

ANDORRA
SPORTS INNOVATION HUB

An initiative led by Andorra Business

Sustainability in Outdoor Sports

Andorra Sports Innovation Hub Technical Report 2026

November 2026

Andorra Sports Innovation Hub Technical Report

This report has been developed through the Andorra Sports Innovation Hub, an initiative led by Andorra Business, with the support of GSIC powered by Microsoft and SPSG Consulting.



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1. Background & Methodology

1.1 PURPOSE AND SCOPE

This report is part of the Andorra Sports Innovation Hub's series of publications exploring the development of outdoor sports and innovation.
The Andorra Sports Innovation Hub (ASIH) is an initiative established in 2020 and led by Andorra Business. Since the project's inception, GSIC powered by Microsoft and SPSG Consulting have advised on and supported the delivery of several initiatives and projects within the ASIH framework.

The 2026 edition focuses on sustainability and examines how environmental, social and economic factors are shaping the future of outdoor sports. It considers the physical conditions on which these activities depend, their relationship with participants and local communities, and their capacity to generate resilient and lasting economic value.

Andorra is the principal case throughout the report. Its mountain environment, strong tourism economy and growing focus on sport and innovation provide a relevant setting in which to explore these questions. The analysis also incorporates international research and perspectives to identify developments and practices that may be relevant beyond the country.
The report is intended for organizations and professionals working across sport, tourism, sustainability, technology, events, public policy and innovation.



1.2 METHODOLOGY

The report combines an **industry survey, interviews with professionals and organizations, and a review of relevant national and international sources.**

Industry survey

A structured online survey on sustainability in outdoor sports was launched in June 2026 and distributed through the professional networks of Andorra Business, GSIC powered by Microsoft and SPSG Consulting.

A total of twenty-three valid responses were collected. Respondents worked across areas including sport-tech, events, tourism, sponsorship, sports organizations, sustainability, professional services, sports performance, health and wellness, research and mountain and outdoor sports destinations.

The survey was exploratory and self-selected. Its results indicate the views of this particular professional group and should not be interpreted as representative of the outdoor-sports sector as a whole.
The survey explored the expected importance of sustainability for outdoor sports, the relationship between its three dimensions (environmental, social and economic), the areas in which respondents anticipate further development, and the organizations they believe will play the greatest role in that process.

For questions allowing up to two responses, percentages represent the proportion of respondents selecting each option and therefore do not add up to 100%.

Professional interviews

In addition, several interviews were conducted to complement the survey with practical perspectives from organizations working in Andorra and professionals with relevant experience in sustainability and sport:

- **Enric Torres:** Director of Product and Events, Andorra Turisme.
- **Ian Serra:** Sustainability Officer, Andorra Recerca + Innovació (AR+I).
- **Víctor Torres:** Head of Integrated Management Systems and Sustainability, Grandvalira.
- **Carlos García:** Director of Projects, Fundación Real Club Deportivo de A Coruña.
- **Ana Pérez:** Head of GO2, Global Omnium's Corporate Sustainability Division.

We thank them all for their time and generosity in contributing to the report. The interviews explored current practices, emerging priorities and practical challenges related to environmental management, participation and inclusion, community relationships, economic development and impact measurement.

Additional sources

The report also draws on **published national and international research** to provide context and support the analysis. Sources include Andorran public institutions, international organizations, climate and tourism research, legislation and relevant industry publications.

These sources provide complementary information on climate conditions, tourism, economic development, physical activity and sustainability management. Sources are cited where used and listed in full at the end of the report.

1.3 CREDITS AND ACKNOWLEDGEMENTS

This report has been developed **under the leadership of Andorra Business**, Andorra's economic promotion and development agency, with the support of the Global Sports Innovation Center powered by Microsoft and SPSG Consulting.

The Andorra Sports Innovation Hub (ASIH) is an initiative led by Andorra Business. Established in 2020, it brings together knowledge, organizations and strategic objectives connected to Andorra's sports industry, with a particular focus on winter sports, mountain sports and cycling.

ASIH operates as a centre for knowledge transfer, entrepreneurship and innovation within the national and international sports industry. Its mission is to **build a thriving ecosystem that supports research, innovation and the development of value-added projects and startups in real-world contexts.**

Its vision is to **establish Andorra as a global benchmark for sports innovation, attracting entrepreneurs, investors and researchers. By leveraging the country's natural environment and public-private dynamic, ASIH aims to position Andorra as a relevant destination for the organizations and professionals shaping the future of outdoor sports.**

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02

Introduction: Why Sustainability, Why now

2. Introduction: Why Sustainability, Why Now

The 2025 ASIH technical report examined sportainment, health and wellbeing in the context of Andorra's mountain environment, exploring how the country could build on its natural assets and existing tourism offer.

The 2026 report approaches outdoor sports from a different perspective. **It considers what makes these activities sustainable over time across environmental, social and economic dimensions, and how destinations and organizations can respond as the conditions surrounding them change.**
The focus is therefore not only on the appeal of the mountain experience, but also on the durability of the environmental, community and economic conditions that make it possible.

2.1 WHY SUSTAINABILITY AFFECTS OPERATIONS

For outdoor sports, sustainability is directly connected to how activities are planned, delivered and maintained.

These activities depend closely on physical conditions such as temperature, snow, water and the wider natural environment. Changes in those conditions can affect what destinations and operators are able to offer, when activities can take place and the resources required to sustain them.

Similar considerations are also influencing commercial and organizational decisions. Global Omnium's sustainability division, GO2, highlighted sponsors' growing interest in associating with events that demonstrate environmental, social and economic responsibility. Sustainability can therefore influence not only the management of an activity or event, but also relationships with partners, institutions and participants.

2.2 WHAT INDUSTRY PROFESSIONALS EXPECT

The professionals consulted for this report expect sustainability to play an important role in the future development of outdoor sports. **Respondents rated its expected importance over the next five years at an average of 4.2 out of 5, with 87.0% assigning it a score of four or five.**

How important do you think sustainability will be for the future of outdoor sports over the next five years?

4.2/ 5
Average score

87% rated its importance as 4 or 5

The responses also indicate that sustainability is not understood exclusively as an environmental issue. Participants identified priorities across health and active living, accessibility, local economic development, innovation, mobility and climate adaptation. These areas are examined in the chapters that follow.

2.3 HOW THIS REPORT DEFINES THE THREE DIMENSIONS

The report uses three dimensions of sustainability in outdoor sports:

- **Environmental sustainability** concerns the physical conditions on which outdoor sports depend and the resources used to sustain them. This includes snow, water, energy, mobility and the natural environment itself.

- **Social sustainability** concerns who is able to participate and how outdoor sports interact with the communities that host them. It includes participation across different ages and abilities, inclusion, accessibility and the relationship between events and everyday life in the places where they take place.

- **Economic sustainability** concerns whether the value generated by outdoor sports can remain resilient as the conditions supporting it change. It includes diversification, local economic development, innovation and the capacity to generate value beyond an individual event or season.

The report first examines these dimensions separately for analytical clarity. In practice, however, they are closely connected. This is discussed further in Chapter 7. Decisions about infrastructure, mobility, events, snow production or tourism development can create environmental, social and economic effects at the same time.

2.4 ANDORRA AS THE PRINCIPAL CASE

These questions affect outdoor sports across destinations and activities, but they are particularly visible in mountain territories where the natural environment also supports a significant part of the wider economy.
Andorra provides a relevant case through which to examine these relationships. Its tourism model, sporting activity, mountain environment and innovation agenda bring the three dimensions together within a small and closely connected territory.
The following chapter introduces that context before examining each dimension in greater detail.

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03

Andorra: A Mountain Economy Shaped by Sport and Tourism

Andorra as the principal case

3. Andorra: A Mountain Economy Shaped by Sport and Tourism

Andorra is located in the heart of the Pyrenees. As of 30 June 2026, its population stood at 89,752 residents (Departament d'Estadística), reflecting a 2.0% year-on-year increase, equivalent to 1,781 more people than in June 2025, and demonstrating the country's continued population growth. Its geography, economy and international positioning are closely connected to the mountain environment.

Tourism has played a central role in the country's development, supported by winter sports, retail, nature, wellbeing and an expanding calendar of sporting and cultural events.

Between November 2024 and October 2025, Andorra received 9,338,459 visitors, including 4,373,219 tourists who stayed at least one night and 4,965,240 same-day visitors (Departament d'Estadística, 2025).

The 2025 ASIH report explored how Andorra could build on these assets through sportainment, health and wellbeing. It highlighted the opportunity to combine sport with tourism, entertainment and mountain experiences, extending the country's offer beyond traditional skiing.

This report takes that context as its starting point and considers a related question: how can that activity continue to generate value while responding to changing environmental conditions, community needs and economic priorities?

3.1 THE MOUNTAIN AS AN ECONOMIC AND SOCIAL ASSET

In Andorra, the mountain is more than a setting for sport. It supports a large part of the country's tourism offer, shapes its international identity and forms part of everyday life for residents.

Winter sports remain an important component of this model, but Andorra's sporting offer extends across the year. Cycling, mountain biking, trail running, hiking and major sporting events contribute to a broader relationship between sport, tourism and the natural environment.

This connection was repeatedly highlighted in the interviews conducted for the report. Andorra Recerca + Innovació described the mountain and natural environment as an essential asset for the country's economic and social sustainability. Grandvalira similarly emphasized that protecting the mountain is not only an operational or regulatory consideration but is also linked to local culture and the long-term future of the country.

This creates a particularly close relationship between the three dimensions considered in this report. **Environmental conditions affect the activities that can take place; those activities generate economic value; and their scale and organization influence residents, participants and local communities.**

3.2 MANAGING A HIGH LEVEL OF ACTIVITY

The volume of tourism and events creates opportunities for Andorra, but it also **requires active management.**

Andorra Turisme explained that sporting events are assessed individually, taking into account their economic return, timing and fit within the wider calendar. Events are distributed across different periods to avoid excessive concentration and competition between them.
The organization also uses audience-flow studies to determine appropriate capacities for specific events and works with organizers to adjust routes, schedules and dates where necessary. These decisions are intended to reduce congestion and limit disruption to everyday life, particularly when events involve road closures or significant movements of participants and spectators.
This approach reflects a wider point: **attracting an event is not automatically valuable simply because it brings visitors. Its timing, scale, operational requirements, economic contribution and interaction with the country also matter.**

Andorra Turisme also highlighted the importance of diversifying experiences for different visitor profiles, including older and more active travelers with an interest in culture, nature and wellbeing. This connects the country's sporting offer with broader questions around longevity, active lifestyles and year-round tourism, which are explored in the social and economic chapters.

