

# GOOD PRACTICES IN MOUNTAIN TOURISM: A LITERATURE REVIEW

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## **Abstract**

*Mountain areas have always been attractive to facilitate various sports activities, being the initiators of the development of mountain resorts. These activities take place predominantly in the winter season, but also in the summer. However, it is becoming increasingly clear that the existing seasonality must be eliminated.*

*Therefore, it is recommended for these areas to use good practices, as this knowledge is usually well defined and tested in business.*

*There are already studies in which models of good practices are presented as those mountain tourist destinations where seasonality has been eliminated using the concept of "4 Seasons". In these destinations, recreational and sporting activities can be developed throughout the year. Joining multiple elements makes it possible to offer accommodation, rest and services on the same territory.*

**Key words:** *4 Seasons, good practices, mountain tourism, seasonality, sports activities.*

**JEL Classification:** *L83, Z32.*

## **I. INTRODUCTION**

For millennia, the mountains have been important for man's livelihoods in terms of agriculture and animal husbandry, as well as transport and commodity trade. However, nowadays, many mountains have become marginal areas where few investments are made, people are economically disadvantaged and there are degraded resources due to over-use (Mountain Agenda, 1999). However, there are many opportunities to develop mountain tourism in different regions.

The new millennium brings new challenges to tourism (Breedie and Hudson, 2003). In contemporary tourism, sport and recreation become the dominant reasons for traveling, and as a result of modern life, active holidays are more frequent.

Mountain areas have always been attractive to facilitate various sports activities, this being the initiators of the development of mountain resorts. The authors Marković and Petrović (2013) focus on the mountains as being places for travel, sports and tourist recreation, considered as the main touristic holiday activities.

In many parts of the world, mountain tourism is driven by leisure activities such as skiing, snowmobiling, backpacking, etc. (Fredman, 2008).

Divisions in sports disciplines continue to evolve. New conditions and methods are adopted by the different groups of participants, driven by the search for new and original experiences and a

distinctive identity. In the case of mountain sports, this segmentation phenomenon refers to both the winter and summer season (Bourdeau, Corneloup and Mao, 2004).

Contemporary winter sports embrace activities such as skiing, snowboarding, snowmobile, snowshoeing, heli-ski, paragliding, tubing, dog sledding, snow cycling, ice climbing, ice sculpture, ice skating.

The more less known sports are snowshoeing, which is the activity of taking part in snow walks with an elongated frame, usually tight with interlaced strips or a tensed membrane, worn on foot to allow deep downhill (Lillquist, 2013). The same is the heli-ski that involves the same ski or snowboard activity on a track that is accessed by a helicopter, unlike the classic ski lift we are used to (Helicopter Association of Canada, 2014). Another relatively new concept is tubing, a recreational activity in which an individual rides on a specially designed pneumatic tube, either on water, snow, artistic carpets or air. Tubes themselves are also known as "*donuts*" or "*circles*" due to their shape (Adventure Activity Standards, 2013).

There are of course activities that can be practiced in mountain areas during the summer, and the most popular ones are: hiking, mountain biking, mountaineering, climbing, bungee jumping, hang-gliding (where a pilot flies in a mountain, a hang glider), paragliding, river rafting, canoeing etc. Of course, the last are closely related to the geographic position of the mountainous region, which allows the

realization of these activities (Marković and Petrović, 2013).

Generally, a destination for winter sports can be defined as a geographical, economic and social unit formed by all those firms, organizations, activities, areas and facilities designed to meet the specific needs of winter sports tourists (WTO, 1993; Bieger, 1996). Winter sports areas can now be found in the mountains around the world. Their development has been and is a key component in mountain tourism and traditional mountain tourism resorts, most winter sports companies (hotels, cable cars, retail stores, etc.) are small and medium-sized (Mountain Agenda, 1999).

Bieger (1998) notes that destinations can be seen as a touristic product that competes with other products in some markets and claims that *"because product markets are fairly stable, destinations may be seen as strategic business units from a management point of view"* (Muller, Kramer and Krippendorf, 1991; Bieger and Schallhart, 1997). The perception of a destination as a strategic business unit is, however, only clear when the role of an organization for service production is underlined as defining a winter sports destination suggested above. Survival and development of winter sports destinations is largely centered on strategies for creating competitive advantages and at the same time fulfilling the sustainable tourism criteria set by the World Tourism Organization (Flagestad and Hope, 2001).

