur durch den Gemeinsamen Standort im Haus der Wirtschaft.

Schaffhauserland Tourismus

- Welches Gewicht wird dem Weintourismus im Kanton Schafhausen zugeschrieben? (bezüglich zukünftigen Angeboten und der Vernetzung von Angeboten)
  BH: Der Tourismus in Schaffhausen hat vier Leuchttürmer (Schaffhausen, Rheinfall, Stein am Rhein, Landschaft und Wein) Diese Gliederung ist relative neu und die Vernetzung wird kontinuierlich gestärkt. Der Weintourismus ist sehr wichtig für Schaffhausen vor allem in Kombination mit den anderen Tourismusprodukten. In verschiedenen Projekten werden momentan neue Tourismus Produkte entwickelt, die verstärkt auf den Weintourismus fokussiert sind.

- Sehen sie den Weintourismus eher als Ergänzung zu anderen Tourismusprodukten (Kunst, Architektur, Wandern, kulinarik) oder als unabhängiger Anziehungspunkt für Touristen?
  BH: Sowohl als auch. Weintourismus ist sehr wichtig für Schaffhausen und eine grosser Attraktionspunkt. Touristen werden einerseits mit den Weinbauprodukten abgeholt. Weintourismusprodukte werden aber auch für die Produkte Bündelung verwendet.

- Wie funktioniert die Zusammenarbeit mit Schweiz Tourismus? Welche Synergien können/dürfen genutzt werden? Inwiefern spielen Marketingstrategien (z.B. Jahr des Wassers) von ST eine Rolle für Schaffhauserland Tourismus?
  BH: Die Zusammenarbeit funktioniert gut, hauptsächlich sind wir über Ostschweiz Tourismus mit Schweiz Tourismus vernetzt. Über Ostschweiz Tourismus werden auch die Leistungsvereinbarungen mit Schweiz Tourismus behandelt, wie beispielsweise die Städte Kampagne. Problematisch ist das Schaffhausen eine Randregion ist sowohl Geografisch als auch Touristisch. Es braucht ab und zu viel Arbeit um bei Schweiz Tourismus nicht in Vergessenheit zu geraten und sie von unseren Qualitäten zu überzeugen. Ebenfalls haben wir das Logo (Goldiges Edelweiss) in unseren Auftritt integriert.

- Welche Schaffhauser Produkte werden über ST vermarktet?
  BH: (siehe Frage oben)

- Welches ist der Kernmarkt von Schaffhauserland Tourismus? Gibt es Märkte/Regionen in denen ein verstärktes Marketing betrieben wird?
  BH: Kernmarkt ist eindeutig die Deutschschweiz und der Süddeutsche Raum. Wir investieren 10'000 im Jahr für Marketing in Deutschland. Ebenfalls versuchen wir über den Tourismus im Bodenseeraum die internationalen Gäste zu erreichen.

- Welche Märkte sollen in Zukunft angesprochen werden (CH-Regionen, Länder, Demographische Gruppierungen)
  BH: Die Konzentration liegt weiterhin auf Deutschland und der Schweiz, das Marketing soll in diesen Märkten ausgebaut werden. Zusätzlich konzentrieren wir uns auf den Langsam Verkehr. Mit dem wir Werbung in verschiedenen geografischen Märkten machen. Auch Ostschweiz Tourismus hat den Langsam Verkehr im Fokus und die Zusammenarbeit mit verschiedenen Projekten ist somit Ideal.

- Gibt es Zahlen bezüglich Übernachtungen, Aufenthaltsdauer und Herkunft der Gäste in Schaffhausen?
  BH: Keine Eigenen, wir arbeiten mit den Zahlen des Bundesamtes für Statistik.

- Sehen sie generelle Nacheile von Schaffhausen als Tourismusregion gegenüber anderen Tourismusregionen (geographische Lage, Gastfreundschaft der Bevölkerung, Attraktionspunkte, Erreichbarkeit)?
  BH: Schaffhausen ist in der Schweiz eine Randregion, man muss sich viel wehren um wahrgenommen zu werden. Zusätzlich merkt man in Schaffhausen die Währungsschwankung (starker Franken) sehr stark da man eine Tagestourismus Destination ist. Bezüglich der Gastfreundschaft, ist es nicht so das die Schafhauser unfreundlich sind, aber das Bewusstsein für den Tourismus fehlt etwas in der ländlichen Bevölkerung. Wenn ein arbeitender Rebbauer einen Wanderer sieht, ist es oft noch so dass er in ihm nicht einen potentiellen Kunden oder Gast sieht, sondern er überlegt sich wieso dass diese Person nicht am Arbeiten ist um diese Zeit. Ein zusätzliches Minus ist natürlich die Erreichbarkeit mit dem öffentlichen Verkehr. Man arbeitet daran endlich den halb Stunden Takt nach Zürich zu erhalten. Auch die Fahrzeit in die Landschaftlich schönen Regionen im Klettgau dauern relative lange, verglichen mit der zurückgelegten Distanz.

- Gibt es neue Zukunftsstrategien oder erhebliche Strategieveränderungen von Schaffhauserland Tourismus? Hat ein allfälliger RNP Einfluss auf die Zukünftige Strategien von Schaffhauserland Tourismus?
  BH: Geplant sind keine Strategieänderungen, weil erst vor drei Jahren die Strategie von Schaffhauserland Tourismus neu ausgerichtet wurde. Wir sind stetig daran uns zu positionieren und mit unseren Partnern der Nachbargemeinden Zusammenzuarbeiten. Im Falle das der Regionale Naturpark in Schaffhausen realisiert werden kann wird keine eigentliche Strategie Veränderung nötig sein, da das Konzept des Parks schon sehr gut in die bisherigen Strategien von Schaffhausen Tourismus passt.

Blauburgunderland

- Was war die Ursprüngliche Idee hinter dem Gemeinsamen Auftritt als „Blauburgunderland“? Gab es Vorlagen (im Sinne von Musterbeispielen) zur Umsetzung dieser damals neuen Struktur?
  BH: Der Druck auf dem Markt war sehr gross, professionelle Strukturen waren Nötig. Die Absatzzahlen gingen zurück bei steigender Qualität der Trauben und Weine. Somit wurde uns klar dass wir am Marketing arbeiten mussten. Es lag auf der Hand dass man sich die Kernkompetenz von Schaffhausen, der Blauburgunder (ca 78% der Rebfläche im Kanton Schaffhausen ist mit Blauburgunder bepflanzt) auf die Fahne schrieb. Man wollte auch den Weinproduzenten und Rebbauern eine Plattform bieten um ihre Produkte möglichst Ideal zu vermarkten. Es gab aber keine Vorlagen von anderen Weinregionen zur Schaffung des Branchenverbandes. Die Strukturen wurden neu, der Region angepasst entwickelt.

- Wie funktioniert die Zusammenarbeit zwischen dem Einkellerer-Verband und dem Weinbauverband? Können die Interessen durch die gemeinsame Struktur besser vertreten werden?
  BH: Der Weinbauverband funktioniert sehr gut man ist sehr Verbunden unter den Rebbauern und der Verband weist klare Strukturen und Finanzille Beteiligungen auf. Der Einkellererverband ist eher eine losere Organisation, es sind eher Unternehmer und somit auch Konkurrenten. Im grossen und Ganzen funktioniert die Zusammenarbeit im Branchenverband aber sehr gut. Gemeinsam kann man viel besser im Markt agieren und zum Beispiel Preise mitbestimmen und Verhandeln. Denn in Schaffhausen ist man immer noch sehr abhängig von den drei grossen Kellereien GVS, Rimuss, Volg.

- Wie beurteilen sie im Allgemeinen die Konkurrenzsituation im Blauburgunderland zwischen den touristisch aktiven Weinbaubetrieben? Ist man gewillt zusammen zu arbeiten und eine Horizontale Wertschöpfungskette aufzubauen?
  BH: Es besteht vermehrt die Bereitschaft, nach aussen gemeinsam aufzutreten. Es gibt aber, wie bei allen Branchen, solche die sehr aktiv sind und andere die gar nichts unternehmen das Gefälle ist hier sehr gross. Durch den Gemeinsamen Branchenverband wurde die Konkurenzsituation etwas beruhigt, denn man muss zusammensitzen und gemeinsame Lösungen und Lösungsansätze finden.