3.3 SPORT WITHIN ANDORRA'S DIVERSIFICATION STRATEGY

Economic diversification has become an explicit national priority. Andorra's National Plan for Innovation and Economic Diversification identifies sports and nature as one of three priority areas, alongside technology for life and health and sustainable construction.

This places sports within the country's wider economic and innovation agenda, connecting the sector with entrepreneurship, technological development and the creation of new economic activity.
Andorra already has several elements that contribute to this ecosystem: established mountain and winter-sports operators, experience hosting international competitions, public institutions connected to tourism and innovation, and initiatives such as the Andorra Sports Innovation Hub.

The interviews also point to practical connections between these areas. Grandvalira described how data and digital tools are being used to manage snow production and resource consumption more efficiently. Andorra Recerca + Innovació highlighted the development of climate indicators, vulnerability studies and participatory work with local actors. Andorra Turisme described the use of economic-return analysis and visitor-flow planning in decisions concerning sporting events.

Together, these examples show how **tourism, sport, sustainability and innovation are already intersecting in organizational decision-making.**

The economic importance attributed to sport is not new. In 2019, Andorra Business carried out a thorough analysis of the sector to assess interest in creating a sports cluster. The analysis estimated that the sports industry accounted for 7.7% of the country's GDP and led to the creation of the Andorra Esports Cluster. The analysis was repeated in 2024 to update the sector's estimated contribution to the economy and produced the same figure.
In the absence of a more recent official estimate, the figure is used here as a reference rather than as a current measurement of the sector's contribution to GDP.

3.4 WHY SUSTAINABILITY IS STRUCTURAL FOR ANDORRA

The importance of sustainability for Andorra follows directly from this dependence on the mountain environment.

The International Monetary Fund's 2026 assessment of the country identifies climate change as an economic risk, particularly through its potential effects on ski tourism, winter-season duration and operating costs. At the same time, national diversification policy is seeking to develop new sources of activity and value, with sport forming part of that strategy.

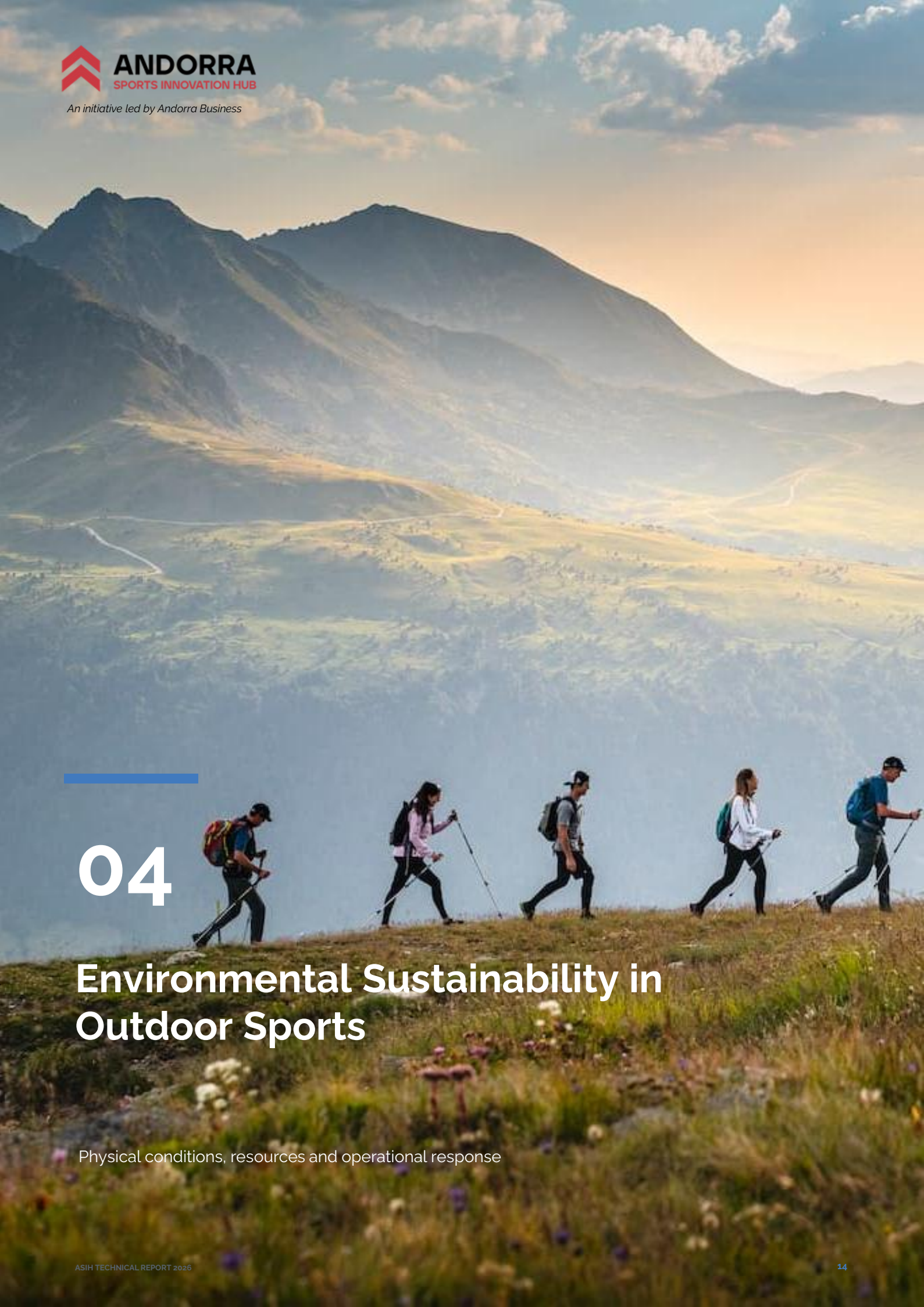
For Andorra, environmental, social and economic sustainability are therefore not separate conversations. They concern the durability of the same underlying model: how the country uses its natural environment, how it manages tourism and events, how residents participate in and experience that activity, and how sport contributes to future economic development.

The following chapters examine each of these dimensions in greater detail.



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04

Environmental Sustainability in Outdoor Sports

Physical conditions, resources and operational response

4. Environmental Sustainability in Outdoor Sports

Outdoor sports depend directly on the natural environment. Temperature, snow, water, energy and access to mountain areas influence what activities can take place, when they can be offered and the resources required to sustain them.

For mountain destinations, environmental sustainability is therefore closely connected to day-to-day operations. It involves **adapting to changing physical conditions while managing the impacts generated by facilities, events, participants and travel.**

4.1 CHANGING CONDITIONS IN THE PYRENEES

Climate records show a clear and sustained warming trend across the Pyrenees.
According to the 2024 Pyrenean Climate Change Bulletin, mean annual temperature across the mountain range increased by **1.9°C between 1959 and 2024,** equivalent to approximately 0.30°C per decade. Summer temperatures increased by 2.7°C over the same period.

These changes can also be seen in operationally relevant indicators. Since 1959, the Pyrenees have recorded approximately **20 fewer frost days and 32 additional summer days**. The annual temperature anomalies registered in 2022, 2023 and 2024 were the highest in at least 66 years.

These long-term trends coexist with considerable year-to-year variability. Grandvalira Resorts reported 716 cm of accumulated snowfall during the 2025–2026 season, 86% more than the previous winter and the fourth-highest total recorded at Grandvalira in 35 years. While a single snowy season does not establish a long-term trend, it illustrates the variability that mountain destinations must manage alongside rising temperatures.

These developments matter for outdoor sports because they can influence season length, trail and surface conditions, water availability, participant comfort and safety, and the timing of events. **Their impact is not limited to winter activities: rising summer temperatures also affect hiking, cycling, trail running and other activities taking place during warmer months.**

4.2 SNOW MANAGEMENT, WATER AND ENERGY

Snow production illustrates how environmental and economic decisions are connected.
A European study covering 2,234 ski resorts found that snowmaking can significantly reduce exposure to insufficient natural snow under the warming scenarios examined. At a global warming level of 2°C, 53% of the resorts assessed would face a very high risk of insufficient snow without snowmaking, compared with 27% when snowmaking covers half of the skiable area.
However, snow production also requires water and electricity. Adaptation can therefore reduce one form of exposure while increasing pressure on other resources.

In the interview conducted for this report, Víctor Torres explained that Grandvalira uses data collection and digitalized management to control snow production and resource consumption. Information on existing snow levels allows production to be adjusted more precisely, while water, electricity and fuel consumption are monitored across operations.
This illustrates the practical role that technology can play in improving environmental efficiency. Data allow an operator to understand where resources are being used, adapt production to actual conditions and identify opportunities to reduce consumption.

Water management is particularly important because it connects environmental availability with operating costs. As climate conditions change, the ability to measure and manage this relationship will become increasingly relevant to the resilience of winter-sports operations.

4.3 FROM CLIMATE INFORMATION TO OPERATIONAL DECISIONS

In the interview conducted for this report, Andorra Recerca + Innovació reported that it is developing climate indicators and vulnerability studies using information on temperature, precipitation and other environmental variables.

Ian Serra explained that this work includes **regular data collection, collaboration with local and tourism stakeholders, and participatory workshops designed to identify the indicators most relevant to different organizations**. AR+I is also working on indicators linked to specific sporting activities, helping to translate broader climate information into more practical assessments.

This is an important step for the outdoor-sports ecosystem. General climate trends provide the overall direction of change, but destinations and operators also need information that can support decisions about particular activities, locations and periods of the year.