The conceptualization of a destination has much in common with the conceptualization of the "firm" in the literature, but there are both differences and similarities. Similarities occur when applying a resource-based perspective to a destination, considered as a *"resource package"* and for Porter (1985, 1991) as an interdependent economic *"collection of activities"*. Both the destination and the firm are units linked to a competitive market for value creation, for example, the classic SWOT framework (Iverson & Andrews, 1971) for Strategic Analysis. Therefore it is suggested that strategic management theories in general are relevant knowledge sources applicable to winter sports destinations as strategic business units. A firm as a strategic business unit has, in terms of organizational economy typically, has clearly defined boundaries by property or control structures, while a *"destination may have quite vague boundaries"*. Destination limits are, as defined above, determined by customer needs and not necessarily by the structures provided. Another fundamental difference is efficiency, which could be defined differently in a firm and a destination. Efficiency goals should be linked to a set of individuals and options, which make a different business destination with regard, for example, to resource ownership involvement and stakeholder relations. Although the basis of strategic literature developed for the firm is important and relevant, the existence of differences has implications in limiting the capacity of

strategically developed management theories so that the firm can integrate strategic management at the destination level.

At the heart of the company's strategic management is the creation of a sustainable competitive advantage (Porter, 1985), around which most of the strategic literature focuses. Strategic success in a destination implies that sustainable competitive advantage must be seen in the context of a wider set of efficiency-related dimensions and the lack of clear boundaries, as mentioned above. The authors of Flagestad and Hope, 2001, suggest that the term *"creation of sustained value"* and not a *"sustainable competitive advantage"* adequately reflects the combined objectives of the community, stakeholders and a destination. The use of the term sustainable competitive advantage in a context of destination also has some semantic implications in the authors' opinion. The term "sustainable" in the context of destination is often used in links such as "sustainable development", "sustainable tourism", "sustainable environment" and "sustainability" and is thus associated semantically with environmental issues in the broadest sense social, cultural). Strategic success is therefore strongly related to solid and conscious management of the destination of sustainability issues in the broadest sense (Flagestad and Hope, 2001).

## THE CONCEPT OF GOOD PRACTICES

A good practice can be defined as a *"successfully applied conduct standard that has led to a company's efficiency gain"*. Another definition can be: *"the processes and/ or methods that have been successfully implemented, leading to increased productivity and efficiency"* It can be: an instrument, a process, an activity, a policy or an initiative that has worked effectively delivering outstanding results in the implementation area (GERS Chamber of Commerce and Industry, 2014). Companies use good practices in order to ensure outstanding service quality. Promoting good practice specific to a field of activity is an important tool for increasing competitiveness, as well as a source of inspiration in the innovation process of companies active in the field. This empirical definition can be complemented by the fact that a good practice is always the result of the efforts of an effectively working team. Good practice is a benchmarking result; a comparison that is made between competing subjects/ companies in order to better manage the business activity of the organization (Negruşa et. al., 2013).

Good practices are recommended to be used, as this knowledge is usually well-defined and already tested in business. It is considered that their adoption in the business activity only offers positive effects. However, there are no universal good practices that can be implemented by each organization. It is therefore generally advisable to study and identify them individually. To exchange of best practices, even

with market competitors, is a very good idea because other companies can adapt and develop some good practices according to their field of activity. It is a win-win situation in which each will adapt the good practice and will improve its competitiveness. Exchange is particularly beneficial if companies are interested in developing internationally or in competition with international organizations (Negrușă et al., 2013).

Good practice can be defined as a successful behavioral standard that has led to a company's efficiency gain. Companies use good practices in order to ensure outstanding service quality. Promoting good practice specific to one field of activity is an important tool for increasing competitiveness, as well as a source of inspiration in the innovation process of companies active in that field (Negrușă et al., 2013).

In order to clarify the theoretical notions described above, both current offers and specialized literature have been analyzed regarding the mountain tourism. In pursuing the identification of good practices in this sector, a direction that has been addressed in order to increase the efficiency of the undertaken activity could be observed. This concept is called "4 Seasons", and will be described later along with the related examples.