- Gibt es Schwachpunkte oder Störfaktoren seitens der Weinproduzenten bezüglich der Zusammenarbeit mit Schaffhauserland Tourismus (evtl. Beteiligung an Finanzierungen oder Kooperationsbereitschaft)
  BH: Grundsätzlich ist die Zusammenarbeit sehr begrüsst worden, vor allem als man schon nach kurzer Zeit die „Früchte“ der gemeinsamen Arbeit sehen und ernten konnte. Solange man nichts bezahlen muss ist die Bereitschaft zur Kooperation sowieso vorhanden.

- Sehen sie den RNP als Möglichkeit die horizontale Wertschöpfung(Zusammenarbeit zwischen den Rebbau betrieben und Kellereien zur Verfolgung eines gemeinsamen Zieles) zu Verstärken?

BH: Ja ich glaube die Wertschöpfung könnte gesteigert werden. Der RNP ist in meinen Augen vergleichbar mit dem PREWO (Projekt Entwicklung Wilchingen Osterfingen), man kann eine Wertschöpfungskette aufbauen und verschiedene Leistungsträger miteinander Vernetzen. Der RNP ist auf jeden Fall eine Chance die horizontale Wertschöpfung zu stärken.

RNP Schaffhausen

- Sind sie der Meinung dass ein Regionaler Naturpark im Allgemeinen Vorteile für die gesamt Region Schaffhausen hervorbringen kann?
  BH: Ja ich bin ein Befürworter des RNP's und sehe grosse Vorteile bei einer Realsierung des Parks. Vor allem der gemeinsame Auftritt verschiedener Leistungsträger unter einem gemeinsamen Label erscheint mir sinnvoll.

- Sehen sie Möglichkeiten einen RNP in die zukünftigen Strategien von Schaffhauserland Tourismus einzubauen?
  BH: ja auf jeden Fall, der Park passt gut zur bereits eingeschlagenen Strategie von Schaffhausen Tourismus.

- Welche konkreten Verbesserungen erhoffen sie sich von einem RNP in Schaffhausen?
  BH: Von sinnvollen Wertschöpfungsketten im Weinbau und einer Absatzsteigerung der regionalen Produkte (Weine). Momentan werden noch 60% der Trauben an gross Kellereine verkauft für relativ tiefe Preise. Wünschenswert wären auch neue Verkaufskanäle und eine gemeinsame Plattform für regionale Produkte, nicht nur Wein. (Bauernbrot, Spezialitäten).

- Wie beurteilen sie die allgemeine Stimmung unter den Weinproduzenten bezüglich eines Regionalen Naturparkes?
  BH: Man spürt immer noch etwas die Angezogene Handbremse und eine Gewisse Ungewissheit. Die Rebbauern interessieren sich aber für den RNP. Beispielsweise wurde ein Landwirt aus dem RNP Thal eingeladen, der über seine Erfahrungen mit dem RNP berichtete. Aus diesem Referat war deutlich zu hören, das der Naturpark nur denjenigen Nützt die sich engagieren.

- Wie beurteilen sie die allgemeine Stimmung in Schaffhausen bezüglich eines RNP's
  BH: Es herrscht meiner Ansicht nach eine ähnliche Situation wie bei den Rebbauern, man weiss noch nicht genau was ein RNP bedeutet. Es gibt zwar eine sehr gut vernetzte gruppe die für den Parkaufbau verantwortlich ist aber die Bevölkerung weiss noch nicht was ein Park konkret ringen soll.

- Sehen sie einen allfälligen RNP in Schaffhausen eher als Kommunikation/Marketingmittel nach aussen oder eher als Struktur um die Zusammenarbeit zwischen den verschiedenen regionalen Leistungsträgern nach innen zu optimieren und zu festigen?
  BH: Ich sehe den RNP eher als Kommunikation und Marketing mittel nach aussen. Die inneren Strukturen sind weitgehend schon Vorhanden und können nicht durch einen Park vom einen Moment auf den anderen Umgestaltet werden.

Appendix B: Interview Ueli Jäger

Interview Fragen an Ueli Jäger, Bereichsleiter Wohnortmarketing Wirtschaftsförderung Schaffhausen, Generis AG

Allgemeine Fragen:

- Welchen Stellenwert/Wichtigkeit hat der Tourismus in Schaffhausen im Bezug auf die Steigerung der Attraktivität des ganzen Kanton Schaffhausen?
  Ueli Jäger: Die Abhängigkeit kann als grosser Kreislauf bezeichnet werden, indem alles von allem abhängig ist: Die Bevölkerung profitiert vom Tourismus und der Tourismus beeinflusst die Bevölkerung, der Tourismus schafft wichtige neue Erlebnisse und Produkte welche auch für die Bevölkerung wichtig sind. Der Tourismus ist wichtig für die Qualitätssteigerung für die Einheimischen und für auch für die Zukünftigen Touristen.

- Sehen sie einen direkten Zusammenhang zwischen steigenden Besucherzahlen im Tourismus und der Attraktivität Schaffhausens als Wohn-/Arbeitskanton?
  Ueli Jäger: Ja auf jeden Fall. Die touristischen Angebote sind auch attraktiv um die Lebensqualität zu erhöhen. Ich erwähne gerne folgendes Beispiel: Am Rheinfall wurde ein neuer Seilpark erstellt. Durch diesen Seilpark bin ich selber letztes Jahr 8mal am Rheinfall gewesen. Ansonsten ist der Rheinfall für mich keine Attraktion mehr, es fehlt die Dynamik und die Unterhaltung. Der Rheinfall ist zwar schön aber er bietet zu wenig um Besucher länger zu halten. Der Rheinfall ist für mich langweilig. Somit ist die Frage mit ja zu beantworten durch die Bekanntheit durch bessere Tourismusangebote, wird Schaffhausen auch als Wohn- und Arbeitsstandort attraktiver.

- Welche Faktoren oder Tourismus Produkte sehen sie als besonders herausragen und einzigartig in der Region Schaffhausen?
  Ueli Jäger: Neben den 4 Leuchttürmen, die von Schaffhausen Tourismus definiert wurden (Rheinfall, Stein am Rhein, Schaffhausen, Blauburgunderland) sehe ich vor allem noch die naturräumlich Qualität als erwähnenswert. Schaffhausen ist grün, unverbaut, offen und freundlich was natürlich auch wider einen guten link zur Weinregion ergibt.

- Sind sie der Meinung das Schaffhausen als Randregion (touristisch als auch geographisch) mehr in die Inszenierung und die Kommunikation der Tourismus Produkte investieren muss um für Gäste attraktiv zu bleiben/werden, als andere touristisch populärere Regionen?
  Ueli Jäger: Ja und Nein, natürlich haben wir nicht die Frequenzen wie beispielsweise Luzern. Aber Schaffhausen hat auch nicht die gleichen Voraussetzungen, wir sind geschichtlich keine Tourismus Region. Schaffhausen ist geschichtlich eher industriel geprägt, es fehlt noch an der richtigen touristischen Einstellung.

- Zwischenfrage: Aber sie sehen Schaffhausen schon eher als Randregion?
  Ueli Jäger: ja, aber die geografische Lage spielt gar keine grosse Rolle, eher das Vorhandensein von Angeboten. Von guten Touristischen Angeboten. Wir haben halt keine Berge, kein Schnee, keinen See wenn wir das wider mit dem Paradebeispiel

von Luzern vergleichen. In Schafhausen muss man versuchen erst einmal eine touristische Basis zu errichten, dann ist man zwar immer noch nicht im Zentrum aber man ist touristisch keine Randregion mehr.

Wirtschaftsförderung Schaffhausen – Schaffhauserland Tourismus

- Wie ist die Zusammenarbeit zwischen Schaffhauserland Tourismus und der Wirtschaftsförderung geregelt? Werden dieselben Ziele verfolgt? Können Synergien genutzt werden?
  Ueli Jäger: Wir haben Kooperationen im Bereich der Kommunikation und verwenden zum Teil die gleichen Produkte. Im Wohnortmarketing arbeiten wir eng mit dem Tourismus zusammen und verwenden dafür oft Tourismus Produkte. Andererseits wird das Marketing von „Ein kleines Paradies" auch im Tourismus verwendet. Zusätzlich besuchen wir gemeinsam Messen und Ausstellungen, da können wir stark von der engen und guten Zusammenarbeit profitieren. Bei allen grösseren Projekten die die Wirtschaft und den Tourismus betreffen, arbeiten wir natürlich eng zusammen.