Technology can contribute by automating data collection and improving the speed with which organizations identify changes. **Its value, however, depends on connecting the information collected with operational decisions: when an event takes place, how resources are allocated, what infrastructure is required and how activities may need to adapt.**

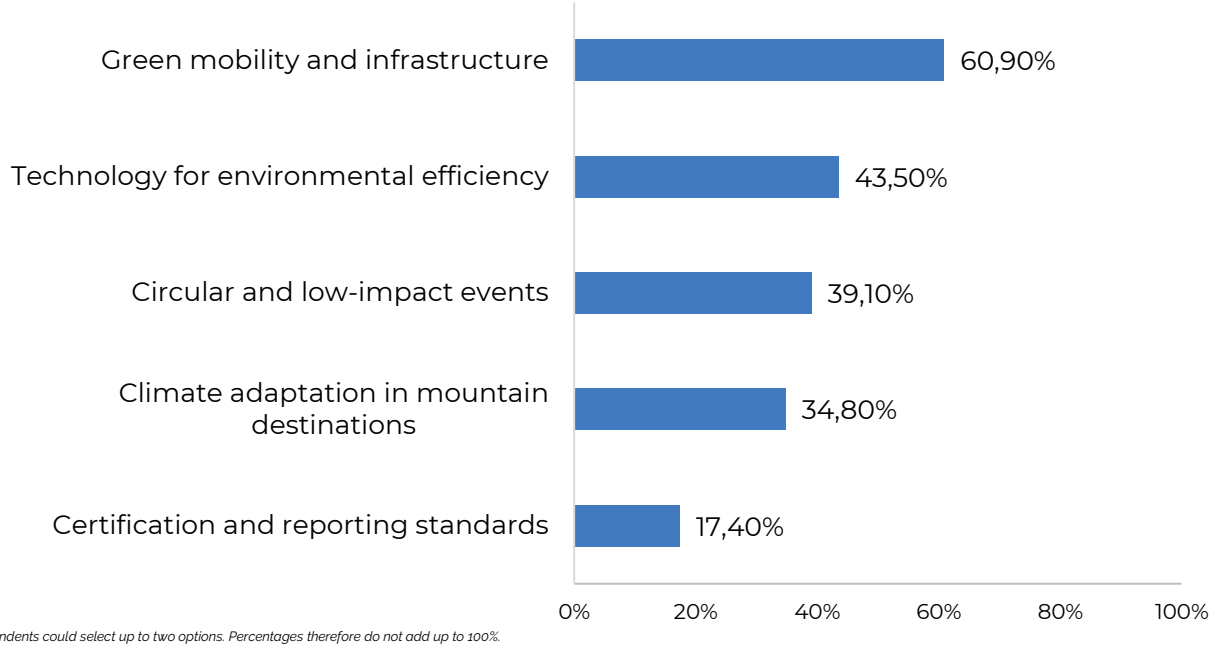
4.4 MOBILITY AND THE ENVIRONMENTAL IMPACT OF EVENTS

Environmental management extends beyond the sporting activity itself.
Andorra Turisme reported that the sporting events it sponsors are required to reduce and offset their emissions, with the corresponding certification forming part of the sponsorship agreement. This creates a direct connection between environmental action and institutional support.

The interview also highlighted one of the main practical challenges: **an organizer can measure energy consumption, waste, materials and transport taking place within an event, but travel to Andorra is more difficult to capture.** GO2 identified participant travel as a particularly important component when assessing the environmental footprint of sporting events.

This issue is especially relevant for a mountain country whose visitors predominantly arrive by road. It means that environmental management cannot focus only on what happens within the boundaries of a venue, resort or event. How participants and spectators reach the destination also matters.
Survey respondents also placed particular emphasis on mobility. 60.9% identified green mobility and infrastructure as one of the environmental areas expected to develop most strongly over the next five years. Technology for environmental efficiency was selected by 43.5%, followed by circular and low-impact events at 39.1%.

Which areas of environmental sustainability do you expect to develop most strongly in outdoor sports over the next five years?



** Respondents could select up to two options. Percentages therefore do not add up to 100%.*

Together, these priorities point toward a broader understanding of environmental impact: one that combines more efficient operations with transport, infrastructure and event design.

4.5 AN EXISTING NATIONAL FRAMEWORK

Andorra already has a national legal framework connecting climate policy, energy use and the mountain environment.

Law 21/2018 on energy transition and climate change establishes quantified objectives for reducing national energy intensity and greenhouse-gas emissions. It sets a minimum reduction in energy intensity of 20% by 2030 and 30% by 2050, compared with 2010, alongside a 2030 objective to reduce annual non-absorbed greenhouse-gas emissions by at least 37% against a business-as-usual scenario.

The law also assigns **responsibility for monitoring and communicating information on the condition of the snowpack in the context of climate change.** This creates a direct institutional link between national climate policy and one of the physical resources most closely connected to Andorra's winter-sports economy.

The legal framework, the indicator work led by AR+I and the operational practices described by Grandvalira and Andorra Turisme represent different parts of the same process. National objectives provide direction, climate indicators help identify change, and operators and event-supporting organizations apply that information through resource management, sponsorship requirements and planning.

4.6 A TRANSITION ALREADY UNDER WAY

Environmental sustainability in outdoor sports is not limited to reducing impact. It also concerns the ability to adapt activities and operating models to changing physical conditions.

The Pyrenean climate record establishes the direction of change. **The interviews show that Andorran organizations are already responding through data collection, digitalized resource management, climate indicators, event requirements and collaboration with local stakeholders.**

The next step is to strengthen the connection between these areas so that climate information, organizational practices and decisions about sport and tourism increasingly support one another. In a country where the natural environment underpins both sporting activity and economic value, environmental management forms part of the long-term management of the destination itself.

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05

Social Sustainability in Outdoor Sports

Participation, inclusion and community value

5. Social Sustainability in Outdoor Sports

Social sustainability concerns the relationship between outdoor sports and people: **who participates, who benefits, how activities respond to different ages and abilities, and how they interact with the communities that host them.**

The 2025 ASIH report explored health and wellbeing as part of Andorra's mountain offer. This chapter builds on that theme from a different perspective. It considers how outdoor sports can support active lifestyles, widen participation and remain connected to residents and local communities.

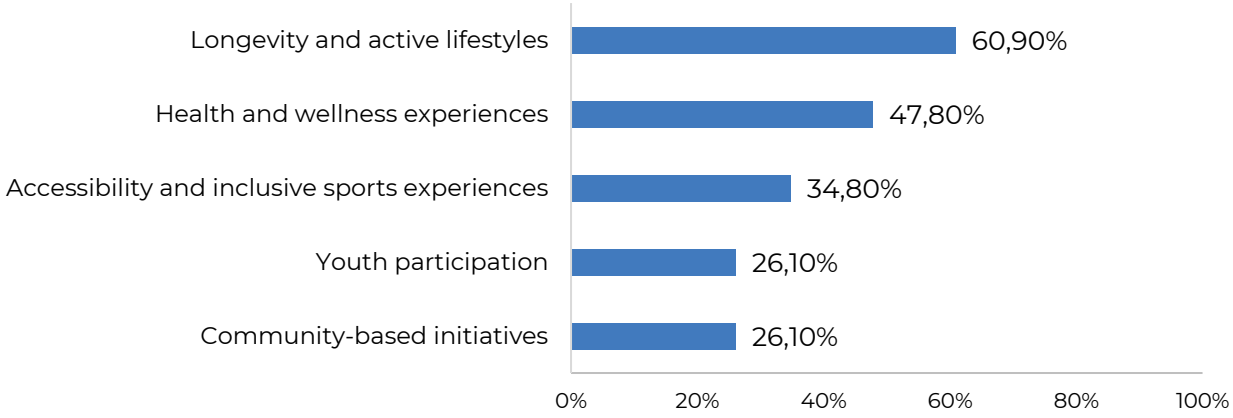
5.1 ACTIVE LIFESTYLES AND BROADER PARTICIPATION

Physical inactivity remains a significant health challenge. The World Health Organization estimates that, if current levels of inactivity continue, almost 500 million new cases of preventable non-communicable diseases could occur worldwide between 2020 and 2030.

Outdoor sports form part of a wider response by creating opportunities for physical activity in natural environments. The range of possible activities (from walking and hiking to cycling, skiing and trail running) also allows participation to take different forms and levels of intensity.

The survey results reinforce the connection between outdoor activity, wellbeing and participation. 60.9% of respondents identified longevity and active lifestyles as one of the social areas expected to develop most strongly over the next five years. Health and wellness experiences followed at 47.8%, while accessibility and inclusive sports experiences were selected by 34.8%.

Which areas of social sustainability do you expect to develop most strongly in outdoor sports over the next five years?



** Respondents could select up to two options. Percentages therefore do not add up to 100%.*

These responses point toward an understanding of outdoor sports that extends beyond competition or tourism. **Participation, health, inclusion and quality of life are also part of the value that the sector can create.**

5.2 LONGEVITY AND CHANGING PARTICIPATION PATTERNS

International participation data support the growing relevance of active ageing.
The Outdoor Industry Association's 2026 summary reports that the US outdoor participant base reached 183.2 million people in 2025. The number of participants aged 65 and over increased by 800,000 in one year and by 12.1 million compared with 2016, indicating that recent growth extends to older age groups.

The findings relate specifically to the United States but provide a useful international reference. They also show that growth in participant numbers has been accompanied by a lower average participation frequency: the average participant recorded five fewer outings per year than in 2019. This points to a broader participant base that includes more casual users.
For destinations and operators, this can create demand for activities that are accessible, flexible and adaptable to different levels of experience and physical ability.
This aligns with the perspective shared by Andorra Turisme. Enric Torres identified active older visitors as an increasingly relevant profile for Andorra, particularly those who combine physical activity with an interest in culture, nature and the environment. The opportunity is not simply to create a separate "senior" tourism product, but to **ensure that existing experiences can accommodate different ages, intensity levels and motivations.**

5.3 ACCESSIBILITY AND INCLUSION BY DESIGN

Participation also depends on whether activities and experiences are designed to include people with different needs and abilities.
The interview with Fundación Real Club Deportivo de A Coruña provides examples from professional football that may be transferable to other sporting environments. The foundation has developed initiatives including a league for people with intellectual disabilities, accessible matchday spaces, invitations for social organizations and adapted services for spectators with disabilities.
Its work also extends beyond matchday participation through programs for older adults, workshops for former players and projects examining the wider contribution of sport to wellbeing and quality of life.
Professional football and outdoor sports operate in different environments, but several principles are relevant across both:

- considering accessibility from the design stage
- working with the communities the activity aims to reach
- adapting participation to different needs
- measuring social outcomes alongside participation figures
- communicating opportunities clearly so that potential participants know they exist

Carlos García also emphasized **the importance of converting indirect participants into direct participants. In practice, this means creating pathways through which spectators, families, volunteers and other community members can become more actively involved, even if they are not athletes themselves, thereby helping to build a wider community around sport.**

5.4 YOUNG PEOPLE, FAMILIES AND LONG-TERM PARTICIPATION

Creating positive experiences at an early age can help establish a longer relationship with physical activity and the natural environment.

