

# Quo Vadis Salecina?



Master of Science in Business Administration, Major Tourism

#### **Applied Research Project**

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## Abstract

Salecina is an example of niche tourism, namely an ecological guest house, and as many other destinations, Salecina is also facing changes and guest decline. This applied research project is a study which deals with motivational factors of the guests visiting Salecina, and possible options for improving the service in order to meet the needs of both the current and the future guests. As the tourism market is not homogenous, what is especially important for marketing destinations, is identifying the guests' requirements. Main questions to be answered are: "*What is the Salecina's guest profile, the reasons why they visit and what are the guests' expectations*?" In order to answer these questions and meet the objectives, the researchers have conducted qualitative-quantitative research.

In this study, the researchers used qualitative research to facilitate the quantitative one, and build a survey design from semi-structured interviews. The method of collecting qualitative data was semi-structured interviews with the guests as well as Salecina team members, and in total 10 participants was interviewed. Collected data from interviews was analyzed by using the NVivo software and answers were clustered into six nodes. After the information was categorized, it served as a structure for a final questionnaire which was distributed by Salecina on our behalf to 5000 e-mails from their database. The overall respond rate was over 10%. The results were then analyzed with SPSS and, based on survey results, suggestions and recommendations are provided for Salecina to improve the service and meet the needs of both **current** and **future** guests.

The main findings of this study are that Salecina should continue to share the spirit of community living and sustainability. However, there is room for improvements in the field of marketing, advertisement, physical change, and public transport. Based on the analysis of interviews and the survey, the researchers came up with recommendations such as to change their marketing tools and strategies as well as to improve the facilities.

This research should be beneficial mainly for Salecina, as it delivers concrete recommendations for the improvement of its service.

This research project was a group work, and we would like to give special thanks to our mentor Prof. Tobias Luthe and our client Mr. Ulf Sieberg. Furthermore, the researchers would like to use this opportunity to thank all the participants who were willing to cooperate and give valuable firsthand information from their perspective, which was an invaluable addition to our research.

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## 1 Introduction to the Topic

### 1.1 Background

Salecina is a 300-year-old farm house located in Maloja, which is at the border of upper Engadin and Bergell in Switzerland. The house was altered and rebuilt in the 1970's by socialists Amalie and Theo Pinkus. They wanted to create a left-wing center for education, discussion, and holidays. It is now a social charity that aims to provide a venue for seminar courses, workshops, and holidays in the region of Maloja. The overall objective is for stays to be affordable for people with lower incomes. It is a self-managed project which combines hospitality with social ideals. With its unique offering of an alternate, sustainable and community lifestyle, Salecina has managed to create a long lasting loyal relationship with its guests (going back to guest relationships which began 25-30 years ago). However, Salecina's aim now is laying a strong foundation for the future by attracting old and new customers alike, without having to compromise its core spirit. The following research study was conducted to define the guest profile and to determine the reasons guests stay in Salecina. Furthermore, the study analyses the guests' requirements and expectations, and ultimately proposals are developed that will help raise the profile of Salecina. The core question is how more quests (old and new) can be attracted to Salecina without compromising its typical characteristics and peculiarities (Salecina, n.d.).

### 1.2 Research Problem

Alan Bryman defines a research problem as a "definite or clear expression about an area of concern, a condition to be improved upon, a difficulty to be eliminated, or a troubling question that exists in scholarly literature, in theory, or within existing practice that points to a need for meaningful understanding and deliberate investigation. A research problem does not state how to do something, offer a vague or broad proposition, or present a value question" (Bryman, 2007, pp. 5-20).

Salecina is a house open to anyone, for young and old, families, groups of people as well as individual travelers. Over the past years, Salecina has hosted many guests from various countries mainly from close to Switzerland (Salecina, 2017). However, there is a lack of knowledge about Salecina's current guest profile. With a deliberate investigation, the researchers are trying to find out what the reasons are why the guests visit Salecina. Further, it is not clear to the Salecina team, what the guests' expectations are. This research will help Salecina to understand their guest profile better.

### 1.3 Research Question

In this study, the researchers investigate the following research questions: What is Salecina's guest profile and what are the reasons why they visit this place? And what are the guests' expectations?

These research questions will be answered based on the different objectives to achieve the aim of the research. They are the basis of this report and build the guideline for all the steps. The research questions will be answered directly through the analysis of data.

# 2 Aim, Objectives, and Purpose

The following section briefly explains what the aim, objectives and purpose of this research is.

### 2.1 Aim

The aim of this applied research project is to attract old and new guests to Salecina without changing its typical characteristics of being a self-managed house for the guests.

### 2.2 Objectives

To answer the research question and achieve the research aim we identified the following research objectives:

- Define guest profile
- Recognize the motivation factors of the guests
- Understand guests' expectations
- Give recommendations based on the findings

#### 2.3 Purpose

The purpose of this research is going to benefit Salecina. The paper focuses on understanding the guests profile, their motivations, and expectations. By identifying these factors, this study will show the Salecina team what could be improved in terms of overall services.

### **3 Literature Review**

In this section, the relevant concepts are discussed and defined to answer the research questions. The researchers describe the different factors that are crucial for Salecina through secondary research. The focus lies on sustainable tourism as Salecina is an accommodation that relies on its label as a sustainable tourism destination. Sustainable tourism goes along with ecotourism. The seven guidelines to ecotourism are described further in this section. A major external factor that influences Salecina is climate change which will also be discussed in more detail in this section of the research paper.

#### 3.1 Sustainable Tourism

The idea of sustainable development is not new, but rather expanding pressures on the world's limited assets and ecological limit have prompted a more considerate restatement of the philosophy, along with developing guidelines to try it. Our Common Future portrayed sustainable development as 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs'. In that capacity, sustainable development expands on the old standards of and stewardship. However, it offers a more proactive position that fuses continued economic growth in a more ecological and fair way (Theobald, 2005). In spite of the fact that the evolution of the term sustainable development is normally referred to as being provoked by an expansion in ecological awareness in the 1970s, it has been contended that the idea of sustainable development started numerous years prior to this in three forms:

• Conservation vision: This vision valued the spiritual over the material, and humans came to be seen as part of nature, not superior to it. Around the time that this vision became predominant, a desire to preserve areas also emerged.

• Community vision: This vision focused on the role of socio-cultural aspects such as local community involvement in sustainable development.

• Economic theory: This vision proposed an integrated system of the environment and economics and employed successful imagery to present the balance between the two entities. The initial effort of the proponents of this approach was to redesign national accounting systems to include issues that were being raised in the international arena such as the depletion of natural capital, and social and cultural issues (Hardy, Beeten, & Pearson, 2002). Despite the fact that tourism is for the most part viewed as less destructive to the earth than most other sectors, given the circumstances, its sheer size and boundless nearness has as of now made negative physical and social ecological harm. Encouraging the idea of sustainable development, an inflexible relationship exists between the economy and the earth. Tourism's enthusiasm for sustainable development is coherent given that it is one industry that sells the environment, both physical and human as its product. The authors argued that the integrity and coherence of the products have progressed toward becoming by necessity a noteworthy concern of the business. They propose that what is presently required in tourism research and

strategy is a more prominent push to connect the academic and government interests in seeking for more sustainable tourism development with those front-line industry professionals and the most critical customer, the tourist (Theobald, 2005).

During recent years, tourism has turned into a noteworthy piece of the talk of sustainable development, which is not shocking given the size and rate of expansion of the sector. The ecological, financial, social, and cultural effects of tourism, and as distinguished by the 1992 Rio Earth Summit, the potential for tourism to help the move to sustainable development. It can be contended that the idea of sustainable tourism increased out of the acknowledgment of the negative effects of mass tourism and the resulting birth of 'green tourism'. As per Wright, Tourism, as it identifies with sustainable development, is tourism which is produced so the nature, scale, location, and way of development suitable and practical after some time, and where the environment's capacity to help different exercises and procedures is not hindered since tourism cannot be secluded from other resource activities. At the heart of sustainable tourism is a set of implicit values related to striving to integrate economic, social, and cultural goals. This integration is illustrated diagrammatically in figure 1, where Wight's three goals are seen to start to coalesce around community-based economics, conservation with equity, and integration of the environment with the economy. These, in turn, come together in the central goal of sustainable tourism (Theobald, 2005).



Figure 1: A Model of Sustainable Tourism Values and Principles Source: (Theobald, 2005).