- Besteht zwischen den beiden Organisationen eine gemeinsame Strategie oder ist eine solche geplant?
  Ueli Jäger: Ja das ist wie eine Kaskade zu betrachten. In erster Linie besteht die Kantonale Strategie, diese umfasst die Wohnort Strategie sowie auch die touristische Strategie. Somit ist die Basis für die beiden Organisationen vorgegeben. Auf der zweiten Ebene finden wir dann diese 2 Organisationen die diese vorgegebenen Strategien verfolgen. Dort gibt es dann natürlich viele Bereiche die zusammen gehören. Vor allem im Wohnortmarketing arbeiten wir eng mit dem Tourismus zusammen.

- Sehen sie Vorteile darin, dass die beiden Organisationen relativ klein sind, und auch durch den gemeinsamen Standort im Haus der Wirtschaft, eng miteinander zusammenarbeiten?
  Ueli Jäger: Ich würde die beiden Organisationen nicht mal als klein bezeichnen es ist eher die Region die klein ist. Solch eine kleine Region bringt natürlich enge Strukturen mit sich – jeder kennt jeden. Viele Dinge sind kleiner und mit der Stadt Schaffhausen haben wir ein eindeutiges Zentrum (nicht wie Beispielsweise im Thurgau wo verschiedene grosse Städte um Anerkennung kämpfen). In Schafhausen ist somit vieles vorgegeben und die Nähe (die nahe Zusammenarbeit wird gesteigert durch den einen Standort. Somit bin ich der Meinung das die kleineren Strukturen Vorteile mit sich bringen.

- Welchen Stellenwert hat der Weintourismus für sie, im Vergleich zu anderen touristischen Produkten?
  Ueli Jäger: Der Weintourismus ist eindeutig ein Aushängeschild. Es ist ein sehr Emotionales Produkt. Es passt sehr gut zu unserem Wohnortmarketing. Arbeiten und Wohnen brauchen solche Produkte wie den Weintourismus dieser ist konkret, emotional, gesellschaftlich, Genuss und Zusammengehörigkeit. All diese Attribute sind typisch für Schaffhausen, wir sind „warm" nicht „kalt" die Sonne im Wein drückt dabei die Wärme aus.

Gegenwärtig ist aber die Wirkung des Weintourismus noch klein, man hat noch keine grosse Bekanntheit über den ein erreicht. Der Branchenverband macht zwar einen sehr guten Job, es gibt sehr gute Produkte, die Qualität konnte gesteigert werden aber es ist noch Potential vorhanden in der Steigerung der Bekanntheit. Wenn man Momentan an Schaffhausen denkt, denkt man an den Rheinfall an den Munot aber nicht an den Wein. In der Bündnerherrschaft ist das anders da kommt als erstes der Wein.

- Mit dem „kleinen Paradies" hat die Wirtschaftsförderung eine erfolgreiche Kampagne lanciert. Gibt es in Zukunft strategische Änderungen im Auftritt nach aussen?
  Ueli Jäger: Nein, diese Positionierung ist langfristig geplant und es sind keine Veränderungen Vorgesehen. In der Umsetzung werden natürlich laufend Anpassungen gemacht.

- Inwiefern nimmt die Wirtschaftsförderung Einfluss auf den Tourismus oder touristische Produkte im Kanton Schaffhausen?
  Ueli Jäger: Grundsätzlich sind die Interessen der Wirtschaftsförderung Volkswirtschaftlicher Natur. Überall wo die Volkswirtschaftlichen Interessen den Tourismus tangieren findet ein reger Austausch zwischen uns und Schaffhauserland Tourismus statt.

- Gibt es konkrete Interessekonflikte zwischen der Wirtschaftsförderung Schaffhausen und Schaffhauserland Tourismus? Welche zusätzlichen touristischen Leistungen wären wünschenswert?
  Ueli Jäger: Nein die gibt es nicht, die Zusammenarbeit und der Austausch funktioniert sehr gut. Wünschenswert währen lediglich noch mehr „Leuchttürme" also Produkte die klar positioniert sind und Touristen anziehen, momentan arbeitet man vor allem mit Produkten die einfach da sind. Der Rheinfall ist für mich wie gesagt nicht die richtige Botschaft, es ist kein grosses Erlebnis, es ist keine Attraktivität, nach 5 Minuten hat man ihn gesehen und kommt nicht wider. Das Erlebnis ist an und für sich langweilig es braucht einen Zusatznutzen. Solche „Leuchttürme" sollen die Aufenthaltszeit verlängern. Im Moment planen wir ein Projekt in Neuhausen das aber noch nicht publiziert werden darf, diese könnte ein neuer Leuchtturm werden.

Regionaler Naturpark Schaffhausen

- Wie stehen sie im Allgemeinen zum RNP Schaffhausen? Sehen sie darin eine Chance Attraktivität zu schaffen und diese als Aushängeschild zu nutzen?
  Ueli Jäger: Ja die Chance besteht, Schaffhausen ist in meinen Augen prädestiniert für einen RNP. Die Stärken von Schaffhausen und die Vorteile die ein RNP mit sich bringen kann man gut unter einem Dach zusammenfassen.

- Wie sollte ein RNP, ihrer Meinung nach am effizientesten in die bestehenden Systeme gefügt werden? Als Autonome Organisation oder in enger Zusammenarbeit mit den wirtschaftlichen und touristischen Leistungsträgern?
  Ueli Jäger: Der Betrieb sollt separat geführt werden. Die Vermarktung von touristischen Elementen sollten jedoch über Schaffhauserland Tourismus geschehen.

Produkte aus dem RNP (Landwirtschaftliche Produkte) sollten aber von der Park Organisation aus vermarktet werden.

- Wie sollte ein RNP ihrer Meinung nach, nach aussen auftreten? Als eigenständiges Produkt oder gar nicht und nur als Instrument zur regionalen Entwicklung und des Naturschutzes?
  Ueli Jäger: Diese Frage beantworte ich Zusammen mit der Nächsten Frage.

- Glauben sie das ein zusätzliches Naturpark Label (neben den bekannten Labeln: „Ein kleines Paradies“, „Blauburgunderland“, „Schaffhauserland“) nützlich ist? Könnten sie sich vorstellen dass ein zusätzliches Label für Kunden/Interessenten/Touristen eher verwirrend wirken könnte?
  Ueli Jäger: Dies ist eine Herausforderung die noch gelöst werden muss. Der RNP sollte eher wie ein Qualitätslabel eingesetzt werden, wie ein Stempel oder Etikette.

- Gibt es bereits Strategien oder Ideen wie man einen allfälligen Regionalen Naturpark in Schaffhausen in die bereits lancierten Programme und Aktionen der Wirtschaftsförderung integriert?
  Ueli Jäger: Nein dafür ist es noch zu früh. Aber die Stärken von Schaffhausen stimmen schon heute mit den Zielen eines RNP überein und werden von der Wirtschaftsförderung so kommuniziert. Die Strategien gehen in die selbe Richtung.

- Sind sie der Meinung dass ein RNP in Schaffhausen die Regionale Wertschöpfung steigern kann? Speziell im Hinblick auf die sich in der Umsetzung befindenden Projekte im Weintourismus?
  Ueli Jäger: Ja, auf jeden Fall. Ein RNP entspricht auch dem Konsumtrend; Es wird Qualität gesucht, man möchte wissen woher die Produkte kommen und wer sie Produziert hat. Auch die ganze LOHAS Bewegung passt sehr gut als Zielpublikum eines RNP's.

- Die von der Steiner Sarnen AG entworfenen Projekte (Weinhotel in Hallau, PREWO, Kellereiinszenierungen, Weininformationszentrum am Rheinfall) würden im Anbetracht der steigenden Regionalen Wertschöpfung gut mit einem RNP zusammen passen. Wie steht die Wirtschaftsförderung Schaffhausen zu diesen Projekten?
  Ueli Jäger: Wir stehen sehr positiv zu diesen Projekten und waren auch an deren Entwicklung beteiligt. Wichtig ist zudem die Sensibilisierung der Bevölkerung, gerade im Bezug auf das Weinhotel. Der Mensch ist immer abweisend wenn er nicht weiss was kommt oder was eine Entwicklung bringt. Unsere Aufgabe ist es eine Offenheit zu Produzieren und den Leuten die Skepsis zu nehmen.