The same summary reports a 5% increase among children aged 6 to 12, reaching 22.6 million participants, and notes that two-thirds of households with children participated in outdoor recreation.

These figures describe the United States rather than Andorra, but show that youth and family participation form part of the recent growth in the US outdoor participant base.
Andorra Turisme reported that children's activities or competitions have been incorporated into some of the sporting events it supports. This gives younger residents and visitors an opportunity to experience the sport directly and helps connect major events with participation from an early age.
Volunteering can provide another route into participation. **Grandvalira explained that Andorran residents, including local families and young people, are involved as volunteers during World Cup competitions. These roles connect the event with people who may not participate as athletes but who become part of its delivery and community.**

5.5 COMMUNITY ENGAGEMENT AND RESIDENT EXPERIENCE

The social sustainability of an event also depends on its relationship with the place in which it takes place. Sporting events can generate economic activity, international visibility and opportunities for participation. At the same time, they can affect mobility, access to public space and everyday life for residents. This is especially relevant in a small territory where road closures and concentrated visitor flows can quickly become visible.
Andorra Turisme **described several ways in which these impacts are incorporated into event planning:**

- distributing events across the calendar to avoid excessive concentration
- using flow studies to establish appropriate audience capacities
- adjusting routes, schedules and dates with organizers
- considering the effect of road closures and congestion
- opening volunteering opportunities to residents
- incorporating activities for children and young people into selected events.

The organization also highlighted the importance of avoiding rejection of sporting events among the local population. This requires evaluating not only the visitor numbers or promotional value associated with an event, but also whether its scale, location and operating requirements make sense for the country.
This approach treats resident acceptance as something to be actively managed through planning and dialogue**. It also shows how social and economic considerations meet in practice: an event may generate a positive return while still requiring adjustments to its route, capacity or schedule.**

5.6 SOCIAL VALUE BEYOND PARTICIPATION NUMBERS

The social value of outdoor sports cannot be captured through participation totals alone.
A wider view includes whether activities are accessible to different groups, whether they create opportunities for younger and older participants, whether residents can become involved, and whether events are planned with everyday community life in mind.

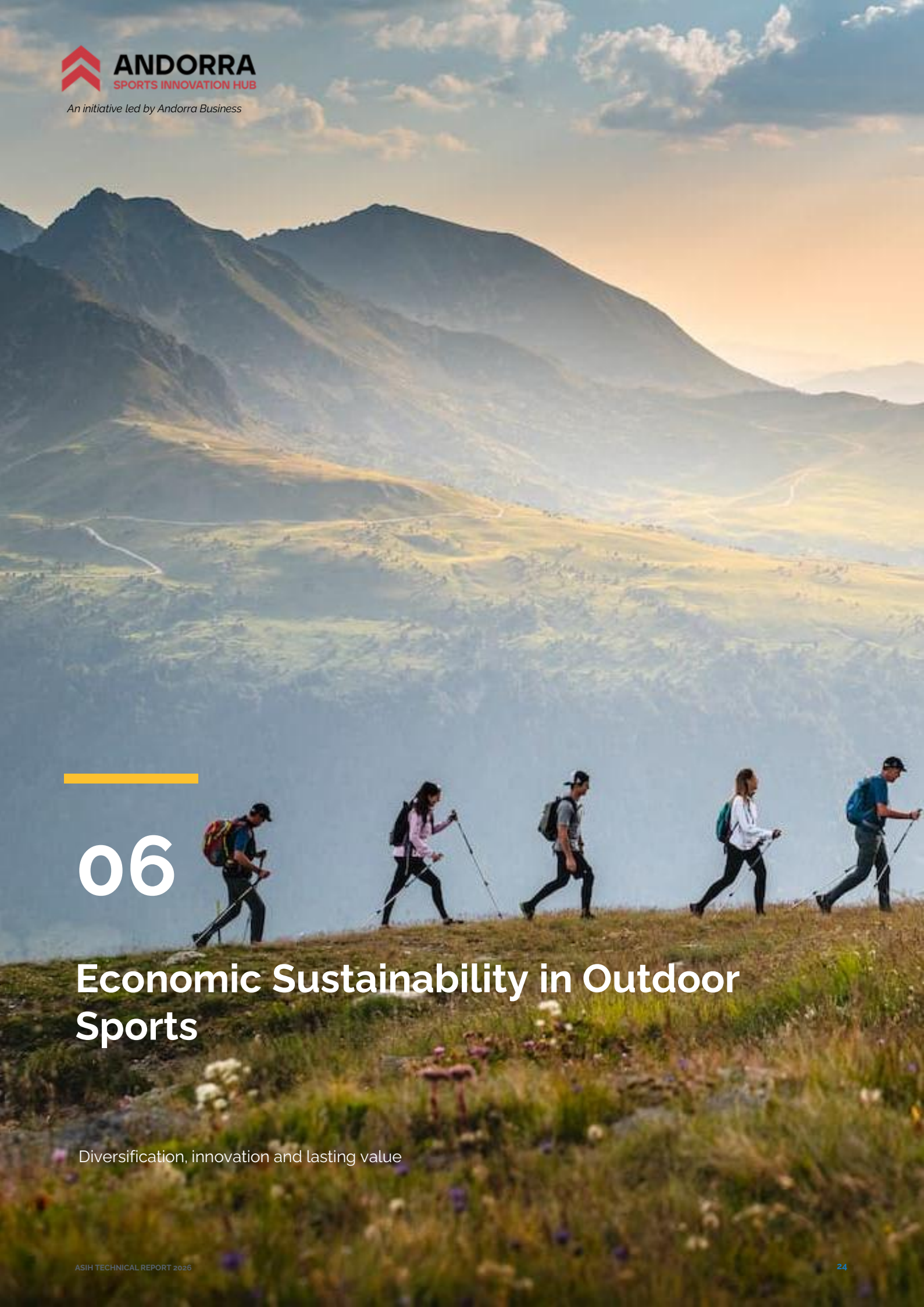
The interviews show that several of these practices are already present in different parts of the Andorran sports ecosystem. Children's activities, local volunteering, adapted experiences, audience-flow planning and adjustments following resident concerns all provide practical examples.

Together, they suggest that **social sustainability is strongest when participation and community relationships are considered from the beginning of an activity or event, rather than treated as additional benefits once it has already been designed.**



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06

Economic Sustainability in Outdoor Sports

Diversification, innovation and lasting value

6. Economic Sustainability in Outdoor Sports

Economic sustainability concerns the ability of outdoor sports to generate lasting value as the conditions supporting them change.

For a mountain destination, this involves more than maximizing visitor numbers or the return generated during a single season. It **includes diversifying activities across the year, supporting local businesses and employment, using resources efficiently, encouraging innovation and selecting events and investments that contribute to the wider development of the country.**

6.1 FROM SEASONAL ACTIVITY TO YEAR-ROUND VALUE

Winter sports remain an important part of Andorra's tourism economy and international identity. At the same time, **the country has developed a broader sporting calendar that includes cycling, mountain biking, trail running, hiking and international competitions.**

This broader offer can support economic activity beyond the traditional winter season. It can also attract participants with different interests, ages and levels of experience, creating connections between sport, accommodation, hospitality, retail, transport and other local services.
Diversification does not simply mean increasing the number of activities or events. It means **developing an offer that generates value at different times of the year and is compatible with the environmental and social conditions of the destination.**

Andorra Turisme described this as an active planning process. Events are distributed across the calendar to avoid excessive concentration and competition between them. Their timing, scale, operating requirements and expected economic return are considered when assessing whether they are appropriate for the country.

This approach shifts the focus from attracting activity at any cost to identifying the activity that creates the greatest overall value.

6.2 SPORT WITHIN NATIONAL ECONOMIC DIVERSIFICATION

Sport forms part of Andorra's formal diversification strategy.

As outlined in Chapter 3, the National Plan for Innovation and Economic Diversification identifies sports and nature as one of three priority areas, alongside technology for life and health and sustainable construction. Separately, the 2026 national budget includes an initial allocation of €5 million for innovation, while the Government is progressing with the conversion of the former CATSA building into a national innovation centre.

This framework gives sport a potential role beyond tourism, connecting it with entrepreneurship, technological development, professional services and the testing of new products and solutions in real operating conditions.

Andorra already has characteristics that can contribute to this development:

- established operators and infrastructure in mountain and winter sports
- experience hosting international sporting events
- close connections between public institutions, tourism and innovation
- a compact ecosystem in which organizations can collaborate directly
- initiatives such as the Andorra Sports Innovation Hub
- a natural environment in which sports products and technologies can be tested under real conditions

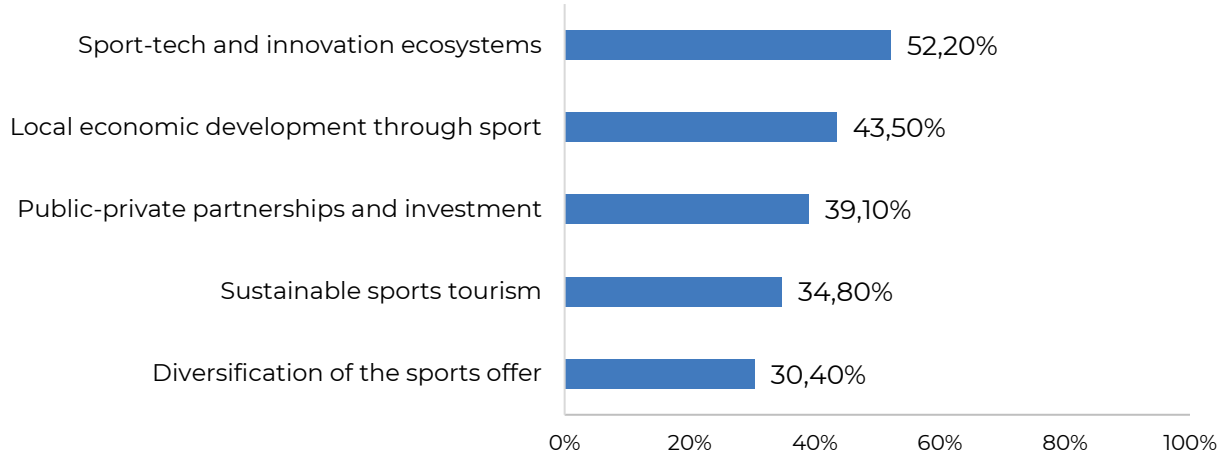
The opportunity is therefore not limited to attracting more visitors. It also includes **developing knowledge, services, companies and solutions connected to outdoor sports.**



6.3 INNOVATION AND LOCAL DEVELOPMENT

The survey results reflect a broad understanding of **how sport can contribute to economic development.** 52.2% of respondents identified sport-tech and innovation ecosystems as one of the areas expected to develop most strongly over the next five years. Local economic development through sport followed at 43.5%, while public-private partnerships and investment were selected by 39.1%. Together, the results connect future value creation with innovation, local development and collaboration.