A year's transition can bring a significant change in weather and environment. The four seasons can vary significantly depending on the characteristics and can cause changes in the world. In order to capitalize on each of these four periods in mountain tourism, the concept of "4 Seasons" has emerged. This concept was created primarily to reduce seasonality in mountain regions and most importantly, in order to satisfy the customers of this sector at any time of the year. The complexity of factors that give rise to seasonal impacts is not easy to address by touristic destinations and many attempts to reduce seasonal effects have failed (Butler, 2001). We will discuss ways in which winter sports destinations around the world have tried to heal or mitigate seasonality issues.

The main cause of seasonality - the climate - is a major challenge. A study in Canada showed that an increase in temperature of 1 Celsius degree over winter season would have a negative \$ 116 million effect on domestic travel spending in the first quarter (Wilton and Wirjanto, 1998). In recent years, ski area operations have begun to recognize the vulnerability and need to face global warming. The "*Keep Winter Cool*" program of the National Ski Association (NSAA) has joined several dozen ski areas in 2003 to explain its greenhouse gas reduction efforts and other environmental achievements (Best, 2003). The NSAA campaign seeks to strike a balance between increasing awareness of global warming and increasing the alarm on possible snow-related effects.

In order to remain in this area, the invention of artificial snow in the 1950s actually gave an impulse to the development of skiing facilities (a technological development that not only prolonged the skiing season

in the snowy states but also made possible this sport in areas where natural snow was less abundant). Currently, operators are investing heavily in snowmaking equipment just to survive, but it can prove to be a costly investment for many resorts (Bender, 2000). Buying machinery and accessing water (a process that may require lengthy negotiations with state authorities and the installation of dozens of wells and kilometers of pipes) can cost tens of millions of dollars. In addition, for low-altitude resorts this option cannot be a solution if it does not always have low temperatures to make snow (Higham, 2005).

In recent years, mountain resorts have engaged in a crazy fight to become four-season touristic destinations. The days when mountain resorts relied solely on skiing to maximize the ROI disappeared. Given the financial and environmental issues, tourism providers are struggling with each other to develop inventive products and services to respond to an ever-increasing demand. A strategy to deal with seasonality is the development of four-season resorts, where sports and entertainment facilities are open all year round, not just in the winter months (Réseau de veille en tourisme, 2018c).

Vancouver-based Intrawest is probably the most successful North American company in the development of four seasons. One of the most successful destinations is Whistler in British Columbia. Over the last decade, Whistler has seen unprecedented growth as a world class destination throughout the year. The strong increase in the number of visitors has been consistently achieved both in summer and winter, and for the first time in the summer of 1996, the actual number of summer visitors exceeded the number of winter visitors (Higham, 2005).

Because this four Seasons concept has been extensively developed in the North America region, the example of a resort in Denver Colorado is the best one. Although Colorado is the skier's winter paradise, there are a lot of other ways, a group can communicate with the elements existing in this place. There are four outdoor seasonal activities that are perfect for groups and require no prior training or experience. The mountains around Denver are perfect for skiing, sledding and snow tubing, and in addition, during winter, the customer can enjoy the thermal waters. Snowshoeing in the spring is ideal for groups because each participant can go at its own pace. The Silver Dollar Lake in Georgetown and the Arapaho Glacier route in Nederland are the favorite spots. The Arapaho Glacier route in Nederland passes through the national forests of Arapaho and Roosevelt. Both trails are just a few miles from downtown Denver (Mulcrone and Kate, 2011, p. 72).

For the summer it can choose geocaching (participants are divided into teams and use GPS devices or smartphones to search for hidden containers called geocache). The Denver area has over 500 caches organized according to difficulty and field.

Players schedule the coordinates in their devices and then spread to locate as many caches as possible during the allotted time. Technology is simple, but it's impossible for the participants not to feel like Indiana Jones when they head to a dense forest or mountain cave to open a treasure. In autumn there is no better way to appreciate clean air than on a bicycle. Numerous cycling routes match each of the beginners or experts. "Three Sisters Loops," near Evergreen is just one of the available options (Mulcrone, 2011, p. 72).

Continuing to follow trends and best practices in tourism we could see that, according to a survey conducted in 2011 by the Ski Area Management Magazine (SAM), taking into account 100 ski resorts in North America, 44% of them operate throughout the year, thus basing its idea on to which the 4 Seasons strategy can fit into a series of good practices (Réseau de veille en tourisme, 2018c).