#### 3.2 Ecotourism

Ecotourism is defined as the purposeful travel to natural areas to better understand the culture and the natural history of the environment as well as improving the well-being of the local people (Blangy & Mehta, 2006). When marketing ecotourism, a few things should be considered. Tourism is a service industry, which means its services are intangible. Also, the customers travel to destinations for the services and products and finally, people participate in several activities when travelling to new places. However, the one thing that has contributed the most to marketing of ecotourism destinations is the growing impact of the internet. Online marketing has become the worldwide most successful tool for promoting an ecotourism destination. To perform well, it is important to know who the eco tourists are and what kind of activity the group is interested in. Studies have shown, that nature based experiences are the most popular trips among the eco tourists (Lai & Shafer, 2011). People who like to go on ecotourism vacation favor rural destinations because they often include agriculture, forestry, as well as other traditional activities related to tourism. Mountains on the other hand are another big lure for active travelers. Clean, cool air and water, spectacular scenic mountain views, and the massive amount of resources are attracting tourists worldwide (Weaver, 2001)

According to Lai & Shafer (2011), there are seven guidelines to ecotourism, namely:

- (1) Minimize the impact
- (2) Build environmental and cultural awareness and respect
- (3) Provide positive experiences for both visitors and host
- (4) Provide direct financial benefits for conservation
- (5) Provide financial benefits and empowerment for local people
- (6) Raise sensitivity to host countries' political, environmental, and social climate
- (7) Support international human rights and labor agreements

# 3.3 Guests Motivational Factors and Influence of the Political Ideology

Many studies have already been conducted on the topic of what actually motivates the guests and what are the factors affecting their choice of destinations or holidays. The role of motivation has been studied in many papers (Baloglu & Uysal, 1996; Kim Lian & Baum, 2007; Stepchenkova & Lu, 2012; Mussalam & Tajeddini, 2016). The Pull-Push framework has been utilized in many studies, "push" being associated with socio-psychological motivation and "pull" as the features of the destination that attracts one to a particular place once the decision to travel has been made. Understanding this framework can help destinations specifically tailor products and services to the needs of their guests; to better advertise themselves to their segment group, and to improve overall guest satisfaction (Baloglu & Uysal, 1996). Eco tourists have different motivating factors than mass tourists, and some of their relevant drivers are landscape and secluded surroundings of an ecolodge as well as the place had to provide an authentic experience what is given as a clear distinction from mass tourism (Stepchenkova & Lu, 2012). When choosing an ecological accommodation, tourists' motivation is mainly influenced and determined by destination attributes, as pristine environment (pull factors) and their intrinsic need as socio-personal desire to escape (push factors). Ecolodge is a smaller accommodation unit, which meets sustainability standards and that are mostly focused on experience so the tourist also finds "experience" and destination attributes more relevant than accommodation attributes (Kim Lian & Baum, 2007).

Despite ever-growing literature on these topics, there is no formula valid for all destinations; the values will presumably vary depending on a destination. However, how Switzerland's visitors perceive destination attributes, and which are the characteristics that might influence their destination choice, when selecting Switzerland for shorter or longer holiday was documented in a study conducted by Mussalam (2016). The findings were that the rating of important attributes for traveling to Switzerland differs for short and long holidays. Namely, for a short holiday efficiency of transportation was considered as most important, while for the long holiday it was the location of the chosen accommodation unit. In order to attract guests, the destination should differentiate its offer to each guest segment as well as having different motivations for visiting Switzerland. The results will differ if the study was conducted for some other country. In the case of motivational factors and political ideology, to the best of our knowledge, there is a limited literature on Swiss leftist behavior and their preferences when choosing a destination. Political ideology can be defined as a collection of similar ideas and encloses the array of psychographic factors (personality characteristics, values, and attitudes), and as such can influence destination choice.

Even not directly connected with destination motivation, ideological orientation as a relevant factor could be seen in a study which showed that left-oriented people are more likely to show pro-environmental behavior in comparison to right-wing parties (Neumayer, 2004). Furthermore, the values of the ecological economies are more likely to be embraced by the leftist in comparison with their rightist counterparts. Similar results, in the paper about mitigation and climate change, showed how left political ideology was related to extra mitigation behavior to address climate change, compared to right-wing conservative environmentally oriented people (Ortega-Egea, Antolin Lopez, & Garcia-de-Frutos, 2014).

What motivates individuals has been extensively studied by many researchers. However, the information what motivates Swiss leftist in particular, to best to our knowledge, was not available. The study by Legg et. all (2012) on the topic of political ideology and its influence on a destination choice, even though not related to directly to Switzerland, confirmed that leftists are generally in favor of equality (related to the distribution of wealth and affirmative action), homosexual rights and environmental laws.

#### 3.4 External Influence in Tourism – Climate Change

United Nations defines climate change as a change in the climate, which can directly or nondirectly affect the human activity that alters the composition of the global atmosphere and which in addition to natural climate is variability observed over periods of time (Nations, 1992). Richard Tol (2009) defines climate change as the mother of all externalities: larger, more complex, and more uncertain than any other environmental problem. Weather affects agriculture, energy use, health, and many aspects of nature, which in turn affects everything and everyone. Climate change' causes and consequences are very diverse, and countries, which contribute least to it, are most vulnerable to its effects (Tol, 2009).

Tourism is one of the largest industries in the world and it is a climate-dependent industry. That is why climate change substantially affects it (Hamilton, Maddison, & Tol, 2004). A lot of tourism destinations own their popularity to their pleasant climates during the holiday seasons. According to Viner et. all (2007), the kind of destinations with climatically ideal tourism conditions are likely to shift poleward under projected climate change. Mediterranean destinations, for example, may shift their peak season from summer months to shoulder periods. This can also mean that destinations with higher latitude seasons are likely to experience a lengthening of their summer seasons. These changes can be effected by institutions and tourists and the flexibility they demonstrated as they react to climate change with substantial implications of tourism activities (Viner, Nicholls, & Amelung, 2007).

# 4 Qualitative-Quantitative Research Methodology

Data collection for this paper consists of secondary data, i.e. desk research which the researchers did to get a theoretical insight about Salecina and general understanding of the topic. Primary data was gathered through both qualitative and quantitative research. According to (Saunders, Lewis, & Adrian, 2009), methodological triangulation is defined as the use of two or more independent sources of data or data collection methods to verify research findings within a study. In this study, the researchers used qualitative research to facilitate quantitative and build a survey design from semi-structured interviews.

#### 4.1 Inductive vs. Deductive Approach

In the inductive research approach, the researchers first reflect on the theoretical part. This may include collection of further data and can be a weaving back and forth between theory and data (Bryman & Bell, 2007). However, the researchers must be cautious when generating and analyzing theory out of data; the data should be credible.

Inductive research is viewed as the "bottom-up" approach, where the researchers first observe or conduct tests. As a second step, they build a pattern of the phenomenon that is being studied in the research. At the end, the theory is established with regards to the particular research topic. **Observation/Tests > Pattern > Theory** 

Deductive research on the other hand is more referred to as a "top-down" approach and is also known as the hypothetic-deductive method (Lodico, Spaulding, & Voegtle, 2006).

For this study, an inductive research approach is applied.

First, the research problem is defined. This is done by **observation** on the research site, which is the vacation and education center Salecina.

A clear guests' **pattern** is discovered by conducting a survey with current and former guests of Salecina.

At the end, we intend to build **theory** on the following:

- to provide Salecina with a clear guest profile
- recommendations for changes in Salecina to meet the guests' expectations

#### 4.2 Explanatory vs. Exploratory

Explanatory research is used in most qualitative research. David McNabb says in his book, that the main purpose of an explanatory research is to build theories and predict events. It is attempting to connect ideas and to understand causes. Hypotheses in this type of research are tested by measuring the relationship between different variables in the research to understand what is going on (McNabb, 2008).

Exploratory research is conducted for a problem, for which there are a few studies or no studies at all or where there is small amount of information. The goal of exploratory research is to gain more information for future researches. Exploratory research is used when the researcher

wants to know what is happening and to search for new views of the research problem (Saunders, Lewis, & Thornhill, 2009).

The research used in this paper is exploratory. The client, in this case Salecina, had the problem of not knowing its guest profile as well as a lack of knowledge about what the guest's expectations and reasons are for visiting Salecina. In order to find answers to these questions, the researchers conducted exploratory research with the goal to gain enough information to answer the client's questions.

### 4.3 Data Collection Methods

The researchers proceeded with qualitative research by conducting interviews and continued with quantitative research by conducting a survey with Salecina's guests. This section shows how the interviews and the survey were prepared and executed.

#### 4.3.1 Interviews

Ten unstructured interviews were conducted to build the base of the survey. The interviewees were guests as well as team and council members of Salecina.