Which areas of economic sustainability do you expect to develop most strongly in outdoor sports over the next five years?



** Respondents could select up to two options. Percentages therefore do not add up to 100%.*

These priorities suggest that **future economic value is expected to come from a combination of tourism, innovation, local development and collaboration.**

Andorra Recerca + Innovació provides one example of how these areas can connect. Its work includes data collection, climate indicators, vulnerability assessments and collaboration with organizations to identify operational needs. This type of activity can support decision-making while also creating opportunities for technology providers, researchers and specialized professional services.

Grandvalira's use of digital tools to manage snow production and resource consumption offers another example. Greater control over water, electricity and fuel can improve environmental performance while also supporting operational efficiency. In this context, sustainability and productivity are not competing objectives: better information can contribute to both.

6.4 SELECTING AND EVALUATING SPORTING EVENTS

Sporting events can generate expenditure, employment, visibility and activity across the tourism value chain. Their contribution, however, depends on their scale, timing, cost and fit with the destination.

Andorra Turisme explained that it analyses the economic return of individual events when assessing their value to the country. This analysis is considered alongside operational factors such as audience numbers, calendar distribution, mobility and the effects on residents.

The interview also highlighted that **not every event is necessarily appropriate simply because it offers international exposure. Conditions for athletes, pressure on mobility, organizational requirements and the return generated all influence whether an event makes sense and whether it should continue.** This provides a more complete understanding of economic sustainability. **The relevant question is not only how much activity an event generates, but whether the value created justifies the resources it requires and how it interacts with the country.**

It also connects economic assessment with the environmental and social dimensions. An event that generates visitor spending may still require changes to its route, capacity or schedule. Evaluating these factors together can support more balanced decisions.

6.5 SUSTAINABILITY WITHIN COMMERCIAL DECISIONS

Sustainability is also influencing relationships between events, institutions and commercial partners. Ana Pérez explained that **sponsors increasingly consider the sustainability credentials of the events with which they associate.** For organizers, **measuring and communicating environmental and social initiatives can therefore contribute to commercial positioning as well as operational improvement.**

GO2 works with sporting events to collect and organize sustainability information, monitor indicators, identify areas for improvement and support certification and communication. This turns sustainability into a management process rather than a collection of isolated actions.

Andorra Turisme's inclusion of emissions reduction and compensation requirements within sponsorship agreements provides a related example from the institutional side. Financial or promotional support can be linked to clear expectations regarding how an event is delivered.

These practices show how sustainability can become part of commercial and funding decisions, influencing which events receive support and how their performance is evaluated.

6.6 ECONOMIC RESILIENCE AND THE MOUNTAIN ENVIRONMENT

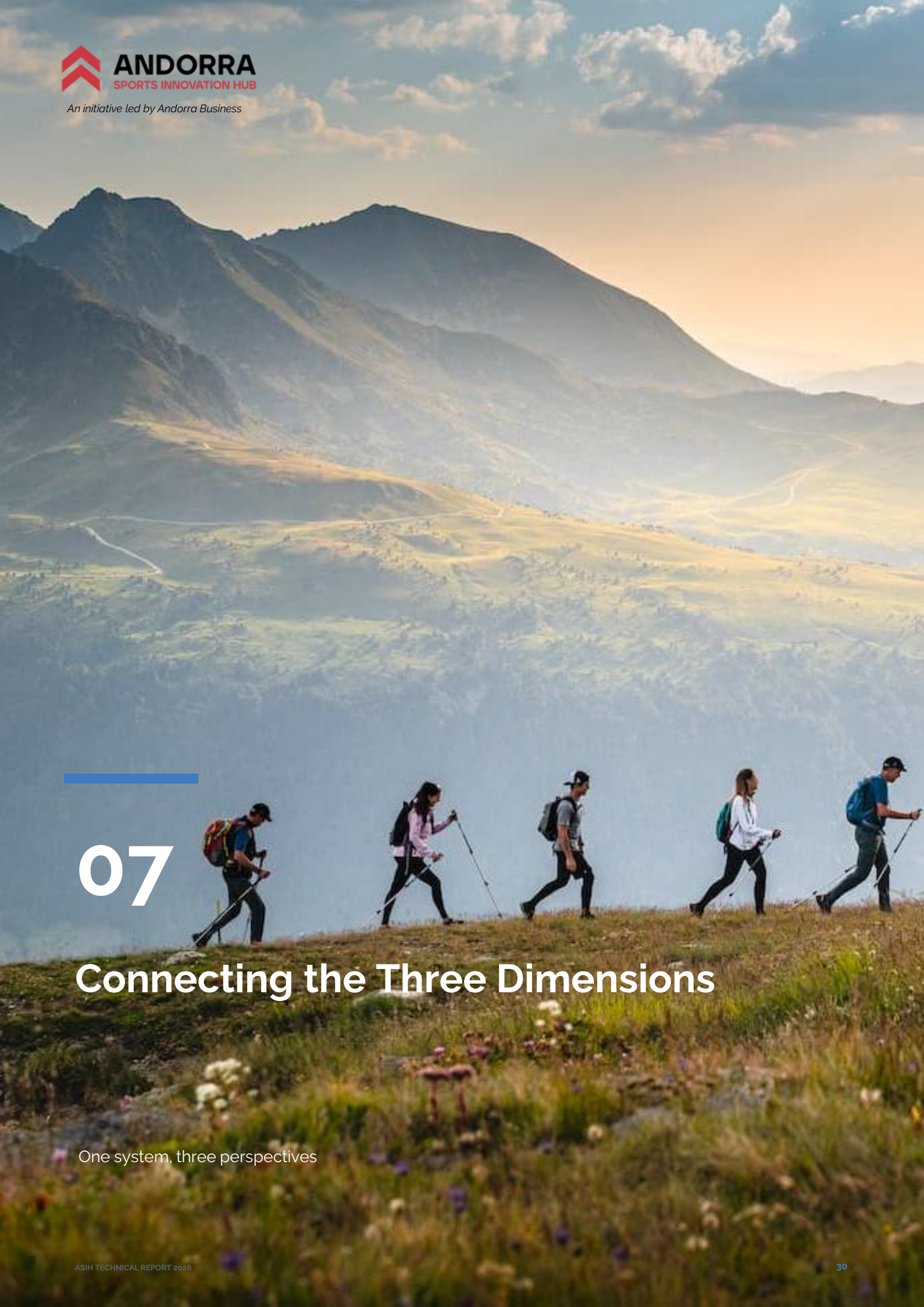
Andorra's economic relationship with outdoor sports ultimately depends on the natural environment that supports them.

The International Monetary Fund identifies climate change as an economic risk for the country, particularly through shorter winter seasons and higher operating costs associated with ski tourism. At the same time, measures such as snow production can increase demand for water and electricity.

Ian Serra described **environmental commitment in Andorra as partly economic: the tourism sector depends directly on the quality and availability of the mountain environment.** Protecting that asset is therefore connected to maintaining the activities and income it supports.

This relationship reinforces the case for diversification. Developing a broader sporting calendar, supporting innovation and creating value through knowledge and services can complement established winter activity and reduce the concentration of economic value in a single season.

Economic sustainability does not mean moving away from the mountain. It means building a more varied and resilient model around it.



07

Connecting the Three Dimensions

One system, three perspectives

7. Connecting the Three Dimensions

Environmental, social and economic sustainability are often presented separately, but decisions relating to outdoor sports rarely affect only one of them.

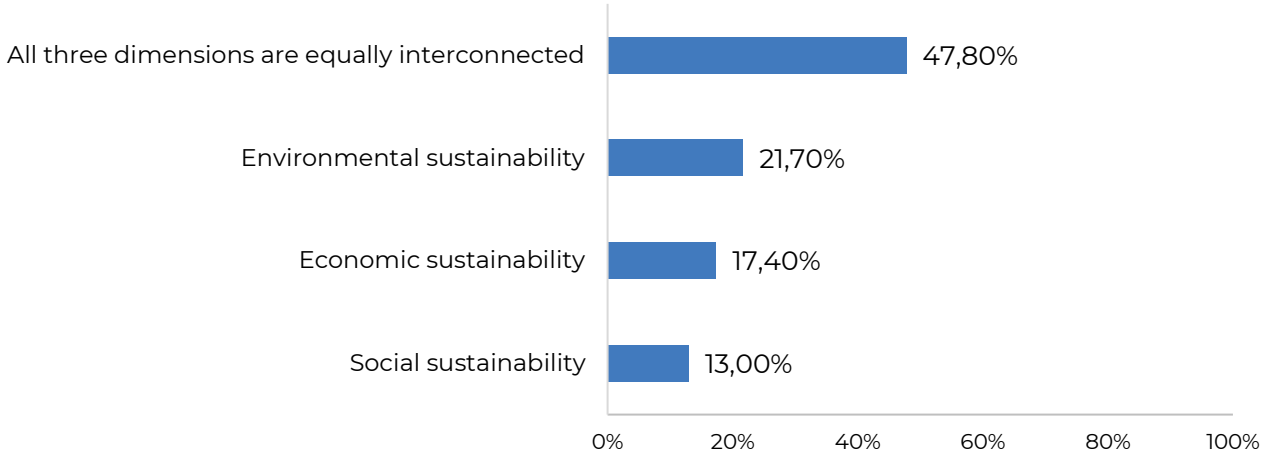
Producing snow, hosting an event, developing a new activity or improving access to a destination can simultaneously have environmental effects, generate economic value and affect participants and residents. **Understanding these connections is essential for moving from isolated sustainability initiatives towards more integrated decision-making.**

7.1 A CONNECTED VIEW OF SUSTAINABILITY

The survey results reflect this relationship.