- Sind sie der Meinung dass man durch die erfolgreiche Umsetzung der geplanten Projekte im Weintourismus, eine klare Attraktivitätssteigerung des Wohn- und Wirtschaftsstandortes Schaffhausen hervorrufen kann?
  Ueli Jäger: Ja, auf jeden Fall. Wie schon im ersten Teil des Interviews besprochen.

- Laut einer Interviewaussage von Otto Steiner der Steiner Sarnen AG fehlt in Schaffhausen eine ziehende Kraft, die einen Umbruch im Tourismus und somit auch in der Attraktivitätssteigerung hervorrufen kann. Wie stehen sie zu dieser Aussage?
  <u>Ueli Jäger:</u> Ich sehe das etwas differenzierter, ich kann die Aussage zwar tolerieren, aber in meinen Augen fehlt die Basis damit dieser Umschwung stattfinden kann. Wir müssen zuerst bestimmen wo wir uns befinden, es fehlen noch positive Erfahrungen mit touristischen Elementen. Man kann sich auch hier streiten war zuerst das Huhn oder das Ei – also war zuerst das touristische Highlight oder der Tourist? Schlussendlich müssen grosse Projekte in erster Linie Betriebswirtschaftlich Sinnvoll sein. Die Finanzierung sollte über die Leistungsträger erfolgen.
  Solche Projekte muss man Anstossen, Erfahrungen sammeln und Selbstvertrauen Gewinnen, man muss Mutig werden. Dann kann ein solcher Paradigma wechsel eingeleitet werden.

- *Zusatzfrage: Können sie mir mehr über dieses Grossprojekt in Neuhausen verraten?*
  <u>Ueli Jäger:</u> Die Medieninformation findet im Juli statt. Es ist ein Grossprojekt mit einer Investitions Summe von ca. 50 Millionen Franken, gerechnet wird mit 500‘000 Besucher pro Jahr und das Projekt hat einen Bezug zum Wasser. Es wird aber nicht einfach ein Freizeitpark werden. Die Realisierung ist für 2015 bis 2020 geplant. Wenn sie bei Google Alert die Begriffe „SIG“, „Zoo Zürich“ eingeben werden sie sobald die Information heraus ist, informiert werden.

Appendix C: Interview Otto Steiner

Interview Fragen an Otto Steiner, Geschäftsführer Steiner Sarnen AG für Kommunikation, Sarnen

Allgemeine Fragen:

- Welchen Stellenwert glauben sie, hat der Weinbau im Tourismus des Kantons Schaffhausen, neben den wichtigen Leuchttürmen Rheinfall, Stein am Rhein, Stadt Schaffhausen?
  Otto Steiner: Die Bedeutung des Weinbaues ist offensichtlich. Überall sind Reben zu sehen. Die Frage ist welche Bedeutung der Rebbau sich selber gibt. Welcher stolz die Weinbauern haben. Da gibt es noch viel Potential. Im Unterschied zu anderen Regionen sind die Weinbauern Bauern geblieben. Ich erlebe in Niederösterreich oder dem Burgenland, aber ach im Bündnerland die Weinproduzenten als viel selbstbewusster und standesbewusster. Hersteller eines magischen Saftes. Das Selbstbewusstsein schlägt sich letztlich auch im Preis und der verkauften Menge nieder. Und beides hat noch Luft nach oben. Bessere Qualität, stärkere Philosophie, mutigere Preise, höhere Rentabilität, rarere Produkte, spezieller Produkte und so dreht sich die Spirale. Das Ziel ist es doch, dass die Weinbauern gut von ihrer Leistung leben können. Ein Instrument davon ist eine professionelle Begegnungsstätte mit der Region und dem Wein.

- Welche Besonderheiten besitzt die Region Schaffhauserland ihrer Meinung nach noch nebst den bekannten Hauptanziehungspunkten und dem Wein (nicht nur positive Besonderheiten sind gemeint)
  Otto Steiner: Sie ist wunderschön und liegt mitten am Rand. Draussen ist nahe. Die Grenze ist offener den je und geschlossener als auch schon. Die Deutschen kommen – nun muss es gelingen, dass sie auch kaufen. Gastfreundschaft ist sicher ein Stichwort. Die Klettgauer sind ein fröhliches Volk, wenn man als Besucher das erleben dürfte, würden sie davon profitieren.

- Sind sie der Meinung das Schaffhausen als Randregion (touristisch als auch geographisch) mehr in die Inszenierung und die Kommunikation der Tourismus Produkte investieren muss um für Gäste attraktiv zu bleiben/werden, als andere touristisch populärere Regionen?
  Otto Steiner: Diese Frage wurde bereits mit der Vorhergehenden beantwortet.

- Denken sie dass der Weinbau in Schaffhausen genug attraktiv ist um Gäste nur des Weines/Weinbaus wegen nach Schaffhausen zu holen oder sind sie der Meinung dass die Weintourismus Produkte mit anderen Angeboten verknüpft werden müssen um Beachtung zu erlangen?
  Otto Steiner: Diese Frage wurde bereits mit der Vorhergehenden beantwortet.

- Welches sind ihrer Meinung nach die wichtigsten Emotionen die Schaffhausen bei Besuchern wecken oder hervorrufen kann?
  Otto Steiner: Schaffhausen ist vielfältig. Vier Orte sind mir gut bekannt. Stein am Rhein hat ein riesiges Potential, das zwar benutzt aber fast nur Ärger verursacht. Da hat sich keine Freundschaft zwischen den Reisenden und den Bereisten entwickelt.

Das spürt man leider und damit verstärkt sich dieser Aspekt. Der Rheinfall ist Stückwerk. Es fehlt die Einheit und die Grosszügigkeit. Kein Gast merkt, was nun die Zürcher Seite ist. Ihn interessiert das Ganze. Das ist aber kaum erlebbar. Der Rheinfall hat noch ein sehr grosses Potential. Das Klettgau ist ein Geheimtipp. Hier müsste konsequent auf Qualität gesetzt werden. Von der Ausbildung über die Produktion bis zum Erlebnis und dem Vertrieb.

- Glauben sie das die relative Unbekanntheit des Schaffhauserlandes, sowie die momentan geringen touristischen Einflüsse, Chancen sein können für die Zukunft (auch im Anbetracht auf die steigende Nachfrage nach Natur- und Kulturnahen Tourismus)?
  Otto Steiner: *Touristische Orte entwickeln sich aufgrund ausserordentlicher Projekte. Erlebnisse sind gefragt. Das Potential ist mindestens im Sommerhalbjahr vorhanden. Für den Winter wird es eine Spur anspruchsvoller. Was fehlt sind die Erlebnisstränge, die Serviceketten und eine grosszügige Linie. Jeder für sich und alle….*

- Sehen sie entscheidende Vorteile der Weintourismus Region Schaffhausen, durch die gemeinsame Stelle von Schaffhauserland Tourismus und dem Branchenverband Wein, gegenüber anderen (evtl. grösseren) Weinbauregionen?
  Otto Steiner: *Natürlich. Die Wahrnehmung eines grossen Gefüges bedingt aber klar lesbare und grosse Attraktionen. Klei klein ist zwar hübsch aber brotlos. Und das schöne am Touristen ist ja, dass er gepflügte Wege sucht. Den Einheimischen bleiben genügend Wege und Plätze. Fünf Minuten neben den Hauptwegen und eine halbe Stunde nach dem Rummel ist es wieder ruhig wie eh und je.*

Projekt „Grand Tour“ der Steiner Sarnen AG:

- Sind ihnen Weinbauregionen bekannt, die mit ähnlichen Projekten wie dem von ihnen Entworfenen, die touristische Situation und die Regionale Wertschöpfung verbessern konnten?
  Otto Steiner: *Mit dem Loisium in Langenlois haben wir ein ähnliches Problemfeld massiv verändert.*

- Gab es konkrete Vorbildregionen für das Projekt oder wurde es speziell durch die Gegebenheiten in Schaffhausen geformt?
  Otto Steiner: *Es gibt auf der ganzen Welt und viele wunderbare Weinprojekte. Angefangen in Frankreich und in Kalifornien. Eine kenne ich und finde sie hochinteressant.*

- Wie wichtig ist es für das von ihnen geplante Projekte der Grand Tour durch das Klettgau, dass alle vier Hauptattraktionspunkte realisiert werden?
  Otto Steiner: *Mindestens drei sind nötig. Aber weil kein Ort wirklich brilliert, müsste bei einer Reduktion auf drei diese Standorte noch stärker werden.*