#### **Preparation of the Interviews**

After the initial telephone call with our client and first collection of secondary data, gathered from Salecina's website and other available data, the researchers came up with the first structure for the planned visit to Salecina. During our first site visit to Salecina (April 23<sup>rd</sup>-24<sup>th</sup>), the researchers have conducted five preliminary semi-structured interviews which served as orientation interviews in order to get an insight into the spirit of Salecina, as well as to gain intuition of their guest profiles. The preliminary visit was done to establish familiarity and understand the whole idea behind the place, as well as to establish certain trust with the Salecina team. After the analysis of the first semi-structured interviews, the investigators were able to get an impression which topics that should be covered for the second visit during a Salecina council meeting (May 5<sup>th</sup> - 6<sup>th</sup>).

During both visits, an interview guide was prepared in advance, a list of open-ended questions to be followed. Semi-structured interviews allow greater flexibility as the interviewer can ask follow-up questions and it allows the researchers to go deeper into a certain topic (Bryman & Bell, 2007). Furthermore, this approach will help the interviewers to discover information that is important for participants but may not have previously been thought of as a relevant by the researcher. It enabled the investigators to guide a conversation in the desired way, and to deepen the topics as well as ask more provocative questions.

#### **Execution of the Interviews**

Since four investigators were involved in the research, the interviews were conducted in a combination of two, three or even four investigators simultaneously present. However, during all interviews at least two interviewers were present, which also enabled flexibility. In total five participants (all guests of Salecina) were interviewed during the first visit and an additional five

(Salecina Council Members) during the second visit. Transcript of interviews can be found in Appendix A. Five out of six interviews were conducted in English and one in German, as it was preferred by an interviewee and done by Patricia as the only German speaking member of the research team. All ten interviews were conducted face-to-face, and nine out of the ten interviews were recorded (the recorded sound quality of one interview turned out to be insufficient). In this way, the researchers were able to concentrate on the interview rather than writing down the answers. However, for the single not recorded one, the researchers have collected detailed notes that captured all relevant information.

Interviews, which not all of the researchers were able to attend, were discussed straightaway in order not to miss any important impressions. Immediately after the interview, the researchers have distributed the work to transcribe the recorded interviews, translate if necessary, and make notes related to impressions (Bryman & Bell, 2007). The advantage of using a tape recorder was that it allowed the researchers to re-listen the tape as many times as necessary and to notice minute nuances (e.g., tone of voice) they were not expecting. As for place of conducting interviews, they were conducted in a familiar environment to the interviewees, so we assume the surrounding could not influence the results. The interviews were analyzed with NVivo and served as a structure for the final survey, as this will be discussed in the analysis part of the paper.

#### 4.3.2 Survey

After conducting interviews, the researchers had enough information to create the survey. The survey is the main tool in this research to answer the research questions.

#### Preparation

The questions for the survey were created based on the observation in Salecina during the first stay of the researchers at the site. Also, the unstructured interviews and inputs of the Salecina team gave the researchers a guideline for creating the questions. Some of the questions used in the survey were pre-formulated by the clients. Then the questions were created in English by the researchers. Afterwards, one member of the group forwarded the list of questions to a member of the Salecina team who then translated them into Italian. This was necessary because a large percentage of Salecina's guests are Italian speaking. Furthermore, one of the team members translated the questions into German for the many German speaking guests from Germany, Switzerland, and Austria. The survey was created on the online platform called LimeSurvey which was accessible to the researchers sent it to their advisor and the client to receive feedback and recommendations to improve the survey. The survey contains 33 questions separated into four different segments: Personal Details, Knowledge, Salecina Specific Questions, and Mobility. An overview of the questions of the survey is available in Appendix C.

#### Execution

Once the survey was improved and approved by the client and the professor, the researchers activated the survey on LimeSurvey. The links to the activated survey was sent to the Salecina team by email. Since the survey was available in three languages, three different links were sent. They were then responsible for sending out the survey through their database to over 8000 email addresses to which the researchers did not have access due to privacy reasons. The survey was active for eight days within which the researchers reached saturation in number of responses. The results of the survey are available in the analysis part of this research paper.

#### 4.4 Target Group and Sampling

Since the researchers' goal is to find out what needs to be changed in Salecina, the target groups for this research are people who have visited Salecina at least one time. For the interviews, we used purposeful sampling. This type of sampling procedure is the most common in qualitative research and its strength lies in selecting information-rich samples which have great importance for the research study (Lodico, Spaulding, & Voegtle, 2006). After the purposeful sampling process, the researchers decided to conduct ten semi-structured interviews. The interviewees are guests in Salecina. We selected these people based on a few factors. First of all, they were staying in Salecina from April 23<sup>rd</sup>-24<sup>th</sup>, which are the days that the research group spent time in Salecina. Further selection criteria were the interviewees' age, we wanted to interview people from different age groups to receive a wide range of responses. Also, place of living was a factor, as the researchers wanted to interview people from different countries.

For the main data collection part, the online survey, we have selected the database of email addresses of Salecina's guests as the sample of the population. The entire population for this research is all the people who have ever visited Salecina. According to Lodico, Spaulding, & Voegtle (2006), that is also referred to as the ideal population, however, it is not realistic or doable to survey every single person in this population. Therefore, we seek a smaller and more realistic sampling size. With roughly 5000 active email addresses, the researchers have a sample size that is large enough, and therefore, a reliable source for data collection. This sample is a representative of the target group as it includes people of all ages, sex, education, and region. Out of these 5000 guest email addresses, 577 men and women filled out the survey completely. We received another 272 incomplete responses which we do not include in the analysis of the survey. We decided not to include them in the survey because it can falsify the results. The researchers do not know what caused the survey takers to leave the survey early and not complete it all the way. Most of the incomplete surveys ended on page 2, which means that the people left the survey on the Salecina specific questions page.

# 5 Data Analysis

In this section of the paper, the researchers are analyzing the interviews as well as the survey that was conducted. A total of ten interviews and 577 responses from survey are analyzed with aim to provide concrete and scientific answers to the research questions.

### 5.1 Analysis of Interviews

A total of ten semi-structured interviews were conducted throughout this research. The program used to analyze the interviews is NVivo. The transcripts were coded and put into six categories of nodes. To analyze the interviews, the following nodes were created: Change, Community Living, Market Segment, Marketing, Political Orientation, and Sustainability and Ecology. More details of all included nodes are provided in Appendix B. These nodes were created based on the research questions and the aim of the research to build the base of the survey.

Figure 2 shows how often each node appears on the transcripts. The node that is most often mentioned in the interviews is change with 35 mentions followed by Marketing with 24, Political Orientation with 22, Community Living and Sustainability & Ecology with 19, and Market Segment with 16 mentions.



#### Nodes Frequency

Figure 2: Nodes Frequency

Since **change** is the most mentioned node in the interviews, therefore, change is an important factor for Salecina's guests. When analyzing the interviews, it stands out that WIFI is the change that is requested most often. Right now, WIFI is available in one restricted area in the

house and this should stay the same. Time is changing and people have started to take their personal computers with them to work even when they are on vacation. The next topic that was of great discussion is the sauna. Many have mentioned that is would be nice to have a sauna in Salecina, however, some think that it does not fit into Salecina's concept. The interviewees state that change should be made in order to attract more young people. Examples are workshops that are more appealing to younger people. A big discussion is the change of the rooms. Currently, there are no single or double rooms. Some say that they do not feel comfortable to sleep in a room with strangers.

The second node that was mentioned many times is **marketing**. The goal is to attract the right people who have the same political orientation and value community living. However, an interviewee mentioned that not enough promotion is done. The problem is to find the right tool to promote Salecina as advertisement is still very narrow and word-of-mouth is still the most frequently used way of promotion.

**Political orientation** is omnipresent in Salecina. It is important to not only the visitors, but also to the Salecina team. Politics is like a label for Salecina, it can identify itself with the left-wing party. Many guests choose to visit Salecina because they want to discuss their ideas and ideologies with people who are like-minded. The interviewees mentioned that if would be nice to have more young people who are interested in politics visiting Salecina.

A special feature of Salecina is the **community living**. People get assigned tasks which they have to fulfill the next day. These tasks include cooking dinner, cleaning the restrooms etc. That way no one gets excluded and discriminated and people do things together. In the interviewee's opinion, this way of community living is perfect to meet new people with likeminded mindsets.

In the interviews, it is mentioned that to experience **sustainability** is a major factor for visiting Salecina. An example of how Salecina provides its part to being sustainable is by buying food from local producers. Just recently, Salecina received the Cypra award for sustainable tourism. This label of sustainability should be used to promote the place. It is also important for Salecina that their guests behave eco-friendly. They recommend traveling by public transport and not using personal cars.

The current **market segment** of Salecina is old people, however, for all the interviewees it is important to attract and invite more young people to Salecina.

Table 1 shows a summary of the ten interviews. It shows how often each interviewee has mentioned each of the nodes. Looking at all 10 interviews, a total of 135 codes were created and analyzed. A more detailed summary of the nodes and codes can be found in Appendix B.