When asked which dimension they expected to have the greatest impact on outdoor sports over the next five years, 47.8% of respondents selected all three dimensions as equally interconnected. Environmental sustainability was selected individually by 21.7%, economic sustainability by 17.4% and social sustainability by 13.0%.

Which sustainability dimension do you expect to have the greatest impact on outdoor sports over the next five years?



The clearest way to interpret this result is that interconnection was the most frequently selected response, chosen by almost half of the participants and by more respondents than any individual dimension.

This does not mean that every organization gives equal weight to all three dimensions in every decision. It means that a significant part of the professional group consulted sees the future of outdoor sports as a connected environmental, social and economic question.

7.2 THE THREE DIMENSIONS IN PRACTICE

Several examples developed throughout the report show how this connection works in practice.

Snow production

Snowmaking can reduce exposure to insufficient natural snow and help maintain winter activity. This supports tourism, employment and operational continuity.

At the same time, it increases demand for water and electricity. Decisions about snow production are therefore simultaneously:

- environmental, because they affect resource consumption
- economic, because they influence operating costs and season continuity
- social, because winter activity supports employment and communities connected to the destination

Grandvalira's use of data to manage snow levels and resource consumption is an example of how technology can support decisions across these areas.

Sporting events

An event can attract visitors, generate expenditure and strengthen international visibility. It can also create emissions, waste, congestion, road closures and pressure on public space.

Andorra Turisme's approach combines several considerations: economic-return analysis, calendar distribution, audience-flow studies, emissions requirements, adjustments to routes and schedules, and opportunities for residents to participate as volunteers.

Taken together, these practices show that the value of an event cannot be understood through a single result such as attendance, media visibility or visitor spending.

Diversification

Developing cycling, hiking, trail running, wellbeing activities or sport-tech can extend activity beyond the winter season and create new economic opportunities.

However, diversification also depends on the environment in which those activities take place and on their relationship with residents. Extending the calendar creates value only if the new activity remains compatible with available resources, infrastructure and community life.

The relevant question is therefore not simply whether Andorra can offer more, but how different activities contribute to a resilient and balanced model.

7.3 INTEGRATION IN ORGANIZATIONAL PRACTICE

The interviews provide several examples of organizations already working across more than one dimension.

Survey respondents also emphasized the need for shared responsibility among public- and private-sector stakeholders. Governments received the highest level of support (57%), followed by brands and investors (39% each), event organizers (35%) and sports governing bodies (30%). Respondents could select up to three options, so the percentages do not add up to 100%.

- **Grandvalira** connects environmental and economic management through the digitalized control of snow production, water, electricity and fuel. The same operational information can support lower resource use and greater efficiency.
- **Andorra Turisme** incorporates economic, environmental and resident considerations into event support and planning. Return analysis, emissions requirements, audience capacities, calendar distribution and community involvement contribute to a broader assessment of an event's value.
- **Andorra Recerca + Innovació** combines climate information, vulnerability analysis and collaboration with local stakeholders. Its participatory workshops help identify indicators that respond to the operational needs of the organizations involved.
- **Global Omnium / GO2** works with events to organize sustainability information, monitor indicators, support certification, identify areas for improvement and communicate results to partners and participants.

These examples use different methods, but they share an important characteristic: sustainability becomes part of management when it is connected to real operational decisions.

7.4 THE CHALLENGES IDENTIFIED BY PROFESSIONALS

The open responses to the survey highlighted several recurring **challenges**:

- the cost of implementing sustainable solutions
- aligning organizations and stakeholders around common objectives
- turning commitments into measurable action
- balancing environmental performance with commercial viability
- mobility, visitor concentration and event-related travel
- adapting winter activity to changing climate conditions
- avoiding greenwashing and communicating progress credibly
- creating long-term organizational change rather than isolated initiatives

Many of these challenges are connected. Measurement requires agreement on objectives. Collaboration requires organizations to understand their respective responsibilities. Investment is easier to justify when environmental and social improvements are also connected to operational or economic value.

The responses also show that the main difficulty is not necessarily a lack of interest. It is translating broad sustainability ambitions into decisions that organizations can implement, monitor and explain.

7.5 FROM AMBITION TO MANAGEMENT

A practical approach does not require every organization to measure everything. It requires clarity about the impacts that matter most to each decision.

A proportionate process could follow four steps:

1. **Identify the relevant impacts.** Determine which environmental, social and economic effects are most closely connected to the activity, event or investment.
2. **Define objectives and indicators.** Select a limited number of measures that can support decisions and be monitored consistently.
3. **Assign responsibilities**. Establish who collects the information, who reviews it and who can act on the results.
4. **Use and communicate the results.** Apply the information to future decisions and explain progress in a way that participants, partners and communities can understand.

ISO 20121 provides an international reference for integrating environmental, social and economic considerations into event management. It applies to events of different types and sizes and can help organizations structure their objectives, responsibilities and monitoring processes.

The purpose is not to create more reporting for its own sake. It is to **ensure that sustainability information influences planning, funding, sponsorship and operational decisions.**

7.6 MEASUREMENT AND CREDIBLE COMMUNICATION

Measurement and communication need to develop together.

Ana Pérez emphasized that sustainability initiatives can influence demand and sponsorship only when organizations are able to explain what they are doing. Carlos García similarly highlighted the **importance of communicating social projects and their contribution to participants and communities.**

At the same time, several survey respondents identified greenwashing and tokenism as major risks. Communication that is not supported by clear action can reduce credibility rather than strengthen it.

The most effective sequence is therefore:

- identify the relevant impact
- take action
- measure progress
- communicate the result

This provides organizations with a stronger basis for engaging participants, residents, sponsors and institutional partners.

7.7 A SHARED MANAGEMENT QUESTION

Connecting the three dimensions does not mean that every decision will deliver equal environmental, social and economic benefits. Trade-offs will remain.

The purpose of an integrated approach is to make those trade-offs visible and support better-informed choices. **It allows an organization to ask not only whether an activity generates value, but what resources it requires, who benefits, how it affects the place where it takes place and whether the model can be sustained over time.**

For Andorra, this connected perspective is particularly relevant because the mountain is simultaneously an environmental resource, an economic asset and part of the country's social identity.



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08

Andorra's Opportunity in Sustainable Outdoor Sports

From existing strengths to demonstrable leadership

8. Andorra's Opportunity in Sustainable Outdoor Sports

Andorra already brings together many of the elements required to develop a distinctive position in sustainable outdoor sports: **a mountain environment closely connected to national identity; established tourism and sporting infrastructure; experience in hosting international events; public institutions working across tourism, research and economic development; and a growing sport and innovation ecosystem.**

The opportunity is now to connect these assets more visibly. Environmental knowledge, operational experience, public policy, private-sector capabilities and innovation initiatives do not need to develop as separate areas. **Together, they can support a stronger year-round model and position Andorra as a practical environment in which sustainable solutions for mountain sports can be developed, tested and demonstrated.**

This positioning would build on activity that is already under way. The next stage is less about creating an entirely new direction than about strengthening collaboration, expanding successful practices and turning the country's scale into an effective environment for experimentation and implementation.

8.1 A STRONG STARTING POINT

Andorra's starting point combines institutional commitment, operational experience and a strong relationship with the mountain environment.

At national level, the country has a climate and energy framework with quantified objectives for energy efficiency and emissions reduction. The National Plan for Innovation and Economic Diversification identifies sports and nature as one of three priority areas, alongside technology for life and health and sustainable construction. This places sport within the wider economic and innovation agenda.
The country also has extensive experience as a tourism and sporting destination. Its ski areas, mountain infrastructure, international competitions and year-round outdoor activities provide knowledge that can be applied to new projects. The practices described in this report—including digitalized resource management, climate indicators, visitor-flow analysis, event-impact assessment and local volunteering—show that sustainability is already influencing decisions across different organizations.

This relationship with the mountain is not only economic or operational. The interviews also highlighted its cultural and emotional importance for Andorran residents. **Contact with mountain activities often begins at an early age through families, schools, local sport, volunteering and attendance at major events. This connection creates a valuable social foundation: protecting and developing the mountain environment is closely related to preserving a shared part of everyday life and national identity.**
Andorra's compact scale adds another relevant characteristic. **Public institutions, tourism bodies, operators, research organizations and companies form part of a relatively concentrated ecosystem. This proximity can support direct collaboration and make it easier to move from discussion to practical projects.**

8.2 DEVELOPING A STRONGER YEAR-ROUND MODEL

One of Andorra's clearest opportunities is to continue broadening the relationship between sport and the mountain beyond the winter season.
Cycling, mountain biking, trail running, hiking and active-wellbeing experiences can complement skiing and other winter activities. This supports a more varied calendar and allows the country to reach different participant profiles.

The growth recorded among older adults in the United States provides a relevant international reference. Activities that can be adapted to different levels of intensity and combined with nature, culture and wellbeing can contribute to a more accessible and diverse offer.
Youth and family participation also create opportunities for longer-term engagement. Children's activities have already been incorporated into some events supported by Andorra Turisme, while local families and young people participate as volunteers in international competitions. These experiences can strengthen the connection between major events, community participation and the relationship with the mountain from an early age.

The objective is not simply to fill every period of the year with additional events. **A stronger year-round model combines activities suited to different seasons and participant profiles with appropriate capacity, environmental management and value for local businesses and communities.**

8.3 SPORT, INNOVATION AND A REAL-WORLD ENVIRONMENT

Andorra's combination of scale, mountain conditions, sporting infrastructure and institutional proximity creates a valuable environment for applied innovation.
Ski areas, trails, sporting events and tourism flows provide real-world operating environments in which technologies and management solutions can be developed and tested. Relevant applications include climate and snow monitoring, water and energy efficiency, mobility and visitor-flow management, event-impact measurement, participant safety, accessibility, active ageing, and the collection and communication of sustainability data.