- Wie wichtig ist ihrer Ansicht nach, das Weinbauhotel und Weinzentrum in Hallau für das gesamt Projekt der Grand Tour?
  Otto Steiner: *Es wäre sehr wünschenswert – auch ohne Grand Tour. Ein gutes Hotel mit einer starken Führung würde die Region massiv entwickeln.*

- Inwiefern spielen die einzelnen Weinbauern und Kellereibetriebe eine Rolle zur erfolgreichen Realisierung eines solchen Projektes?
  Otto Steiner: *Ob jeder Bauer das selber machen muss, zweifle ich an. Der Aufwand ist einfach sehr gross. Zuerst wäre ein starkes Zentrum wichtig. Eine starke Marke. Damit all die Marketingeffekte einsetzen können. Danach ist es natürlich sehr gut, wenn eine Vielfalt entsteht.*

- Betrachten sie die „Grand Tour" durch das Klettgau als ein in sich abgeschlossenes Tourismus Produkt mit einer zusammenhängenden, autarken Wertschöpfungskette oder sind sie der Meinung das ein solches Produkt auch auf andere bestehende, regionale Tourismus Unternehmen angewiesen ist?
  Otto Steiner: *Eigentlich muss sie eigenständig laufen. Es braucht den Druck, damit die Betreiber volle Kraft voraus leisten können. Das Überleben hängt doch davon ab, dass jemand wirklich will. Auf einer solchen starken Position kann dann sehr wohl in gesunde Kooperationen investiert werden.*

- Wie beurteilen sie die Chancen für den Tourismus eines Regionalen Naturparkes in Schaffhausen im Bezug auf den Weintourismus und die von ihnen entworfenen Projekte?
  Otto Steiner: *Kenne ich leider zu wenig.*

- Welchen Besonderheiten (Probleme, Leistungsträger, Natürliche Gegebenheiten) begegneten sie während dem Entwurf von geeigneten Projekten in der Region Schaffhausen, wenn sie diese mit anderen Projektierungen vergleichen?
  Otto Steiner: *Es gibt überall und immer die seltenen Chancen, dass sich Zeitfenster für eine Region auftun. Und dies hängt mit komplexen Abläufen zusammen. Erbfolgen, Aufbruchsstimmung, Zeitgeist und vor allem unternehmungslustige Menschen. Menschen, die etwas bewegen wollen. Diese sind selten. Heute, gestern, morgen. Die Kunst ist es, diese Situationen zu erkennen und dann mit Hartnäckigkeit dran zu bleiben. Das erlebe ich in Deutschland oder Italien, Österreich oder der Schweiz überall. In Schaffhausen fehlt im Moment die starke Person, die ein solches Projekt wirklich will und ihr ganzes Prestige daran hängt.*

- Haben sie den Kanton Schaffhausen schon vor ihrem Projekt als attraktive Weinbauregion wahrgenommen?
  Otto Steiner: *Klar mit einem sehr guten Wein zu einem recht günstigen Preis.*

Appendix D: Interview Mäni Frei

Interview Fragen an Mäni Frei - Frei, Partner. Werbeagentur AG

Allgemeine Fragen:

- Was sehen sie als wichtigste Aushängeschilder von Schaffhausen zur Kommunikation nach aussen?
  Mäni Frei: Vier Leuchttürme: Rheinfall, Stadt Schaffhausen, Stadt Stein am Rhein, Schaffhauser Blauburgunderland.

- Welchen Stellenwert glauben sie, hat der Weinbau im Tourismus des Kantons Schaffhausen, neben den wichtigen Leuchttürmen Rheinfall, Stein am Rhein, Stadt Schaffhausen?
  Mäni Frei: Das Schaffhauser Blauburgunderland ist in den letzten zehn Jahren zu einem wichtigen Aushängeschild der Region Schaffhausen geworden. Die Weine werden über die Kantonsgrenze hinaus geschätzt. An nationalen und internationalen Prämierungen erhalten sie Auszeichnungen. 2009 wurde Stefan Gysel aus Hallau zum Winzer des Jahres gewählt. Die Reblandschaft ist schön, jedoch genügt das touristische Angebot nicht den heutigen Vorstellungen von Erlebnis und Genuss. Stichworte: Wein-Erlebnis-Packages, Weinhotel, Fahrten durch die Rebberge. Gerade für die Zielgruppe «Weinfreunde» und «Lohas» wäre das Schaffhauser Blauburgunderland eine ideale Destination.

- Welche Besonderheiten besitzt die Region Schaffhauserland ihrer Meinung nach noch nebst den bekannten Hauptanziehungspunkten und dem Wein (nicht nur positive Besonderheiten sind gemeint)
  Mäni Frei: Vier Leuchttürme, jedoch eine geringe Verknüpfung. Die Region wird Tagesstouristen frequentiert, die meist zeitlich nur einen bis max. zwei Leuchttürme besuchen können. Es fehlt an Modernität, Zeitgeist – inbesondere am Rheinfall, wo die Infrastruktur in den 70er-Jahren stehen geblieben ist. Die Leistungsträger arbeiten ausschliesslich für ihren Profit. Die Öffentliche Hand zeigt keine Bereitschaft grundsätzlich grosse Investitionen zu tätigen (Stichworte: Besucherzentrum, Preview-Show, Family-Restaurant, Handwerker-Läden usw.)

- Sind sie der Meinung das Schaffhausen als Randregion (touristisch als auch geographisch) mehr in die Inszenierung und die Kommunikation der Tourismus Produkte investieren muss um für Gäste attraktiv zu bleiben/werden, als andere touristisch populärere Regionen?
  Mäni Frei: Region hat einerseits genügend Besucher (Rheinfall: 1,3 Mio. pro Jahr) – hier sollte eine wesentlich höhere Wertschöpfung pro Besucher erzielt werden (Stichwort. Entschleunigen und damit mehr Zeit für Konsum geben). Andererseits sollten wir mit neuen Angeboten (Weinhotel, Architektur usw.) neue Zielgruppen ansprechen. Dazu braucht es Kommunikation aber in erster Linie Investitionen in die Inszenierung.

- Glauben sie das die relative Unbekanntheit des Schaffhauserlandes, sowie die momentan geringen touristischen Einflüsse (abgesehen von Stein am Rhein,

Rheinfall, Stadt Schaffhausen) Chancen sein können für die Zukunft (auch im Anbetracht auf die steigende Nachfrage nach Natur- und Kulturnahen Tourismus)?
Mäni Frei: Mit der Tagestourismus-Destination Nr. 1 (Rheinfall) kann man wohl kaum von Unbekanntheit sprechen. Die vier Leuchttürme sind bekannt. Die Chancen für eine Erweiterung sehe ich im Bereich «Blauburgunderland» (Verbindung von Natur, Genuss, Kultur (auch Museen).

- Schaffhausen besitzt mit dem Rheinfall einen einzigartigen Anziehungspunkt, die bis 2015 geplanten Projekte (Fischzucht, Schlössli Wörth, SIG Areal) sollen den Rheinfall für Besucher attraktiver machen. Gibt es schon konkrete Neuigkeiten bis wann und in welchem Umfang diese Projekte realisiert werden?
  Mäni Frei: Die Schaffhauser Regierung hat vorerst alle grösseren Investitionen am Rheinfall gestoppt. Einmal mehr bleibt der Investitionswille ein Lippenbekenntnis.

- Glauben sie der Rheinfall wäre auch geeignet um Besucher mit den anderen Besonderheiten von Schaffhausen bekannt zu machen (Weinbau, Natur, Randen-Landschaft)
  Mäni Frei: Nein, die wenigsten Rheinfall-Besucher haben Zeit, auch andere Leuchttürme zu besuchen. Stichwort: in zwei Tagen die Schweiz besuchen (Titlis, Zermatt, Zürich, Jungfrau, Rheinfall).

Regionaler Natur Park

- Wie stehen sie im Allgemeinen zum RNP Schaffhausen? Sehen sie darin eine Chance Attraktivität zu schaffen und diese als Aushängeschild zu nutzen?
  Mäni Frei: Nein, ich sehe darin eine geringe Chance, da zu austauschbar. Es fehlt zudem an geeigneten Übernachtungsmöglichkeiten (Wertschöpfung).