#### Table 1: Nodes Frequency by Interviewees

	Change	Marketing	Political Orientation	Community Living	Sustaina bility and Ecology	Market Segment	Total
Thomas	3	0	2	0	0	1	6
Silvie	3	3	3	4	1	3	4
Peter	2	0	2	1	2	1	3
Patricia	3	2	1	3	1	0	5
Nico	4	4	3	0	3	1	5
Mario	1	0	1	1	1	3	5
Charlie	12	2	0	1	4	1	5
Brigitta	0	0	1	0	1	2	5
Antonio	0	8	4	0	2	2	6
Anna	7	5	5	9	4	2	3
Total	35	24	22	19	19	16	

#### 5.2 Analysis of Survey

One of the study objectives is to give recommendations, to bring positive changes in Salecina, in terms of promotion, and increase the satisfaction of the current and the future guests. In order to fulfil this objective, the researchers have performed the following statistical analysis. The first analysis part is related to socio-demographics (age, sex, nationality, political orientation etc.). The researchers have decided to take these variables to analyze the relationship between them to develop possible recommendation for the client in terms of improvement.

		FB	Age
FB	Korrelation nach Pearson	1	245
	Signifikanz (2-seitig)		.000
	N	720	662
Age	Korrelation nach Pearson	245**	1
	Signifikanz (2-seitig)	.000	
	N	662	677

#### Korrelationen

\*\*. Die Korrelation ist auf dem Niveau von 0,01 (2seitig) signifikant.

Figure 3: Correlation of Age Groups and Usage of Facebook

		What social media do you use? [Facebook]		
		No	Yes	Total
How old are you?		4	3	7
	>61	163	56	219
	21-40	27	48	75
	41-60	183	93	276
Total		377	200	577

#### Figure 4: Crosstab of Age and Usage of Facebook

 Age and Facebook: As per the survey results, the correlation between age and Facebook is negative. It is an inverse relationship, as seen from the figure 3, where the youngest age group have the most respondents regarding use of Facebook. However, as the age increases, respondents using Facebook in each age group decreases.

		changes	Age
changes	Pearson Correlation	1	062
	Sig. (2-tailed)		.223
	N	393	386
Age	Pearson Correlation	062	1
	Sig. (2-tailed)	.223	
	N	386	677

#### Correlations





Figure 6: Crosstab of Age Groups and Readiness to Change

2) Age and flexibility: While analyzing the correlation between age and flexibility, it was found these variables have a negative correlation so as the age increases, flexibility decreases. However, since R is only -0.062, the flexibility can only be dependent on age 6% of the times. As seen in figure 5, most respondents in all age groups are flexible to change.

		Age	Political_Orie ntation
Age	Pearson Correlation	1	.058
	Sig. (2-tailed)		.217
	N	677	453
Political_Orientation	Pearson Correlation	.058	1
	Sig. (2-tailed)	.217	
	Ν	453	489

#### Correlations

Figure 7: Correlation of Age and Political Orientation

		No	Yes	Total
Age	21-40	17	35	52
	41-60	87	141	228
	>61	50	123	173
Total		154	299	453

Figure 8: Crosstab Age Groups and Political Orientation

3) Age and political orientation: Considering political orientation is one of the core values of Salecina, researchers identified if there is a correlation between age and politics. The analysis showed there is a positive relationship between the variables. However, since R is only 0.058, political orientation is not strongly dependent on the age. As seen in figure 7, most respondents identify themselves as politically oriented, not just in the older age group, but younger age group as well.

		No	Yes	Total
Where do you live?		2	0	2
	Austria	11	1	12
	Germany	202	69	271
	Italy	52	83	135
	Other	2	1	3
	Switzerland	85	69	154
Total		354	223	577

Figure 9: Crosstab of Familiarity with Newspapers in Different Countries

4) Place of living and familiarity of the newspapers and radio stations used for marketing: Currently, newspapers and radio stations are the key tools used for marketing. However, the survey results showed, the majority of respondents from all the places are not familiar with the Newspapers and radio stations used to make the current tools of marketing ineffective.

#### 5.3 Guest Profile

Based on the responses of the conducted survey, the researchers created a guest profile. The demographics of the guests who are visiting Salecina look the following:



How old are you?

Figure 10: Age

The biggest guest group of Salecina are visitors of age 41 to 60 years old. Their percentage is 47.83%. Guests with the age of 61 and older are represented with 37.95%. The youngest guests from 21 to 40 years of age are only 13% of all visitors.



Figure 11: Gender

From 577 responses from the survey, 58% was answered by female and 40% was answered by male.



#### What is your nationality?

Figure 12: Nationality

Figure 12 reflects that with 48.87%, almost half of the Salecina's guests are Germans. Italians are in second with 23.40% and Swiss guests with 21.84% respectively.



Figure 13: Place of Living

Based on the answers received from the survey, most of the visitors of Salecina are living in Germany with 46.97 %. Visitors living in Switzerland, are around 27% and Italians are around 24%. The percentage of people living in Austria is the lowest one with 2.08%.



### What is your level of education?

#### Figure 14: Level of Education

Most of the guests visiting Salecina are highly qualified. 40.90% of the guests have a Master's degree and 12.48% are doctorates and only 2.95% did an apprenticeship.



Do you politically identify yourself as a leftist?



With 80%, most of the guests in Salecina answered that they do consider themselves as leftists.

#### An elaboration of leftism

Most of respondents associated the left ideology with social democracy, solidarity, equal distribution, respect for minorities', sustainability, environmental protection, and ecology, stressing the importance of tolerance, equal rights, and opportunities for everyone, and defining it as something opposite to materialism. Furthermore, they consider these values to be crucial in order to declare yourself as a leftist. However, results are not surprising at all, while same values and characteristic are considered as relevant as in studies mentioned in the Literature Review part.

Some of the guests mentioned these core values as opposite to "right" who followed the notion of acceptance of inequality and were not in a favor of change. However, few respondents from the survey compared leftist against rightist.

Along with stressing the leftist ideologies, other initiatives, like sustainability and ecology could influence the destination choice. Moreover, their awareness of the climate change is high. They also show higher level of association with pro-environmental behavior. Even though, the difference between these two ideologies is not a subject of discussion in this paper, we can't ignore the facts these are the values they find the most relevant.

As such, the researchers can conclude that in order to attract guests Salecina should promote these attributes and its core values, but maybe in a different light. However, there are still approximately 18% of the guests who do not declare themselves as leftist (answering "no", or did not provide an answer at all) as seen in figure 15, but they still come to Salecina. The idea is not to ignore Salecina's main core values, but also individually focus on these above-

mentioned values. This way it can attract a niche market segment who believes in the same values as of Salecina but not necessarily identifies itself as leftists.



### How did you find out about Salecina?

Figure 16: How Guests found out about Salecina

As stated by Salecina team, it is proven by the survey that word-of-mouth is a strong tool when it comes to Salecina's marketing. 69.32% found out about the place through word-of-mouth. While analyzing the results for others, which is 24.09%, mentioned family and friends which can also be considered as word-of-mouth. Only 6.41% found out through radio and 8.15% through newspaper. Facebook has not been an effective tool as none of guests came to know about it through it.



What is your prefered mode of booking your vacation?

Figure 17: Preferred Mode of Booking a Vacation

When it comes to the preferred mode of booking vacations, most of the guests 38.99% who visit Salecina prefer booking through the official homepage. Online platforms like TripAdvisor and booking.com are the second most preferred modes 24.09%. It is evident in the times of

internet, use of traditional modes of booking like phone 13.86% and travel agencies 2.95% have reduced considerably.



What is your favorite season to visit Salecina?



In figure 18, one can see that the most favorite season to visit Salecina is summer. The percentage of guests who prefer the summer season is 38.47%. Winter has received 23.22%. The least desirable season is spring with only 7.80%.



#### How often do you visit Salecina per year?

Figure 19: Visits per Year

The frequency of guests visiting Salecina more than once a year is not very high. Only 9.01% visit Salecina more than once a year as compared to 38.65% of guests who visit less than once year. However, 21.14% form a loyal and consistent customer base for Salecina who visit the place once every year.

How flexible are you for new changes in Salecina?



Figure 20: Flexibility towards Change

As shown in figure 20, most of the guests answered that they are flexible to changes 41.94%. The second largest group answered that they are somewhat flexible. The percentage of guests who are not so flexible for new changes is 13.86%.

#### 5.4 Public Transport

Sustainability is a core value for Salecina and transportation is one of the of the most impactful negative influences on sustainability. Therefore, the council wants to reduce the damage as much as possible. One of the ways is to increase the use of public transportation. The survey also targeted this concern and asked respondents about their current modes of travel and willingness to pay extra if transport tickets within the Engadin is provided.