The opportunity extends beyond testing individual products. **Andorra can connect the different stages of innovation: identifying challenges with operators and public institutions, involving startups and technology companies in designing solutions, testing them under real conditions, assessing the results and sharing the knowledge generated.**

Public-private collaboration is central to this process. Operators understand the practical requirements of mountain activity; research organizations contribute data and analytical capability; public institutions can connect projects with wider tourism and economic objectives; and companies and startups can provide technologies, services and new business models. Investors, sponsors and event organizers can also support implementation and help successful solutions reach a wider market.

The Andorra Sports Innovation Hub can play an important connecting role within this ecosystem. Its value lies not only in promoting innovation as a concept, but in bringing together challenges, organizations and solutions around the real needs of outdoor sports. Sustainability provides a particularly relevant field for this work because environmental performance, participant experience and economic efficiency often depend on the same operational information.

The participatory approach described by Andorra Recerca + Innovació offers a useful foundation. Indicators and technologies are more valuable when they respond to needs identified by the organizations that will use them. Combined with the Hub's capacity to connect companies, institutions and the international sports ecosystem, this could help Andorra develop knowledge and solutions that are useful both nationally and for other mountain destinations.

Andorra's opportunity therefore lies not only in hosting outdoor sports, but in becoming a place where the future management of mountain sport is tested, evaluated and improved.

8.4 INTERNATIONAL REFERENCE POINTS

Other mountain destinations and sports organizations show how sustainability can be strengthened when individual initiatives are connected through a common approach.

Slovenia has developed the Green Scheme of Slovenian Tourism as a national programme that brings together destinations and tourism providers. The scheme provides common tools for assessing and improving sustainability and connects participating organizations under the Slovenia Green brand. Its relevance to Andorra lies in its combination of measurement, business participation and coordinated destination positioning.

Norway's Sustainable Destination label is structured as a long-term destination-management system rather than a one-off claim. Participating destinations work to a standard with defined criteria and indicators, document their progress and undergo an external inspection, with recertification required every three years. The scheme also requires the active involvement of municipalities, tourism organizations and local businesses.

Crans-Montana 2027 provides a directly sports-specific reference. The sustainability strategy for the FIS Alpine World Ski Championships is based on ISO 20121:2024 and integrates environmental, social, economic and governance considerations across event operations and legacy planning. Its environmental measures include promoting public transport, managing parking, using GPS-based snow-depth data to reduce unnecessary snow production, increasing the use of renewable energy, applying circular procurement principles and reducing waste. Its social measures address accessibility, inclusion, volunteering, youth participation and community engagement. Economically, the strategy prioritizes regional value creation through local suppliers, businesses, products and cultural experiences, while also committing to measuring and reporting the event's environmental, social and economic impacts.

These approaches are not templates that Andorra needs to reproduce directly. They demonstrate the value of providing different organizations with a common direction, shared indicators and a recognizable structure. Andorra could develop an approach tailored specifically to outdoor sports, connecting its innovation ecosystem with the environmental, social and economic practices already described in this report.

The country's scale may make it possible to keep this approach practical. Rather than creating a complex new certification system from the outset, collaboration could initially focus on a limited number of shared priorities and demonstrator projects involving public institutions, sports and tourism operators, researchers and companies.

8.5 PRIORITIES FOR THE NEXT STAGE

Building on these foundations will require attention to several priorities.

- **Climate adaptation will remain central because outdoor activity depends directly on mountain conditions.** The development of climate indicators and more efficient resource management provides Andorra with tools to respond, while also creating opportunities for applied research and technological solutions.
- **Mobility is another area in which environmental impact, visitor experience and resident needs meet.** Because international access takes place by road, collaboration between tourism bodies, event organizers, transport providers and public institutions will be particularly important.
- **Greater coordination of information can also strengthen decision-making.** Climate research, operator data, tourism planning, event evaluation and innovation projects are developed by different organizations, but they address closely connected questions. Agreeing on a limited set of shared indicators would make it easier to assess progress, identify opportunities and communicate results credibly.
- Finally, **economic diversification should focus on value as well as volume.** Year-round activity can support local businesses and employment, while sport-tech, research and specialized services can generate knowledge and capabilities that extend beyond visitor expenditure.

These priorities do not represent a change of direction. They provide a way to connect and strengthen work that is already taking place across the country.

8.6 A CREDIBLE POSITION FOR ANDORRA

Andorra has the foundations to develop a distinctive role in sustainable outdoor sports.

Its strength lies in the combination of assets already present in the country:

- a mountain environment closely connected to economic activity, community life and national identity
- established sporting and tourism infrastructure
- experience hosting international competitions and events
- a national diversification strategy that includes sport
- public institutions and operators already using data, indicators and sustainability criteria
- direct connections between tourism, research, companies and innovation
- the Andorra Sports Innovation Hub as a platform for collaboration and international connection

Andorra combines these elements within a concentrated environment. Its scale can support close collaboration between public institutions, private operators, research bodies, startups and established companies, creating favorable conditions for practical experimentation.

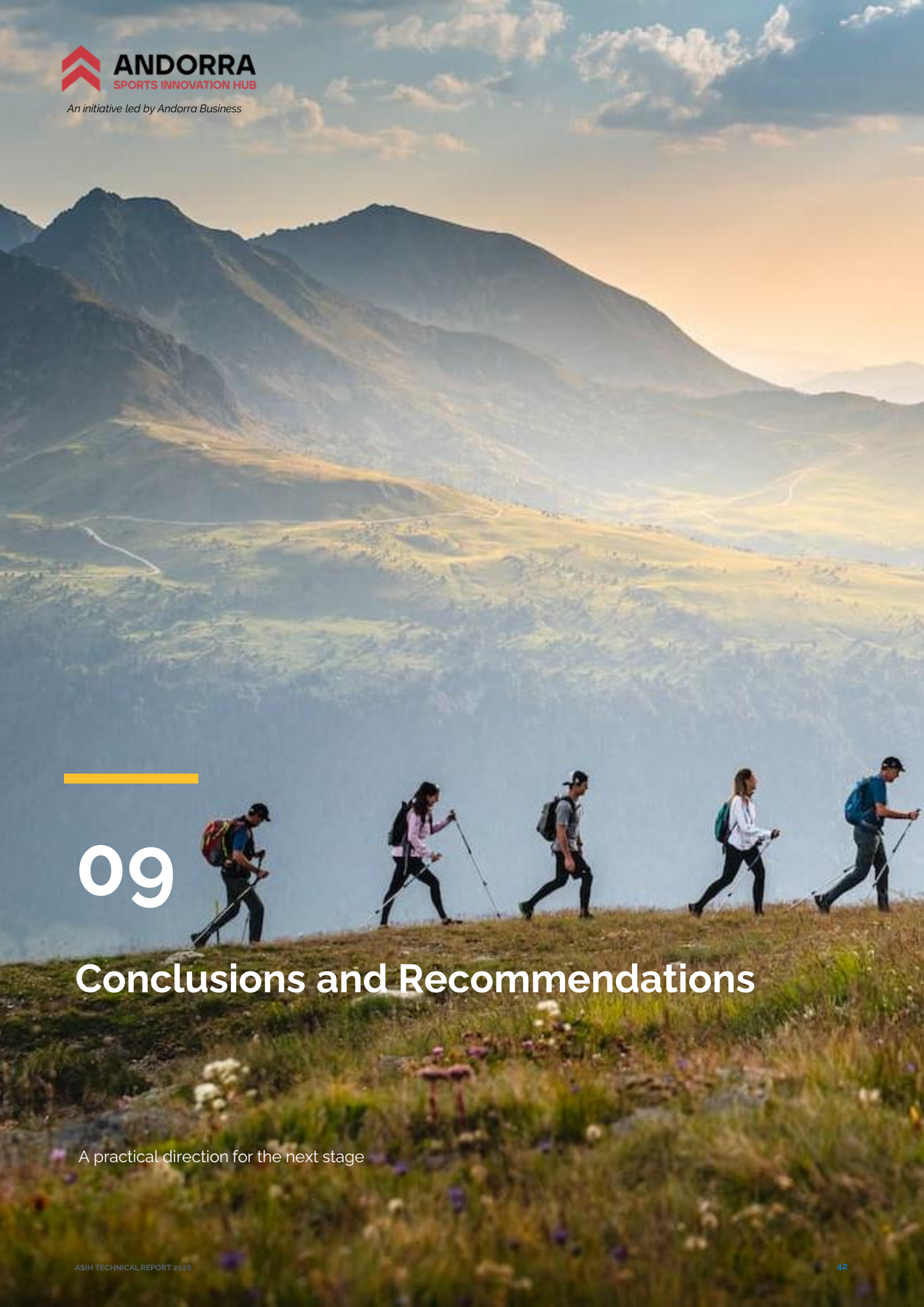
A credible position as a reference in sustainable outdoor sports will be built by demonstrating this capacity through real projects: solutions tested under mountain conditions, shared indicators, collaboration across organizations and evidence of environmental, social and economic value.

This gives Andorra an opportunity to contribute beyond its own territory. By documenting what works, what can be improved and how different actors collaborate, the country can **generate knowledge relevant to other mountain destinations facing similar questions.**

Andorra's opportunity is therefore not only to communicate a commitment to sustainable outdoor sports, but to **become a visible environment in which that commitment is translated into innovation, implementation and measurable progress.**

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09

Conclusions and Recommendations

A practical direction for the next stage

9. Conclusions and Recommendations

This report has examined sustainability in outdoor sports through three connected dimensions: environmental, social and economic. The evidence shows that sustainability is no longer limited to reducing environmental impacts. It increasingly **affects how activities are planned, how resources are managed, how communities participate, how events are evaluated and how mountain destinations create lasting value.**

For Andorra, these questions are particularly relevant because the **mountain is simultaneously a natural resource, an economic asset, a sporting environment and an important part of national identity.** This close relationship creates exposure to changing conditions, but it also gives the country a strong foundation from which to develop a distinctive position in sustainable outdoor sports.

9.1 CONCLUSIONS

SUSTAINABILITY IS BECOMING PART OF EVERYDAY MANAGEMENT

The environmental, social and economic dimensions of sustainability meet in practical decisions.
Snow production affects water and energy consumption while supporting winter activity. Sporting events generate economic value and international visibility while also influencing mobility, emissions and residents' everyday experience. Diversification can extend activity across the year, but it must remain compatible with the environmental and social conditions of the destination.
Sustainability is therefore most useful when it informs operational and investment decisions, rather than being treated as a separate initiative or communication exercise.