According to the Tourism Intelligence Network, there is an increasing number of projects in ski resorts around the world to diversify the offer and create a "destination in itself". In most cases, winter sports are the central component, plus new services and activities. In the case of Mont-Orford in Quebec, the management has put forward an ambitious development plan to create a real resort whose real estate and leisure components will be well integrated to create a product for four seasons (Réseau de veille en tourisme, 2018c).

Skiing in summer or surfing in winter is the future of resorts. Although authentic outdoor activity is irreplaceable, fabricated structures extend out-of-season activities by recreating sensations. They are also open to the general population; they allow to learn a sport for enthusiasm or allow them to improve their technique. According to Jeff Coy, the president of JLC Hospitality Consulting, every outdoor event will soon be available in an in-house version. More than 50 snowdomesters exist across the world and hotel's water parks in the United States have increased dramatically in recent years, from 33 in 2000 to 218 in 2009. Thus, a diversification of the offer is to put into practice a "four seasons" strategy. Joining multiple elements makes it possible to offer accommodation, rest and services on the same territory. These projects act as a major pole of attraction for the region. More and more developers are trying to eliminate seasonal and climatic risks generating income throughout the year (Réseau de veille en tourisme, 2018b).

The idea of creating a dry surface on which skiers can practice their favorite sport is not new. Over the last 25 years, over 50 products have been developed, but technology has improved over the past ten years and allows skiers and snowboarders to use their equipment on this type of surface. Nevelast and Snowflex are two companies on this market. Neveplast offers interlocking modules that allow the tubing to be 365 days a year activity and off-season skiing or snowboarding. It is also possible to

reproduce a snow park. The surface is made from a unique technological process that allows the user to slide without using water. The sensation felt by a skier is similar to that experienced on compact snow. The structure does not require a steep terrain; several types of family businesses can take advantage of it. Throughout the world, there are 200 tobogganing facilities, 11 permanent skiing and more than 200 temporary skiing facilities for events. In North America only tubing structures were sold (Réseau de veille en tourisme, 2018b). Another idea is the XTRAICE and Allied Ice Skating companies that offer synthetic ice surfaces. The largest ski resort in Spain, in Sierra Nevada, was equipped in 2009 with an XTRAICE ice rink, easy to use in both winter and summer.

Another successful story in terms of diversification comes from Camelback in Pennsylvania, which has spent \$ 6 million on the Camelbeach Waterpark, and has seen a total increase of touristic presence from 100,000 in the 1998 summer season to over 300,000 in 2002. It is not the only way ski resorts expand and diversify summer business. In addition to the zoo, playgrounds, water slide, hunting pools and other activities, the Smuggler's Notch in Vermont added a nightclub. Ski Roundtop, Pennsylvania, added paintball, and Northstar-at-Tahoe, California, had great success with its ropes course. Another activity added by Northstar recently was fishing, but the most famous ski resort for this is Sun Valley, Idaho. The busiest months of the year are July and August, and fishing and ice skating are the largest and most unusual summer activities (Higham, 2005).

A sustained strategy for achieving a more balanced commercial flow is the product diversification (BarOn, 1975; Manning and Powers, 1984). Many ski resorts have begun to attract summer tourists by developing a wide range of sports activities. Chairlifts and cable cars work for walking or mountain bikers. Most ski resorts now have swimming pools, skating rinks, tennis courts, guided walks and bicycle rentals, and some (about 30 resorts in Europe) offer glacier skiing (Higham, 2005).

In Vail, the creation of Adventure Ridge, a recreation complex at the height of 10,350 meters of Mount Vail, has exceeded expectations. Although it was called Rockies Disneyland, a wide range of activities and a wide range of restaurants, all available through a free gondola (after 16 o'clock), allowed the resort to expand the season (Best, 1997).

This trend has continued so far and is not just in North America. In Australia, for example, mountain resorts have traditionally been promoted as winter resorts, but a directive from the state government to Victoria's board of directors is to investigate the promotion of tourism in these resorts throughout the year (Russell and Thomas, 2004).

Tourism is one of the most important industrial sectors in Austria. Austria is considered a paradise for

winter sports - a picture that has been successfully transported by Austrian sports equipment manufacturers. This is the result of valuable export-oriented expertise from which companies around the world can take advantage of. The international importance of the Austrian tourism industry can be seen in numerous examples of the development their resorts, which are arranged to meet customer preferences. After an analysis of the resorts available in Europe, we could see that from the ones that have a snow-park (437 places in total), the most are in Austria, followed by France, Switzerland and Italy (Worldwide, 2018).