What is your mode of transportatioin?

Figure 21: Mode of Transportation

Almost half of the respondents 47.82% use train as a mode of transportation. 32.16% use cars and 30.15% use bus to commute.



Figure 22: Use of Public Transport during Stay and Willingness to Switch to Public Transportation

Currently, 52.53% of the guests use public transport during the stay and 40.52% are willing to switch to public transport if the ticket to travel within the Engadin region is provided.



How much extra would you be willing to pay per night if a public transport ticket is included?

Figure 23: Amount People are Willing to Pay more per Night

If Salecina proposes to offer public transport ticket, most people are willing to pay more. The biggest sector with 19.32% of the guests are willing to pay CHF 3-5 more, 10.48% are willing to pay CHF 1-2 more and 10.13% are willing to pay more than CHF 5. However, 7.18% of the guests are not willing to pay extra for the same offer.

# **6 Results and Discussion**

In this part of the research paper, the results are shown and discussed. The research questions are being answered with data from the interview and survey analysis.

### 6.1 Overview of Guest Profile

According to the results of the survey analysis the typical guest at Salecina has the following demographic characteristics.

Table	2:	Guest	Profile

Age	41-60	
Gender	Female	
Nationality	Germany and Italy	
Place of Living	Germany	
Level of Education	Master's Degree	
Political Orientation	Leftist	
How the guests found out about Salecina	Word-of-mouth	
Preferred mode of booking a vacation	Official homepage	
Favorite season	Summer	
How often a guest visits Salecina	Less than once a year	
Flexibility to changes	flexile	

The typical guest who visits Salecina is between 41 and 60 years old. The majority of people who answered the survey are female that is why the researchers assume that the typical guest in Salecina is a woman. Germany is where the typical guest comes from and lives in. The classic guest has a Master's degree and considers herself as a leftist. Word-of-mouth is the common form of how the guest finds out about the accommodation and the preferred mode of booking a room is over the official homepage. Summer is the most favorite season for making vacation in Salecina and the place is visited less than once a year by the typical guest. The classic guest in Salecina considers herself as flexible to changes made at the place.

#### 6.2 Motivation Factors

Salecina is surrounded by beautiful landscape with mountain lakes and big mountains, therefore, it is no surprise that people state nature as their main motivation factor for coming to Salecina. Location is also mentioned very often as the guest house is located in a gorgeous landscape with hiking and biking trails in the summer and ski trails surrounding Salecina in the winter. The third factor that people like about Salecina is its community living. They find it

interesting and inspiring to engage with other guests. Some say it is a unique atmosphere which they do not experience anywhere else. The special spirit and warm open community is attracting people from various countries. Some even say that Salecina has this special spirit of alternative living. The last motivation factor is the political atmosphere. Many people who visit Salecina go there because they know, they will meet people with the same or a similar political orientation. These people like to get into heated discussions and talk about current and past political events occurring around the world.

#### 6.3 Guests Expectations and Recommendations

An analysis of open-ended question related to recommendations of the guest for Salecina, after quantification, indicating the frequency of particular topics to see how many times certain changes were mentioned, results showed that most of the guests proposed some internal changes in the guest house.

A friendlier sleeping arrangement, more smaller rooms with double and single beds are desired. Furthermore, the guests recommend adding additional self-services such as a washing machine or make the interior and communal rooms' ambient more comfortable and cozy. Some of the guest recommended it would be nice to have a sauna or more political seminars or having a staff that would take care of cooking and cleaning. Though, interestingly all the topics were more or less already discussed and in the interviews with the guests as well as with Salecina staff. The analysis showed what the main obstacles are and gave reasonable explanation why these kinds of changes might not be sustainable.

# 7 Limitations

**Language**: Salecina is located near the Swiss Italian border in canton Grisons having most guests from German or Italian speaking nations. The study is conducted in English and therefore, language created a barrier. Even though some interviews were conducted in German and survey was conducted in all the three languages (English, German and Italian), there are bound to be discrepancies in translations and understanding.

**Sample selection**: Researchers had no control over sample selection for guest interviews and expert interviews which lead to having no significant range in relevant variables (like age, nationality etc.). It can be concluded, that the sample was not a true representation of the population. This could possibly have an impact on the interview results and thereon have an effect of survey questions and format.

**Lack of specific literature**: While general topics like sustainability and climate change, which are relevant to Salecina, could be effectively covered in literature, no other comparison point or significant study on a similar project/place was found. Also, there has not been any relevant research conducted for Salecina before.

Lack of sufficient secondary data: The only relevant data collection for this study was through primary data (observation, semi-structured interviews, and surveys). Since, there has not been any relevant studies conducted before, it was difficult for the client to offer sufficient secondary data.

**Limited knowledge of statistical programs**: Researchers did not have a previous experience of working with NVivo and SPSS. Plus, the free versions could only be used for a short span of time. Without any experience or knowledge and lack of sufficient time, to understand the workings of the tools, there could be a possibility of misinterpretation of data.

### 8 Recommendations

As already shown in the analysis part, the highest concentration of guests in each of the age groups declare themselves as being flexible. Hence, the researchers conclude that Salecina can be confident of not losing current guests while implementing changes. Keeping this in mind, researchers present the following recommendations:

**Seasonal dependency.** Most guests visit Salecina during summers. It is suggested that more workshops, events, and seminars are offered during other seasons to attract guests throughout the year. To be more sustainable and consistent, it is important to reduce dependency on only one particular season (summer).

**Inefficient marketing.** The researchers propose Salecina not to expect that the guests, even though 80% of them declared as leftist, will be familiar with leftist newspapers. The results show that the majority of each age group within each nationality is not familiar with the newspapers and radio stations where Salecina advertises. Word-of-mouth is a powerful tool of marketing for Salecina and it should be continued. However, it would be more effective to have other strong tools of marketing such as keyword advertising. Keyword advertising is a form of online advertising in which an advertiser pays to have an advertisement appear in the result listings when a person uses a particular phrase to search the web. (Keyword Advertising: How to Use Keyword Marketing for Your Business , n.d.) For example, Salecina should use their core values such as sustainability, community living, ecotourism etc. as keywords.

In relation to these recommendations, by analysis of the survey, the researchers concluded that different people have different opinions what the word leftist represents. For some people, it was more related to sustainability and ecotourism and to others more to socio democracy and equality rights for everyone. The term leftist is unambiguous and confusing and does not have one single meaning. Therefore, we recommend that for the purpose of marketing and attracting new guests, the words that are core values and have clear meaning be used instead. An example list for such keywords is provided in the previous paragraph. It could occur that people who do not identify themselves as leftists do not feel welcome in Salecina, even though they share the same values.

As a place, oriented toward sustainability and ecotourism, with a leading Swiss sustainability label, should therefore be advertised more as an experience, rather than just a place for vacation.

**Room privacy**. Since many guests have stated that the rooms are too big and the sleeping arrangement does not allow them privacy, we suggest altering the sleeping rooms. Therefore, the researchers recommend building single and double bed rooms for which Salecina could charge a little more per night than the rooms with mass beds.

**Transportation improvement**. For transportation, the researchers suggest that Salecina keeps using public transport optional. It should be the guests' choice whether they want to pay more but have free public transport included or not.

# 9 Conclusion

Salecina has a unique value proposition which has successfully managed to retain guests over a long period of time. They value Salecina's principles and strongly identify themselves with the ideologies. Salecina is one of a kind project, which combines the idea of leisure tourism along with societal and environmental responsibilities. Its significance is even greater in today's times when the world is tackling crises at social, political, and environmental level. Therefore, it is important to develop Salecina's profile further by making it more sustainable and attracting more guests with similar thoughts and values. The study has proposed a few suggestions to achieve the aim and help Salecina to make itself more resilient, without losing out on its uniqueness. We declare hereby, that the project report in hand was composed by the signing authors without assistance of a third party and only under use of the quoted sources. The report will not be handed out to third parties or published without the permission of the advisor.

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### Appendix

Appendix A Transcripts of Interviews

Do you feel Salecina is open to change? Last time when we did interviews, many guests said, Salecina needs to change something so that new guests come.

I think a lot of new people are coming and I think there isn't a problem. I think Salecina is open for changes, but I think a lot of guests don't want changes because they come here for holidays one times a year and they love it if it stays the same. Generally, I think we can do some changes here.

#### Is there anything in particular that you would change, ideas or proposals?

Salecina is very special. My job is to look at guests and hear what they want. I think it isn't so important what I want. I have ideas, but I think my job is to look that Salecina is more social, more political, and fair. I think it is important that there is a balance. It is a little bit dangerous, I don't want to tell my ideas at this moment.