ANDORRA HAS A STRONG AND CREDIBLE STARTING POSITION

Andorra is not starting this transition from scratch. It has established mountain and sporting infrastructure, experience in hosting international competitions, a legal framework for climate and energy, research capability, tourism-planning expertise and a national diversification strategy that includes sport.
The organizations interviewed for this report also described practices that are already being applied: **digitalized management of snow and resources, climate indicators, event-return analysis, visitor-flow studies, emissions requirements, local volunteering and activities involving younger participants.**
Individually, these initiatives address different needs. Together, they provide the foundations of a broader national proposition connecting outdoor sports, sustainability and innovation.

THE NEXT STAGE OF DIVERSIFICATION SHOULD COMBINE TOURISM WITH KNOWLEDGE AND INNOVATION

A stronger year-round sporting model can help distribute activity across different seasons and participant profiles. Cycling, mountain biking, trail running, hiking, wellbeing and other mountain activities can complement established winter sports.

However, Andorra's opportunity extends beyond attracting additional visitors or events. **Sport can also support entrepreneurship, technological development, specialized services, research and international partnerships.**

The country can create value both from outdoor-sports activity and from the knowledge and solutions developed around its management. This connection is particularly relevant to the Andorra Sports Innovation Hub and to the wider national objective of economic diversification.

THE RELATIONSHIP WITH RESIDENTS IS PART OF THE MODEL

Outdoor sports in Andorra have a social foundation that goes beyond tourism. **The mountain forms part of residents' daily lives and cultural identity, with participation often beginning through families, schools, local clubs, volunteering and community involvement in sporting events.**

Maintaining this connection is important as sporting and tourism activity develops. Youth participation, accessibility, active ageing, local volunteering and consideration of residents in event planning can strengthen the relationship between international positioning and community value.

This does not mean that every activity or event will produce the same social benefits. It means that participation and the resident experience should form part of how their value is understood.

COLLABORATION CAN BECOME ONE OF ANDORRA´S DIFFERENTIATING CAPABILITIES

No single organization can address climate adaptation, mobility, participation, innovation and economic development independently.

Andorra's compact ecosystem creates opportunities for direct collaboration between public institutions, tourism bodies, operators, research organizations, event organizers, companies, startups, investors and sponsors. The survey results support this direction: public-private partnerships and investment were among the economic areas respondents expected to develop most strongly.

The country's potential position as a reference will therefore depend not only on the initiatives developed by individual organizations, but on its capacity to connect them around shared projects and visible results.

9.2 RECOMMENDATIONS

1 Position Andorra as a real-world environment for sustainable outdoor-sports innovation

The Andorra Sports Innovation Hub can strengthen its role as a platform connecting the country's sporting assets, public institutions, operators, research capabilities and business ecosystem.
The objective should be to **identify real challenges faced by mountain destinations and connect them with companies, startups and researchers capable of developing solutions. Relevant areas include snow and climate monitoring, water and energy efficiency, mobility, event-impact management, participant safety, accessibility and active ageing.**
Andorra would thereby offer more than a location for sport: it would provide an **environment in which solutions can be tested under real operating conditions and subsequently presented to the international sports ecosystem.**

2 Develop a limited portfolio of public-private demonstrator projects

Rather than creating a large new programme, Andorra could initially select a small number of practical projects involving public- and private-sector organizations.
These could include:

- a resource-efficiency pilot involving a mountain operator and a technology provider
- a mobility or visitor-flow project connected to a major sporting event
- an accessibility or active-ageing initiative linked to year-round outdoor participation
- a shared method for assessing the environmental, social and economic contribution of selected events

Each project should respond to a defined operational need, involve the organizations required to implement it and produce results that can be communicated and applied elsewhere.

3 Connect existing event practices through a common approach

Andorra Turisme already reports using economic-return analysis, audience-flow studies, calendar distribution, emissions requirements and adjustments to routes and schedules. The recommendation is therefore not to create an entirely new event-evaluation process, but to **connect these existing practices more visibly.**
A proportionate common approach for institutionally supported events could bring together:

- environmental impact and mobility
- economic return and local expenditure
- distribution across the annual calendar
- resident experience and community participation
- opportunities for youth, volunteering and inclusion
- potential use of events to test innovative solutions

The approach should remain proportionate to the size and nature of each event and should build on current practice rather than add unnecessary bureaucracy.

4 Strengthen year-round value without focusing only on volume

Diversification should be assessed through the type of value created, not simply through the number of activities or visitors added outside the winter season.

Priority should be given to activities that complement Andorra's existing strengths, reach different ages and participation levels, support local businesses and employment, and remain compatible with seasonal environmental and community conditions.

This includes continuing to develop the connection between outdoor activity, health, wellbeing, active ageing and accessible participation, while also strengthening the business and innovation capabilities associated with these areas.

5 Make residents visible participants in the strategy

Residents should be considered participants in Andorra's outdoor-sports model, not only hosts of tourism and events.

Existing practices provide useful starting points: local volunteering, children's activities within selected events, visitor-flow planning and adjustments to routes or schedules. These can be complemented by accessible participation opportunities, collaboration with schools and clubs, and proportionate mechanisms for collecting resident feedback where activities affect everyday life.

This would help preserve the emotional and cultural relationship with the mountain while ensuring that international sporting activity also creates visible local value.

6 Build international partnerships and share the knowledge generated

International examples show the value of connecting destinations, businesses and public institutions through common sustainability programmes. Andorra does not need to reproduce these models directly, but it can learn from their approaches to coordination, participation and continuous improvement.

The Andorra Sports Innovation Hub can support relationships with other mountain destinations, sporting organizations, innovation hubs and sustainability programs. These partnerships can provide access to expertise and potential pilot partners while also giving Andorran organizations a platform through which to share their own experience.

International recognition should be built through practical examples, collaboration and credible evidence of progress. Documenting and communicating the results of projects developed in Andorra will therefore be essential.

9.3 A DISTINCTIVE OPPORTUNITY

Andorra has the assets, experience and institutional foundations required to develop a distinctive role in sustainable outdoor sports.

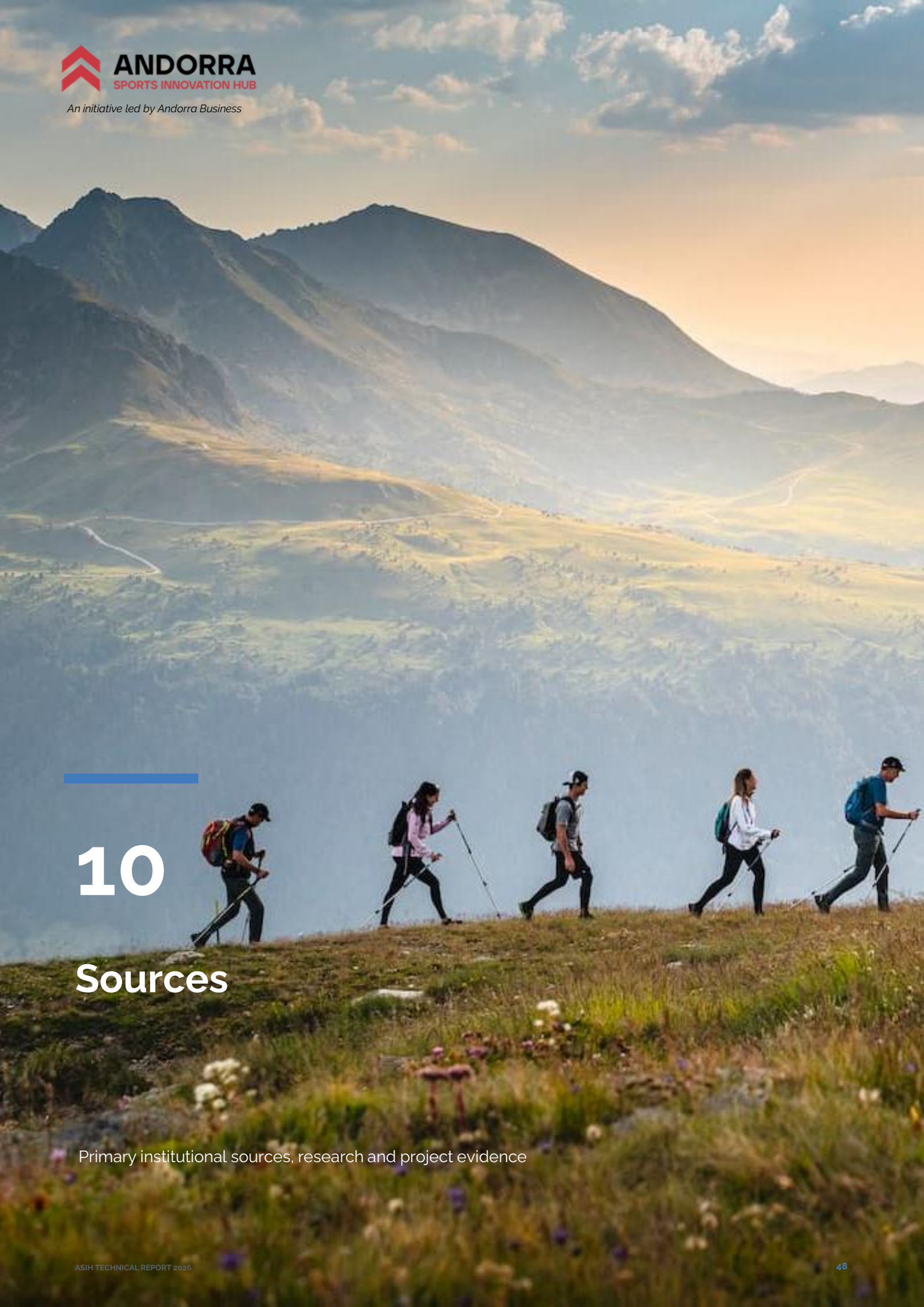
Its strongest opportunity lies in the combination of mountain activity, public-private collaboration and applied innovation. By connecting these elements through real projects, involving residents and measuring a limited number of meaningful results, Andorra can strengthen the resilience of its own sporting model while contributing useful knowledge to other mountain destinations.

This provides a credible direction for the next stage of the Andorra Sports Innovation Hub: positioning the country not only as a place where outdoor sports take place, but also as an environment where their future is developed, tested and demonstrated.



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10

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