- Wie sollte ein RNP ihrer Meinung nach, nach aussen auftreten? Als eigenständiges Produkt oder gar nicht und nur als Instrument zur regionalen Entwicklung und des Naturschutzes?
  Mäni Frei: Es kann ein eigenständiges Produkt sein (wie Blauburgunderland, Stein am Rhein, Adventure-Park).

- Glauben sie dass ein zusätzliches Logo (RNP Schaffhausen) nebst den anderen in Schaffhausen prominenten Namen (Blauburgunderland, Ein kleines Paradies, Schaffhauserland) auf die Besucher (oder sich Informierende) verwirrend wirken könnte?
  Mäni Frei: Es ist immer eine Frage, wer von den Begriffen angesprochen werden soll.
  Blauburgunderland: Weinfreunde, Weinkenner
  Kleines Paradies: Region Schaffhausen als Wohn- und Lebensraum
  Schaffhauserland Tourismus: touristische Dachmarke
  RNP: Naturfreunde (Leistungsangebot)

- Wie beurteilen sie die allgemeine Akzeptanz in der Bevölkerung, eines Regionalen Natur Park?
  Mäni Frei: Ich denke, die SchaffhauserInnen stehen zu ihrer Natur. Ob diese noch in einem Park zusammengefasst werden soll, ist fraglich.

- Welchen gegenseitigen Nutzen könnten die drei, für den Tourismus wichtigen Organisationen (Schaffhauserland, Branchenverband Wein, Wirtschaftsförderung) von einem RNP hervorbringen?
  Mäni Frei: Die Wirtschaftsförderung ist für den Touristen von geringer Bedeutung. RNP kann ein zusätzliches Leistungsangebot sein, jedoch kaum ein Leuchtturm (die vier bestehenden sind schon sehr viel und schwierig zu kommunizieren),

Wein Tourismus

- Sehen sie entscheidende Vorteile der Weintourismus Region Schaffhausen, durch die gemeinsame Stelle von Schaffhauserland Tourismus und dem Branchenverband Wein, gegenüber anderen (evtl. grösseren) Weinbauregionen?
  Mäni Frei: Ja, das ist genial. Schafft Synergien.

- Sehen sie den RNP als Möglichkeit die horizontale Wertschöpfung(Zusammenarbeit zwischen den Rebbau betrieben und Kellereien zur Verfolgung eines gemeinsamen Zieles) zu Verstärken?
  Mäni Frei: Nein, sehe ich nicht.

- Wie stehen sie zu den, von der Steiner Sarnen AG geplanten Projekte in Schaffhausen (Weinhotel, PREWO, Weinkompetenzzentrum)?
  Mäni Frei: Keine Antwort

- Glauben sie, dass es solche Anziehungspunkte braucht um Wein Tourismus in Schaffhausen attraktiver zu gestalten?
  Mäni Frei: Keine Antwort

- Welche anderen Möglichkeiten sehen sie um den Wein Tourismus in Schaffhausen attraktiver zu gestalten?
  Mäni Frei: Wie vorher erwähnt (Weinhotel, Inszenierung, Erlebnisse)

- Laut einer Interviewaussage von Otto Steiner der Steiner Sarnen AG fehlt in Schaffhausen eine ziehende Kraft, die einen Umbruch im Tourismus und somit auch in der Attraktivitätssteigerung hervorrufen kann. Wie stehen sie zu dieser Aussage?
  Mäni Frei: Bin der gleichen Meinung. Es gibt zu viele Player, die nur den eigenen Profit sehen. Die Touristen kommen – trotz der veralteten Infrastruktur (siehe Rheinfall oder Schifffahrt).
  Die Öffentliche Hand ist gefordert, wenigstens ihre Immobilien wieder in Schuss zu bringen (Stichwort Schlössli Wörth, Fischzuchtanstalt, Laufen-Häuser und Mühleradhaus).

Appendix E: Interview Erich Gysel

Interview Fragen an Erich Gysel, Weinbauer und Präsident des Weinbauverbandes Schafhausen

Allgemeine Fragen:

- Welche Grösse hat der von ihnen bewirtschaftete Betrieb?
  Erich Gysel: 11ha

- Wie viel Prozent der von ihnen Produzierten Weine verkaufen sie direkt ab Hof?
  Erich Gysel: 33%

- Sind sie bestrebt Wein Touristen in Ihre Region zu holen und Weine vermehrt ab Hof zu verkaufen, oder sind sie eher auf den Verkauf des Weines in der Gastronomie und im Detailhandel fokussiert?
  Erich Gysel: alle 3 gleich

- Sind ihre Kunden eher Stammkunden oder Gelegenheitskäufer?
  Erich Gysel: Es sind vor allem Stammkunden und neue.

- An welchen Weintourismus Angeboten beteiligen sie sich oder welche bieten sie selber an?
  Erich Gysel: Hallau, Wilchingen (PREWO) und an verschiedenen in Schaffhausen

Regionaler Naturpark:

- Sind sie der Meinung, dass ein RNP sinnvoll und wertvoll (im Bezug auf die regionale Entwicklung und Aufwertung der Landschaft) ist?
  Erich Gysel: Ja

- Sind sie der Meinung, dass sich aus einem RNP in Schaffhausen ein Wettbewerbsvorteil gegenüber anderen Weinbauregionen in der Schweiz ergibt?
  Erich Gysel: Ja

- Wie beurteilen sie die allgemeine Stimmung der Weinbauern gegenüber dem geplanten RNP in Schaffhausen?
  Erich Gysel: noch keine Meinung, die Leitung und Organisation ist aber positiv

- Denken sie, dass der RNP in Schaffhausen Vorteile mit sich bringt, im Bezug auf kommende, neue Vorschriften bezüglich den Entrichtungen der Direktzahlungen des Bundes(evtl. weil man diese durch die neuen Gegebenheiten eines RNP sowieso solchen Richtlinien anpassen wird?
  Erich Gysel: möglich wäre das, zusätzlich Vorschriften bewerte ich aber eher negative.

- Glauben sie, dass ein RNP in Schaffhausen eine Möglichkeit ist die horizontale Wertschöpfung unter den Weinproduzenten und Weinbauern zu verstärken beziehungsweise aufzubauen?
  Erich Gysel: ja man muss das allerdings von Anfang an gut strukturieren

- Glauben sie, dass ein RNP in Schaffhausen eine Möglichkeit ist die vertikale Integration, verschiedener tourismusbetreibender Betriebe zu verstärken?
  Erich Gysel: ja

Wein-Tourismus:

- Sind sie der Meinung, dass der Weintourismus in Schaffhausen noch Wachstumspotential aufweist?
  Erich Gysel: ja

- Falls ja, sind sie als Weinbauer der Meinung dass dieses Potential noch weiter ausgeschöpft werden sollte oder sehen sie ihre Hauptaufgabe primär in der Produktion und dem Vertrieb des Weines?
  Erich Gysel: beides

- Wären sie bereit, in Zusammenarbeit mit anderen touristischen Leistungsträgern (Schaffhauserland Tourismus, Hotellerie, Gastronomie, Transportunternehmen) eine feste Rolle in einer Touristischen Wertschöpfungskette einzunehmen?
  Erich Gysel: ja

- Wie sehen sie als Präsident des Branchenverbandes Wein, die allgemeine Bereitschaft der Weinbauern im Kanton, aus dem Tourismus mehr Potential zu ziehen?
  Erich Gysel: positiv

- Wie funktioniert die Zusammenarbeit des Weinbauverbandes mit Schaffhauserland Tourismus (Werden die Interessen genügend vertreten, gibt es Interessekonflikte)?
  Erich Gysel: super, dank der Gemeinsamen Organisation vom Branchenverband und Schaffhausen Tourismus

- Glauben sie, dass Schaffhausen einen Wettbewerbsvorteil hat, gegenüber anderen Weinbauregionen, durch die gemeinsame Stelle von Schaffhauserland Tourismus und dem Branchenverband Wein?
  Erich Gysel: ja ich glaube das dies eine Vorbildliche Organisation ist und sehr gut funktioniert

- Wie stehen sie zu den geplanten und sich zum Teil in Umsetzung befindenden Projekten im Schaffhauser Weintourismus (Weinhotel, PREWO, Weininformationszentrum, Grand Tour)?
  Erich Gysel: positiv

- Kennen sie Weinbauregionen, die mit ähnlichen Projekten die allgemeine Wertschöpfung der Region und des Weinbaus steigern konnten?
  Erich Gysel: ja Österreich

- Die Qualität des Schaffhauser Weines konnte in den letzten Jahren stetig gesteigert werden, glauben sie, dass der Tourismus helfen könnte auch den Traubenpreis zu erhöhen?
  Erich Gysel: nur bescheiden, mindestens kann man den Preis durch den Tourismus halten.