### Do you think Salecina is also open to people who are not so much politically interested, but maybe more interested in the nature? People that are politically not so interested?

Yes, but it cannot be various people who come here. It is important the it appeals only to a certain target group. Otherwise other guests get upset. Also for the house, this is a political, ecological house. There is a spirit of community. That means we need people who like to meet new people, work with them, discuss and share a room with them. But to directly ask the people does not work. We don't want to do that. However, we put up a big poster outside. It is a political statement. And whoever cannot identify with it has chosen the wrong house. I'm sorry.

### What are for you the characteristics of this politic left oriented side if you have to briefly describe them?

Community thinking, open to new, willing to share tasks, no one gets excluded, no one is being discriminated.

#### Do you think the people come to Salecina because of that?

Yes, more or less because comfort you can have somewhere else.

#### And for families for example. Could you imagine providing more activities for children?

I don't know if there is even a desire for more activities for children. Over the summer there are more children and youth in the house than adults. I love that because when there are 30 youth, they are all in the same age, they plan activities and hang out together. The children, they all play together and we don't need child care where every activity is planned and

organized. They just do something and surprisingly even the youths take over child care sometimes. The 16-19 years old that are here with the parents take over this responsibility. One time they filmed a movie together with the children. This was wonderful. I think it is much better than when we say ok now we have a movie night or now we make pizza. They are also welcome to help cook or dance. Therefore, I really don't think there is a demand for child care. And I don't think the guests see it differently. They want this rather reduced program. Sometimes when I see families in the village with their children they look so bored and I ask myself, why don't you come to Salecina. Here the young are amongst themselves which they like much more.

### Compare to our last visit, there are a lot more young people here now. It is quite a contrast!

The ski touring week that happened during your last visit used to fill up the entire house. 60 beds and they just celebrated the 30-year anniversary. One cannot expect the young people to show up to this seminar in mass.

#### Do you think the marketing of these seminars or Salecina in general should be better?

We try our best, obviously, we can always improve our marketing. But we have to be careful to only attract those people that we want here. Most of our seminars in the summer are booked out. The ones in spring, fall and winter not quite. I think we do have potential in marketing but it is not easy because we cannot just use any type of media because we want to convey a message.

#### What do you think about marketing via social media?

It is always an option. We do have a Facebook page, it is just important that it is not for anyone but only a certain type of people. And it is not easy to convey this message.

## Are there any changes over the years that you have seen in what guest want that already have been coming? Do they seem eager to have more facilities here or are they happy with how Salecina is working?

I would like to use the survey to find out what guests want. It is difficult for me to know what they want. We have a weakly discussion evening where we ask the guests about their opinions. And sometimes they all agree on something that should be changed and the next week the new guests all agree again but on a different thing that should be changed. For example, we are currently discussing the renovation of the dining room. We ask the guests and everyone has new ideas. Some want a sauna, some want the kitchen to be moved downstairs, some want more light in the house. Even though I am good at guessing other things, but to guess what the guests really want is so difficult. And I myself also have an opinion. However, most guests agree that comfort should be kept low. Even the people who have a good salary don't want more comfort because of political reasons. But Salecina is doing pretty well right now. And actually, we should invest now, because you should also do that in good times. But in

what? We, the team, have some small ideas, but it is hard to know what exactly the guests want. To keep the prices low is one major concern that the guests value.

### We have learnt that Salecina is not allowed to install solar panels. Who is responsible this that?

It is the canton. But this is not only valid for the house, but for the entire area around Salecina. Therefore, we installed this special heating system. We receive the wood from the Bergell valley where it is produced eco-friendly. It also heats up the water for Salecina. This is the best solution since solar panels was not allowed.

#### Would you say Salecina values being eco-friendly?

Yes, very much. We have also received the Ibex award with the maximum points.

#### Do you have anything to add?

Yes, there is one thing that I find important. Self-administration. We understand that this house belongs to the guests. Formally, it belongs to the Salecina foundations, not the people who work here. Therefore, it is so important to receive feedback from the guests. We don't want to create questionnaires like hotels to ask how did we do. But we want to ask the guests, what do you want to co-create? What seminars do you want to offer?

#### These seminars, are they always offered by the guests?

Principally yes, unless it is something like ski tours that has to be guided by official tour guides. It is a question of security and insurance. Next week we have a seminar about migration. How can mountain regions involve themselves more in migration? This idea was also from a guest. People who come here want to transport their ideas whether it is something political or cultural. This is how these seminars are created. It is not our vision to come up with ideas. We want the guests to present their ideas and create these seminars. Again, it is the house of the guests. We want them to feel at home. They really integrate themselves very well. We don't have personnel for cleaning or cooking. However, one week in May we have volunteers who clean and renovate smaller things in the house and do tasks such as paint the walls. They receive a voucher for their next visit at Salecina.

#### Thank you so much!

#### From your point of view, what is the main reason people come here?

Firstly, location and landscape, meeting new people with similar mindset and "home feeling"; meeting new people is easier at Salecina because of international atmosphere, but also

because of the self-management of Salecina house, as you can see everyone is involved in cleaning, cooking, every guest contributes and takes a daily task.

#### When did you join Salecina council/rat?

I started coming because of my friend's recommendation, I was divorced single mom and the first time I came with my daughter, she is now thirty. After a couple of years, they asked me to join Salecina foundation and I have been a member of rat for 20 years.

### What is your opinion on possible changes in Salecina, especially for a younger generation? Wi-Fi? More privacy in bedrooms?

Honestly, I don't know the need of the younger generations, but I know that regular guests at Salecina are getting old so Salecina is losing customers while those guests will eventually stop coming here. Salecina is an expensive place for younger Germans and even more expensive for Italians in comparison to Germans. Wi-Fi is available in one communal room; this is a place for meeting and spending time with other people and not staring whole day at your gadget. We are not against it, but there is a place where this can be done, for sure not during a dinner or in a bedroom. In terms of privacy, I think Salecina offers a choice, we have family rooms with fours beds, and we have 2 rooms for 2, for 12 and 10 people.

#### What do you do about advertising of Salecina? Left promotion?

We were very active about advertising this place at schools, we were going there to promote it to school, and we invited teachers from Italy to join a seminar here. Of course, at the school we do not discuss politics; neither have we mentioned our ideologies and orientation. For children, this is a nice place when you consider the nature and location and what is more they could even learn how to work for other people, do these small tasks.

### You consider yourselves as left-oriented, could you tell me in one */*two sentences how the lefts are?

By "left" I mean, it is a place for discussing your ideas/ideologies, a place to experience politics, to experience community and ecology, to experience sustainability, where you can openly discuss international problems, we are open to gay people and lesbians also.

Last week we were here to interview guests from the ski tour and what we came to know was while it is the experience of sharing and alternate lifestyle that attracts them and they started coming here when the left movement started but over the years, they feel Salecina needs to be more open and bring in some changes to bring more guests. As a member of the council, do you feel this place is open to changes?

First, I would like to say I am a new member of the council, not even a member yet. I am just a visiting member. I am here for the first time to be a part of council but I have been coming here since I was a child and that is the man connect I have with the house and I think yes Salecina needs change but I feel the change must not happen in a way that usually happens with resorts in the mountain. So just to open to any guests and make it more effective for the market with attributes which attracts people. Because Salecina itself, the reason people come here is that it has a special atmosphere. I really like the idea of sustainable tourism so the guests come in and not only consume the region and landscape but they also give something back. But I also feel the political aspect of the house must be very important and must not be forgotten. The people I have spoken to who come here for decades feel this place has lost some of its political atmosphere because of opening more towards guest, which is not wrong, but I still feel the house has some political mission. I think it still is important that with the house we can give people back an experience to take back home and how they lead their normal lives.

### Do you think now Salecina will be able to attract new guests based on such strong political orientation?

Yes, I think so. Maybe not like in the old style, just in a way "we want to change the world, come here and do it with us" In ways like you can make holidays here. Enjoy the landscape and whole region. At the same time, it is place where you can feel safe with the usual influences of society which everyone likes. You can live with people and not experience harassments of everyday life. And by having film screenings in the evenings based on political subjects. Or discussions in the evenings which itself makes it political in way and you don't just eat and sleep which happens in other hotels. But you interact with other people and make a political change with yourself and other people. This in my way is a possibility to attract new people. Maybe the way the advertisement is made is very narrow. Only radio stations. Not much on social media. Not too much towards young people who are really important for sustainable future. For eg. Ski touring is something I really like because it combines the whole recreational part of holidays with the aspect of doing everything yourself and getting to know new people and experiencing other way of organizing the daily life.