An important aspect that needs to be considered when we want to establish the boundaries of a good practice model is marketing and technology promotion. Web marketing is now one of the most important promotion channels available and some resorts use it very much. Wild Mountain in Minnesota has made a deal with LivingSocial, a buying site for groups, offering a package of discounts and rental equipment. The goal was to attract a new clientele of novice skiers. Snowbird in Utah, one of the first resorts to develop its own application, has implemented a social media strategy by including a community page on its site where visitors can share content (Réseau de veille en tourisme, 2018c).

Brighton Resort in Utah has installed two automatic cameras to photograph skiers and snowboarders who can then download their performances on the Facebook page of the resort. Vail Resorts has created EpicMix, an online or mobile application that allows customers in the five ski resorts to share statistics on their social networks. The information provided is extensive, including downhill, skiing and snowboarding, real-time location of contacts. In the winter of 2017, 100,000 people activated an EpicMix account and 40% downloaded the mobile application (Réseau de veille en tourisme, 2018c).

Intelligent Label Systems was launched in Torino in 2010 to promote the network of museums and historic sites by Turismo Torino e Provincia, the organization that promotes the province of Turin as a touristic destination. This innovative technology was successfully applied in the Alpine province of Torino in 2012 through the DANTE program. When the tag is scanned with a smartphone, it automatically opens a web page, dials a phone number, provides access to interactive content such as photos, mp3s and videos, or unlocks a discount, promotion, or instant win. Labels can reveal different content depending on where they are placed due to their geographic location. Scanned labels are automatically saved so users can review the information multiple times or share them. Offering rich video and site-specific content, mobile labels can help potential travelers to understand better unknown places (Di Bella and Angiolini, 2012).

Although it is very wide, it is worth mentioning the idea of introducing a ski pass in America in 2018

that allows access to 16 ski destinations in this area. This project is called "*Mountain Collective*" and includes access to the transport facilities in 16 selected destinations for two days each for the person who purchases such a ticket (Mountaincollective.com, 2018).

## CONCLUSIONS AND PROPOSALS

Experts have reflected on the future of ski resorts and changes to watch (Réseau de veille en tourisme, 2018a):

- Ski resorts will reinvent themselves to become more and more four-season ones;
- Stations that continue to rely on traditional customers (baby boomers), will have more difficulty maintaining their ridership;
- Those who will rely on young riders (snow surfers) will get success;
- The new facilities will integrate both exterior and interior components (e.g. trails for snowboarders, indoor ski resorts, board parks and four-season roller skates, wave board, playgrounds, etc.);
- The centers will have to diversify their winter activities (e.g. dogsledding, tobogganing, snowmobiling, sleigh rides, paragliding, ice climbing, helicopter skiing, orienteering, etc.) to reach all age groups;
- Those who will be able to generate income during the intermediate seasons by adding a host of summer activities (mountain biking, golf courses, climbing walls, horseback riding, hiking, fishing, educational activities, etc.) will have success;
- To please customers who are less than five hours of snowboarding a day and who are looking more for a global tourist experience, the resorts would benefit from the presence of additional services or activities on site (e.g. a spa or good meal);
- In their efforts to become a four-season destination, centers with conference facilities will attract more business travelers (and their families) in the fall and spring months.

Customers looking for new experiences, global warming threats, technological advances and social media popularity will never miss this industry of continued challenges. However, these problems have led ski resorts to develop innovative ways to maintain their attractiveness, and projects based on the 4 Seasons concept make the promise of a bright future for mountain destinations. These projects act as a major pole of attraction for a mountain region. Such a strategy requires joint efforts of public and private actors, with a special role being played by the destination management organizations (Bieger, 1997, 1998, Dredge, 2006, Blain, Levy and Ritchie, 2005), who should orchestrate the collaboration between all stakeholders present in a mountain destination. In this

way, there is often a sense of common value in these destinations, an indispensable starting point for any dialogue between operators.

Following the literature review made on this topic we were able to note a lack of information in the matter of safety of practicing the available activities in destinations mentioned. Also, taking into consideration the large volume of tourists that are involved in this recreational activities, there were no points highlighted concerning the organization on people that should be followed, starting even from the process of buying the tickets, until the actual practicing of those activities. This limitations can interfere with our final result, making more ambiguous the decision making process of declaring a destination as being a model of good practice.