- In Schaffhausen wird ein grosser Teil der Trauben von grossen Kellereien (GVS, Rimus, Volg) aufgekauft, wäre es ihrer Meinung nach wünschenswert, dass die Weinbauern vermehrt ihre Weine selbst vermarkten und, oder die Trauben an kleinere, qualitativ hochstehendere Kellereien verkaufen?
  Erich Gysel: Die Weinbauern müssen sich vermehrt besser vermarkten. Ie müssen mehr Mut zeigen sich im Weinbau auszubilden und selber Wein zu keltern. Die 3 Grossen habe sehr gute Qualitäten, ohne diesen Grossverteiler stirbt der CH-Wein, ie kleineren Keltereien können diesen Sektor nicht abdecken. Selbstvermarkter müssen so oder so zum Kelterbetrieb stehen.

Appendix F: Interview Markus Hedinger

Interview Fragen an Markus Hedinger, Sunneberg-Kellerei Wilchingen

Allgemeine Fragen:

- Welche Grösse hat der von ihnen bewirtschaftete Betrieb?
  Markus Hedinger: Wir bewirtschaften 10 ha eigene Reben und vermarkten 230'000 Liter Wein

- Wie viel Prozent der von ihnen Produzierten Weine verkaufen sie direkt ab Hof?
  Markus Hedinger: rund 20%

- Sind sie bestrebt Wein Touristen in Ihre Region zu holen und Weine vermehrt ab Hof zu verkaufen, oder sind sie eher auf den Verkauf des Weines in der Gastronomie und im Detailhandel fokussiert?
  Markus Hedinger: Weinverkauf ab Hof gibt grösseren Aufwand, dafür man hat die grösste Wertschöpfung. Wir führen einen Weinladen, deshalb sind wir an Direktverkauf interessiert

- Sind ihre Kunden eher Stammkunden oder Gelegenheitskäufer?
  Markus Hedinger: Mehrheitlich Stammkunden

- An welchen Weintourismus Angeboten beteiligen sie sich oder welche bieten sie selber an?
  Markus Hedinger: Wir bieten Kellereibesichtigung und Degustationen an

Regionaler Naturpark:

- Sind sie der Meinung, dass ein RNP sinnvoll und wertvoll (im Bezug auf die regionale Entwicklung und Aufwertung der Landschaft) ist?
  Markus Hedinger: Ich denke schon, bin jedoch zu wenig darüber informiert

- Sind sie der Meinung, dass sich aus einem RNP in Schaffhausen ein Wettbewerbsvorteil gegenüber anderen Weinbauregionen in der Schweiz ergibt?
  Markus Hedinger: Wenn das keine Wirkung ausstrahlt, sollte man ein solches Projekt auch nicht realisieren

- Wie beurteilen sie die allgemeine Stimmung der Weinbauern gegenüber dem geplanten RNP in Schaffhausen?
  Markus Hedinger: Grösstenteils wissen Diese noch gar nichts von diesem Projekt, resp. sind schlecht informiert

- Denken sie, dass der RNP in Schaffhausen Vorteile mit sich bringt, im Bezug auf kommende, neue Vorschriften, bezüglich den Entrichtungen der Direktzahlungen des Bundes(evtl. weil man diese durch die neuen Gegebenheiten eines RNP sowieso solchen Richtlinien anpassen wird)?
  Markus Hedinger: Keine Ahnung

- Glauben sie, dass ein RNP in Schaffhausen eine Möglichkeit ist die horizontale Wertschöpfung unter den Weinproduzenten und Weinbauern zu verstärken beziehungsweise aufzubauen?
  Markus Hedinger: Das glaube ich nicht. Wir müssen weinspezifische Angebote anbieten

- Glauben sie, dass ein RNP in Schaffhausen eine Möglichkeit ist die vertikale Integration, verschiedener tourismusbetreibender Weinbaubetriebe zu verstärken?
  Markus Hedinger: Das ist schwierig abzuschätzen, da der Tourismus im Klettgau im Moment gar nicht existiert. Wilchingen hat pro Jahr ca. 40 Gruppen vom Tourismusverein organisiert, das ist so gut wie gar nichts

Wein-Tourismus:

- Sind sie der Meinung, dass der Weintourismus in Schaffhausen noch Wachstumspotential aufweist?
  Markus Hedinger: Ja sicher, weil er zur Zeit auf tiefem Niveau existiert

- Sind sie als Weinbauer der Meinung dass dieses Potential noch weiter ausgeschöpft werden sollte oder sehen sie ihre Hauptaufgabe primär in der Produktion?
  Markus Hedinger: Wein, Architektur, Tourismus- wäre positiv für die Auslastung Wilchingen's. Die Produktion läuft

- Wären sie bereit, in Zusammenarbeit mit anderen touristischen Leistungsträgern (Schaffhauserland Tourismus, Hotellerie, Gastronomie, Transportunternehmen) eine feste Rolle in einer Touristischen Wertschöpfungskette einzunehmen?
  Markus Hedinger: Ja, bisher klappte dies jedoch nicht. Nur sehr wenige Touristen kommen ins Klettgau

- Wie funktioniert die Zusammenarbeit des Einkellererverbandes mit Schaffhauserland Tourismus (Werden die Interessen genügend vertreten, gibt es Interessekonflikte)?
  Markus Hedinger: Mit Beat Hedinger als Verbindungsmann klappt das gut. Jedoch werden die Gruppen im Vinorama Schaffhausen bedient

- Glauben sie, dass Schaffhausen einen Wettbewerbsvorteil hat, gegenüber anderen Weinbauregionen, durch die gemeinsame Stelle von Schaffhauserland Tourismus und dem Branchenverband Wein?
  Markus Hedinger: Die beiden Verbände arbeiten gut. Wir haben jedoch einen Standortnachteil; Bei uns fahren die Touristen nicht, wie z.B. im Bündnerland, sozusagen am Haus vorbei

- Wie stehen sie zu den geplanten und sich zum Teil in Umsetzung befindenden Projekten im Schaffhauser Weintourismus (Weinhotel, PREWO, Weininformationszentrum, Grand Tour)?
  Markus Hedinger: Ich bin im PREWO integriert. Falls der Bund sich daran beteiligt, wird die Trotte und unser Weinzentrum gebaut

- Kennen sie Weinbauregionen, die mit ähnlichen Projekten die allgemeine Wertschöpfung der Region und des Weinbaus steigern konnten?
  Markus Hedinger: *Ja, es gibt solche*

- Die Qualität des Schaffhauser Weines konnte in den letzten Jahren stetig gesteigert werden, glauben sie, dass der Tourismus helfen könnte auch den Traubenpreis zu erhöhen?
  Markus Hedinger: *Wenn die Wertschöpfung der einzelnen Flasche höher wäre, könnte der Traubenpreis erhöht werden. Allerdings müssen wir zuerst einmal in diese Projekte investieren und dies kostet Geld. Sofern die Touristen nach 10 Jahren Aufbau kommen, so kann auch der Traubenpreis erhöht werden*

- In Schaffhausen wird ein grosser Teil der Trauben von grossen Kellereien (GVS, Rimus, Volg) aufgekauft, wäre es ihrer Meinung nach wünschenswert, dass die Weinbauern vermehrt ihre Weine selbst vermarkten und, oder die Trauben an kleinere, qualitativ hochstehendere Kellereien verkaufen?
  Markus Hedinger: *Nein, denn die Weinbauern erschliessen keine neuen Märkte. Sie nehmen höchstens den bestehenden Kellereien Kundschaft weg. Um die Gegend bekannt zu machen, benötigt es kleine und mittlere Betriebe, denn diese sind für den Kunden viel attraktiver als grössere Kellereien*

- Laut einer Interviewaussage von Otto Steiner der Steiner Sarnen AG fehlt in Schaffhausen eine ziehende Kraft, die einen Umbruch im Tourismus und somit auch in der Attraktivitätssteigerung hervorrufen kann. Wie stehen sie zu dieser Aussage?
  Markus Hedinger: *Diesen Vorwurf höre ich auch von Beat Hedinger. Wenn die Gegend nicht attraktiv genug ist, kommen auch die Touristen nicht*