### Do you think more advertising in social media can help? Like on Facebook, Instagram, Twitter?

Yes, I think Instagram could be awesome. The pictures that can be taken here can be different from the urban hotels. Different atmosphere. When people want to escape the daily routine. But I am not an expert in that. I don't know how many people will be attracted through marketing. But also through other organization, there are so many political organizations in Switzerland, Germany, Austria, France. For a place where you can take a step back and work on a weekend on political subject, does not have to be a party, a societal group for example around environment stuff. I think that is one advantage we did last month with group which works at universities and we came here, 25 people, we had the time and space to forget about

the whole thing of working and learning and life and focus on something specific we to work on and change. So it's like cave, a shelter we can get into, of course we have to get out this cave and apply things we do here into the everyday life but its way easier to work on something and make great talks and work intensively if there are no distractions.

# Do you feel this place can be promoted as a place of sustainable tourism, rather than a place which stands for strong political place? Promote this place more of an experience of an alternate lifestyle, community living. Can that help Salecina or will that lead to having too many people who are away from what Salecina stands for?

No, absolutely not. I focused more on political stuff before because I see myself as a political being. Maybe too much sometimes. But for example, I think CIPRA, alpine protection, an organization which stands above organizations which care about alpine living styles and how environment is affected. They are going to give a prize to Salecina for sustainable tourism and I think people who are interested in sustainable tourism also have some political background. And of course, I support that. It has to be a mix of sustainable tourism, which can be focused more on, and other programs like music and dance weeks.

### In your opinion, what could be the things that could be changed to attract more people, maybe more younger people? F

One thing is the public transport because it is a long distance. It's a big hurdle. There already is a van which gets people from bus station. But maybe can have a bus that comes here every hour or two hours or so. Transport is a big thing. Then, maybe, if there is big group like 50 people, who do things together, and for 10 people who have to cook or clean, for them usually breaks up the day. Doesn't allow a schedule which is tight. So maybe the organization and arrangement of tasks could be done in a way that you get 6-8 hours a day. What else, I can't say for other people. I really like it here. Not much to be changed facility wise

# While interviewing other guests, they said their kids used to come here because they had to but once they grew up, they stopped coming reason being it's a place they see where the parents go. Are there any activities or facilities that Salecina can offer that can retain the young guests who stop coming later when they grow up?

I think for young people it is quite an experience to interact with older people. Outside we are only used to be with people our age. Here there are 60 70 years old. It's not the usual thing but it's also very interesting if you allow yourself to go into this relation This place is associated with old but for me as soon as you have young people, in the evening we sit here in the couch and have a drink and some older people join here. But if I was alone I am not sure if I would join a group of older people. So maybe something to break up this barrier. Maybe in advertising, that it is not a place for only old people but for different age groups.

#### You said earlier, that you have been coming here for almost 20 years?

Almost 30. This is the 30th one.

#### How did you come to know about this place?

30 years ago, in December, a friend of mine invited me to come with him. He said come with us, we are going to a beautiful Swiss place. I didn't know anything about it. I was part of Folk dance group and when I arrived here I found the hall wonderful. In Milano, we don't have place with wood. We have with marvel and its horrible, wood is better. Here is so clean and beautiful. Fist time when I was here the garbage was recycled, in Milano is not. It is very different for us. We didn't know anything about this. In Milano recalling started later. And nowadays people in Milano, still don't separate the garbage. Some of them do that, but they just don't want.

## So, was the fact that Salecina is so environmental friendly and so conches about surroundings, which was attracted you to come to Salecina and made you to come repeatedly?

Yes, the first time I was attracted. I was used to that kind of holidays. This was not my first holiday in a place like this, but the structure here was new for me. In the other places, I have been in Italy, there were no structure like this- there were hotels, hostels, and comping, but there was no pace like here. I said to many of my friends to come here and to get to know the place. The first time, when I sew the hall, I thought that this is the perfect place for the folk dancers. I organized the first workshop for dancers in Salecina. This august I going to be the 30<sup>th</sup> one, of which I am so proud.

#### Over the years, were there younger people, that also came with you?

When I was younger many younger people also come, now when I am older, older people are coming. Young people do not come anymore.

#### Why do you think, that today younger people are not coming?

I think it was an interruption in the communication. But I was not conscious of this.

### You said that not many things are changing here. Do you think that if something change, like a bigger change for example, would attract younger people?

I don't know. Maybe. I think this could be the problem. I think in my times; younger people didn't want to come with their parent anymore. They didn't come here because here were also their parents. When I was young I went for 3-4 day with my parents, but not longer. Maybe this could be the problem.

#### Do you think, your children would like to come here alone with their friends?

I think they think for this place as a place for parents. So maybe, Salecina can make something specific for young people- workshops, I don't know what.

#### Would you like it, if Salecina make more facilities or more services- like Sauna?

It could be. I think this new thing won't exclude the problem. The problem is that, that Younger people arriving here and then they are finding out there are a lot of old people here, so they don't want to come here anymore. They should make something to attacked them. I don't know what.

#### Over the years, what makes you to come here in Salecina?

I like it here. I like the coming together. Italians and Germans together. When was my first work shop there were one language workshops, which was very nice for people. German class for Italian, and also Italian for Germans. It was very interesting. During cooking is also interesting.

#### So, you are coming two or three times per year?

Yes, two or three times, more or less.

Do you usually see the similar faces here?

Every time I meet different faces. It is very hard, but good I think. Every time to face new person, new problems, the difficulty of communication- it's very nice. Germans force Italians to speak German, and vice versa.

#### Have you been in some other place like Salecina?

Like Salecina, no. I know there is one in Italy and one in Austria, which are offering the same experience, but I haven't been there.

When I started to come here I want so interested in the story of Salecina.

#### Do you think guest here are often discussing politics?

In the begging, yes. Now it's really. I think the left party in Italy are divided. They are different parties form the lefts in Europe. There are different opinions.

### So now it is more about for people to come together, doing things together and then different workshops and learning new things. It is more about that, why are people here.

Yes, I think people here are discussing more- people here clower easily.

#### No people from the right movement are coming here?

No. Then I would be here.

#### Thank you so much, it was interesting for us.

It was interesting to me as well to know you and to talk to you.

#### What is the core of Salecina, why the guests come here?

If I would have to say in one sentence I would say this only place in the world where I can go meet people that I like, unless I knew them before. Landscape is beautiful

#### Are you open to small changes to attract younger generations?

Yes, now it is open in Salecina rat we invited a lot of young people and they told us we are very open minded to ideas of the younger. My opinion if you want to be stable as an institution you have to change yourself in a special manner, not too much but you have to reflect what kind of changes really fit to the institution, and consider the changes that would possibly change everything and keep old guests from coming, what is not our goal.

#### Do you think that Salecina could present itself as a place for more sustainable living and not stress a lot on political orientation and left ideas? Or you think left ideas go along with sustainability and ecology?

Both goals are essential and when you think why people come here I why I like them and one of the thig is that people do things themselves, dishes cooking cleaning and that keeps a lot of people away from Salecina, they have opinion working during holiday and it is essential for the spirit of Salecina to keep the people who think this is not really work if you do one task a day, and consider it as a contribution to a community. There are more demanding tasks like cooking but you do it one a week, and cleaning rooms does not take much time.

If you really think about sustainability: you have to think about capitalism, it is not choice between, and you can't think it separate, it is about community, sustainability, left wing policy, but not dogmatic left-wing policy. In the history, all people that come here and call themselves left they are undogmatic lefts.

#### Do you feel Salecina will be open to changes, not changing the spirit but more facilities? Or as one guest mentioned, get a WI-FI everywhere in the whole area?

I hate WI-FI in the rooms, it disturbs communication between people. We have discussed it, I see the changes but I don't want to back in former times. Hence, in the former times in the small eating room you'll enter and people talked to each other, and now often you enter the room and everyone stares at tablets and laptops like a burro or office sometimes. I don't want to forbid it but give an option in the restricted area to use WI-FI. In sleeping room, we want people not to talk too loud or talk on the phones, because if 60 people live together in that place you have to arrange it, create a room where you have certain kind of intimacy. For most people, mostly elderly, a sleeping situation is a problem; if you are 60 you don't want to sleep with 10 other people so if one big change should happen would be reducing the number of beds what is on one side an economic problem, you need a certain amount of funds, and on the other side, it will reduce communication, because people will not communicate with other, you get to know each other, windows keep open... etc. you get to know a little about your roommates.

#### For how long have you been coming to Salecina?

I have been coming for 20 years, for a person of my age it is not such a long period. From the first moment I Knew this is my lace, I come every year at Christmas time and sometimes in summer, it is an ideal place for all seasons. I knew I 'll join the council when I'll get retired since I live in Berlin and it takes me 12 hours and while I was employed it was almost impossible besides when I take holidays/annual leave. I have been retired for three years and since then I have been a member of the council.