Taking into consideration the examples found concerning good practices in winter destinations, it should be mentioned that we were able to found academic evidences of development only in American destinations and just a few on the European territory. These were mainly from Austria, but there is no available information about the clear organization adopted in this area. For this reason, the comparison can have its guiding lines from American cases of good practices in a destination. Unsufficient data on the European context may lead to further research themes on this topic.

Analyzing the ski area in Romania in the context of international planning and technical endowment for the winter sports experience, the authors Glăvan, Neacșu and Neacșu (2017) consider the following proposals: the development of some national resorts - Poiana Brașov, Sinaia, Predeal, Bușteni, Azuga - by extending the ski area, equipped with performance and competitive facilities and after-ski facilities with world-class service and motivated workforce. A first step in this way was made in Poiana Brasov, Romania, in the year of 2014. A leisure park is functional both in winter and in summer through various activities, thus creating a complex park, following the 4 Seasons international best practice model. Safety standards have been aligned with an international system, and so the project has set up a recreation system organized by installing and arranging special routes for tubing and sledding (tubing, bikes, water balls, bubble games, karts, segways etc. in the summer); the installation of a conveyor belt, a slide/ tubing slowdown area, the protective and demarcation fence, the lighting system, as well as visual indicators for controlling traffic within the recreational system. In addition, the acquisition of the artificial snow system was another element that represented a novelty in this sector of activity (excluding skiing and snowboarding), otherwise diminishing the effects of climate warming.

The Poiana Brașov resort had to take into account the provision of as many diversified leisure activities as possible, not limited to the ski and snowboard slopes, which could meet the expectations of the untrained tourists or that are only in transit in the

mountain resort in order to maximize economic performance. Thus, the organization of this leisure park brings advantages such as:

**Safety.** According to the data provided by the Rescue Team in Poiana Brașov, the total number of accidents recorded between 2011-2014 is in average of 40 accidents per season in the sledding area. Thus, this leisure park was a necessity for this area.

**Newness.** Diversification of tourist offerings, the organization of various packages and fair prices in relation to the quality offered is the first step towards making Poiana Brașov more attractive. At the time the project was set up (2014), the framework proposed by it was a novelty in this field in Romania. Romania's mountain destinations have not taken into account the potential that these areas can have outside the winter season, in this way, realizing a premiere in organizing the same resort so that it can be used throughout the year. The standards have been aligned with an international system whereby the activities undertaken can be used to develop the entertainment activities from the touristic destination, more exactly, leisure services that can satisfy the customers.

It should be noted that modernization and technological development must be fully felt and exploited so that Poiana Brașov becomes eligible to compete with other tourist areas in other countries and to able to frame a good practice model.

**Innovation.** The idea of this concept has started from the still existing need to diversify the recreational offer at the level of Poiana Brașov to satisfy all types of tourists. It should be noted that modernization and technological development must be fully felt and exploited so that Poiana Brașov becomes eligible to compete with other tourist areas in other countries.

**Efficiency.** Along with the activities introduced, there was also a need for a system to organize each activity. Thus, during the winter, the two activities can be carried out on the terrain specially designed for sledding and tubing, which is bounded by protective fencing.

In a process of implementing activities spread across different seasons, knowledge of the customer, the market and the product is crucial. According to Claire Humber of SE Group and David Belin of RRC Associates, there are some key questions that should be answered (Réseau de veille en tourisme, 2018c). It must be taken into account the demographic composition and size of the market area of the resort concerned and, of course, if there are other four-season enterprises in this area. You will have to find out what are the current attractions around you and what are the attractions you need to consider in a business, being focused on the market orientation. It will be analyzed whether the other attractions are complementary or compete with the offer that will be proposed. Surveys should be able to decide if the surroundings are compatible to host the future

attractions, taking into account environmental and legislative issues.

It is also advisable to establish the impact that these potential attractions would have on employment opportunities throughout the year as well as on other economic considerations. This will closely relate to establishing the return on potential investment.

A varied and balanced regional offer is essential for the success of a new project. Both winter and summer activities need to complement each other to meet a diversified clientele (Réseau de veille en tourisme, 2018c).

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