Appendix G: Workshop RNP Schaffhausen

«Regionaler Naturpark Schaffhausen»
Workshop Begleitgruppe Tourismus - Auswertung

Rahmenbedingungen **Teilnehmende:**	- ExponentInnen des Fachbereichs Tourismus - Beat Hedinger, Geschäftsführer Schaffhauserland Tourismus - Christoph Müller (Moderation), Lina Kamleiter (ZHAW) - Michael Leibacher, Claudia Calabro (Studierende)
Ziele:	- Alle Teilnehmenden sind informiert bez. dem Stand der Arbeiten und dem weiteren Vorgehen. - Potentiell interessierte und engagierte Personen können für die Parkidee gewonnen und eingebunden werden. - Schaffung von Akzeptanz für die Parkidee - Aufnahme von offenen Fragen (Wünsche, Bedürfnisse, Bedenken) - Es werden konkrete Projektideen im Bereich Tourismus entwickelt, welche als Projektblätter in den Managementplan eingehen. - Es werden Multiplikatoren für den Regionalen Naturpark gewonnen
Ort:	BBZ, Schaffhausen
Datum/Zeit:	Donnerstag, 28. April 2011, 17 – 21 Uhr

Teilnehmende Experten

- Beat Hedinger (Schaffhauserland Tourismus)
- Claude Tappolet (Siblinger Randenhaus)
- Andres Rüedi (Schlafen im Fass)
- Heinz Trachsler (Schaffhauser Wanderwege)
- Beat Stalder (Schaffhauser Wanderwege)
- Max Reiner (Gastro Schaffhausen)
- Jakob Stoll (PREWO)
- Wendelin Hinder (PREWO, Wilchingen-Osterfingen Tourismus)
- Franz Hostettmann (Stein am Rhein Tourismus, Stadtpräsident)
- Mirjam Blunschi (Landwirtschaftsamt Kanton SH)

Auswertung der Diskussionen – Begleitgruppe Tourismus, Moderation Christoph Müller

Diskussion der Resultate vom Workshop im September 2010

- Rheinabschnitt (Stein a.Rh. - Rüdlingen) als einmalige Flusslandschaft
- Wein(bau)
- Randen
- Langsamverkehr (getrennte Netze, Verbindungsfunktion zwischen Gemeinden, Kombination mit kulinarischen Erlebnissen)
- Aufbau Agrotourismus
- Vorbildprojekt: Via Storia
- Anschluss Schaffhauserland an E-Bike Park Ostschweiz
- Definition von Eintrittspforten in den Park (Internet, Rheinfall, Schiffe)
- Orts- und Weinbaumuseum
- Modellbetriebe und Vorzeigeunternehmen (in Bezug auf Parklabel, Produktevermarktung, Qualität, Identifikation)
- Randentürme inszenieren

Entwicklung von Ideen und Visionen

Von der Begleitgruppe wurden während dem Workshop im Plenum zahlreiche Themen und Visionen diskutiert, bzw. entwickelt:

<u>Grundsätzliche Bemerkungen</u>

- Im Naturpark SH soll kein Massentourismus aufgebaut werden. Gefragt sind nachhaltige, natur- und kulturnahe Angebote. Attraktionen (Werte) sollen jedoch trotzdem in Wert gesetzt und kommuniziert werden
- Wichtig sind auch Ruhe und Entschleunigung, keine „Rummelplätze“
- Es soll eine starke Kooperation mit der Landwirtschaft und dem Gewerbe sowie der Gastronomie/Hotellerie entstehen (Produktevermarktung, Bildung von Wertschöpfungsketten)
- Der Auftritt der Region nach aussen soll klar strukturiert, schlicht und für den Gast einfach erscheinen.
- Wichtig ist dazu auch ein optimales Marketing nach aussen, damit die Region mit starken Produkten und Dienstleistungen in Verbindung gebracht wird und sich die Region damit identifiziert.

<u>Bereich Langsamverkehr / Naturnaher Tourismus</u>

- Grundsätzliche Steigerung der Attraktivität von Wanderwegen (500 km in SH) durch Verknüpfung mit Attraktionen (Natur, Gastronomie, spezielle Ziele, kulturelle Hotspots, Hängebrücke nach D bei Rossberghof, etc.)
- Langsamverkehr wird als grosse Chance für die Region SH gewertet (Bike-Routen, Inline-Skating, Wandern, e-bike etc.) Dazu ist jedoch mehr Marketing und eine Vernetzung der verschiedenen Akteure und Anbieter (Wertschöpfungsketten bilden!) nötig.
- Denkbar sind hier eine spezielle Website, B&B-Angebote (PRE-WO), Ferien auf dem Bauernhof, Vernetzung der Wanderrouten (auch mit Naturpark Südschwarzwald)
- Verschiedene Arten des Langsamverkehrs sollen voneinander getrennt und entflochten werden.
- Vielfalt des Zielpublikums für den Langsamverkehr soll wahrgenommen (gleicher Mensch kommt in verschiedenen Rollen in den Park) und gefördert werden
- Sika-Hirsche, welche in SH leben, sind einmalig für die Schweiz. Wie können diese Wildtiere „sichtbar“ gemacht werden? Hier würden sich Kombinationsmöglichkeiten mit dem Langsamverkehr bieten.

- Im Parkgebiet befindet sich der Segelflugplatz „Schmerlat“. Auch dies ist in Parks eher selten und sollte entsprechend genutzt werden.
- Siehe auch Dokumente von Wendelin Hinder (Langsamverkehr als Chance) und Heinz Trachsler (Wanderziele SH)

Fazit Begleitgruppe: Der Naturpark würde sich für diese Vernetzungsfunktionen und zur Steigerung der Attraktivität des Langsamverkehrs anbieten und sehr gut eignen (in Zusammenarbeit mit Schaffhauserland Tourismus, Blauburgunderland, Landwirtschaft, Gewerbe, Gastronomie und anderen Akteuren)

- Angebotsentwicklung / Bildung von zusammenhängenden Wertschöpfungsketten, speziell Agrotourismus
- Es sollen vermehrt Mehrtages-Pauschalangebote geschaffen werden, die aus Sicht des Gastes „aus einem Guss“ bestehen, zusammenhängend sind und trotzdem von verschiedenen Leistungsträgern getragen werden (Vernetzung, Kooperation!). Dadurch kann die Wertschöpfung gesteigert wer-den.
- Angebote sollen mit dem Naturpark Südschwarzwald vernetzt werden. Beispielsweise hat der Naturpark Südschwarzwald keinen Wein, hier würde sich mit dem Blauburgunderland eine gute Ergänzung ergeben.
- In der Hotellerie/Gastronomie zeigt sich, dass das Zielpublikum und die Nachfrage nach ruhigen, einfachen Unterkünften (ohne TV, Handy etc.) vorhanden ist (Beispiel: Siblinger Randenhaus). Hier könnte weiter ausgebaut und ergänzt werden. Wichtig ist auch, dass lokale Produkte vorhanden sind und verwendet werden (Zusammenarbeit mit Landwirtschaft und Ge-werbe!)
- Landwirtschaftliche Produkte (Spargeln, Wein etc.) sollen gefördert und entsprechend im Tourismus vermarktet werden.
- Für Angebote im Agotourismus müssen Anreize und die entsprechenden Rahmenbedingungen geschaffen werden, konkret entsprechende Wertschöpfungsketten gebildet werden (Umstrukturierung von betrieben, Hilfestellung durch Geschäftsstelle des Parks, Wertschöpfung aufzeigen, ergänzende Angebote lancieren und vernetzen)
- Es soll ein Netzwerk für touristische Angebote in Form einer Plattform geschaffen werden, einerseits für den Parkperimeter, aber auch für städtische Angebote (SH, Stein am Rhein, Rheinfall etc.) Gast bemerkt „Grenzen“ des Parks nicht...

Fazit Begleitgruppe: Der Naturpark würde sich für diese Vernetzungsfunktionen und zur Bildung von Wertschöpfungsketten anbieten und sehr gut eignen (in Zusammenarbeit mit Schaffhauserland Tourismus, Blauburgunderland, Landwirtschaft, Gewerbe, Gastronomie und anderen Akteuren)

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