#### Is there a similar place to Salecina you have been at?

No, I have been looking for one in Europe. There is a bit similar in Denmark, there is no team that organizes the place but it completely managed by the guests.

#### In general, which are your future plans in terms of investments?

At the moment, we have no big investments; small things are not very interesting for you, façades, lighting, 10 years ago we had big investments in the sleeping house, now we have 6 x 4 bedroom, and  $2 \times 2$  rooms  $1 \times 10$  and  $1 \times 12$ . We could divide more but it is not easy.

#### Do you get any subsidy from Graubünden for development plan?

Usually not, we got a subsidy for a water system and drainage system. 150000 CHF and you can't see it and it was necessary especially drainage system was important for an ecological house like this one.

### In terms of marketing, do you think it is sufficient to promote Salecina through a few radio stations and special newspapers for the lefts?

If I look at the numbers at the moment, I would say yes, several years we had a problem but we intensify it, however, the most important advertisement for Salecina is WOM. The most effective way is to invite young people, and then they talk about it, and we have a price system, especially for younger people where they can decide what they pay. Idea is, who works pays more, to subsidize the stay of younger people who earn less.

For the big eating room, we have a plan to lower the floor because we had a problem with dampness / humidity on the walls. We have to change this situation in the middle turn 3-5 years. If we do these construction things then it will be an advantage to combine it with other possible improvements t the house. Lower the floor, improve lightning system put bigger windows, and it is still a discussion and all the guests want the room to stay cozy and not modern and I assume there will be two types of guests, the one who want to keep it this way, and the one who wants to do changes.

### Will the council's decision go toward the people who want a change or the ones who do not want?

The change will happen, but the task is to do a change without losing the core values of Salecina.

### Some guests say they like the idea of Salecina, but it would be a great thing to have a sauna here.

The sauna is a never-ending discussion, and if people think of a sauna they have an idea of a sauna in a hotel and there is not enough space here so It will probably stay a never-ending story but it will never be realized.

Another thing is a changing of a kitchen, it would be better to have a bigger kitchen downstairs but this is an investment 200000 CHF. The lowering of the floor will cost us 20000 CHF, so all the investments to improve Salecina are really big, and in the moment economic situation is good.

We are effective to manage the change of generations.

### If you were younger, let's say thirty, and If you were to come here, you think there is enough activities you could do during a period of 5-7days?

Yes, it is sufficient. In winter you have skiing, cross country skiing. One of the problems for younger people and winter sports is transport to the ski area, you have to walk to the bus station.

#### Is there any discussion on that topic, any suggestions on transport issue?

Public transport was discussed at the meeting, because public transport is very expensive, especially for Italians, and it is very important that people don't come to Salecina by cars. A lot of people say they come by car because of the public transport prices, and that is one of the change that I would like to happen, to join the system which is all hotels in Graubünden or Engadin and it is very conformable if you could use all public transports. I would like to keep if not all then majority of people from coming here by cars, or even by planes.

You can see the climate change. 20 years ago, it was usual that you have snow in the Christmas time here, and now more years there is no snow at all, and in the last ten years there were 3 years without snow, and even though I like this place very much I don't know whether I would come here if would come at Salecina is no snow in Christmas. I come here because of the white landscape at Christmas, while I don't have it in Berlin. In former times we had it also there.

I worked also as a consultant for energy policy and started my career in developing solar power plants; my wish was to stop nuclear power plants.

One of the ideas of Salecina was, to be social in a way and that we have a social fund to subsidize in a more effective way people with no money.

To attract new younger people, to make new projects that make Salecina more interesting perhaps.

Last year we had good occupancy. More than the rest of the Engadin which is good. So that has been helpful, but the question is, is this just a result of our latest efforts or is it longer lasting. And we need something that is longer lasting. What is definitely the case today is that usually the house is pretty empty between season. That is why we have the ski mountaineering week. Normally we are 25-30 people, this year we are a little less. But the age here is pretty representative (more older people) we don't know why that is. Is it too expansive? Or what is it that keeps young people away and how can we get them. And if you look now, there is one table with the Italians, we have three people from Switzerland and the rest is from Germany. Normally there are a few more in the ski mountaineering group, but this year it is slightly different.

### Is it always like this only a few percentage of people are Swiss or did you used to have more Swiss people here?

I can't tell you that. Erich or Willi would be able to tell you but they are not here now. There used to be a lot of people from Zurich and many Germans and a few Austrians. Austrians are usually not very many. And Italians are more.

#### Except with the website, how else do you market Salecina?

The team can tell you that. There are different things but they can tell you that.

### Should we focus more on younger and Swiss? Are they also part of this alternative scene?

Yes, that is very clear that we don't want any right-wing people here. It is also on the webpage. We want more young left-wing and ecologically minded people here.

## Would you also think about organizing something just for the younger generation, separately from the older generation? Promote yourself that way? Maybe they have the impression that people here are older than they are.

Yes, we had a seminar last year that attracted more the younger crowd. And there is always the opportunity of running new seminars that attract a different age group.

And normally things are specifically advertised for one age group, but they just don't come. A while ago we had a group who were kids of people who have been coming but then perhaps once or twice and then they disappeared. There are many young people who used to come here with their parents and the question is why don't they come anymore. It is because their parents used to come. And they don't want to go then.

#### Thank you!

### First, we want to know how have you been marketing Salecina in Switzerland and other places, because our aim is to attacked younger and Swiss people?

Well we have our home page, we have about 8000 addresses from our guest in our data base. This data base is about 25 years old. We send now more or less one time per month a news later with information about the house, and then 3 times each year we send our paper here and two times, to about 600 addresses, and then in December we send it to all rest addresses the other 5000 addresses, which want to receive it. In this paper is included the program for the seminars for the next year.

#### But that is only for the people who have come here ones?

Yes, that is one of our marketing strategy.

#### So, you don't market it on publics newspaper?

Yes, we do, but we have very low budget, and it is very expensive to show it there. And that's is why we market it only in ABuilder, in Switzerland. I am not sure if you can find in the Kiosk. This is the most important one for us in Switzerland. It is not so expensive, its affordable. And for us this function well. In Switzerland, we have only small adds with the house and pictures. And then we have the WochenZeitung and Naturpromt. The all newspapers are political or ecological, because we think our guest come from these areas. Political on the left site. In Italy, we have only one place we market and this is Radio Populare. That is free Radio in Mainland. Its again lest site political oriented. It is from Lombardia, from where the most guests from Italy are coming from. And then in one newspaper II Manifesto, but this is not so important. And in Germany we are advertising in the Tags Zeitung, it's the same as WochenZeitung, but its daily.

### Have you considered doing an advertising online on a booking platform or travel platform? Is it too expensive, and why you didn't do it?

We have on TripAdvisor, where we tried but we received not so much little reactions. I think we have each year about 5000 or 8000 guests and some of them are coming 3 or 4 times per year. And some are coming one time in 2- 3 years. We have two Facebook Pages but there we have only 800 likes. So, I think our guest are not so interest in this kind of advertising.

#### But this is maybe because you have older guest and they don't have Facebook.

I don't know.

### Are there younger guests, who are returning or usually older people, who are keep coming?

The older people are more possible to be the returning guest. But we were forced to invite younger people in about 2-3 years ago. But we don't have exactly statistics, so we can't see if there is any difference in the profile of our guests. We can do it only form our feeling.

### But 2-3 years ago, when you decided that you wanted to have younger people, were there any changes made to do that?

Yes. We have the Salecina council and we invited younger people, not only one or two, but we invited about 10 people. And we give them a lot of place to develop their ideas. They come with the political group this winter and they made a seminar last foul.

So, you think your strategy to attract more younger people is through seminars and staff like that. Or would you consider changing something- build new facilities or renew the facilities. For example, the bedroom and shower? Or you want to keep it like it is?

The younger people don't have so many problems with the bedrooms. The older ones have a problem. Since a lot of them are snoring. For the showers, we haven't received any negative reaction.

#### So, who is the owner of this place?

The owner is the foundation of Salecina. The foundation is the council. Here are about 10 people who are responsible for the public state. And the other people in the council are guests who are coming for 10 to 20 years and are interesting in the projects in Salecina. Then here is the Salecina team, and all together, we are the Salecina council, you can see the difference between us. When we meet we are sitting in a circle and we are discussing. One person is responsible for the moderation. These people, one time per year, must work in a commission. We have 6 commissions- financial, personal, marketing, seminar, building and info commission- for the newspaper. You have to work in a commission to be in a council. After you have participated for one year in the commission, the other members of the commission can propose you to enter in the council so you can be in it, if you are elected. The Salecina team, when we were employed, we can participate in the council, but we cannot vote.

#### This is your job? You are here part or full time?

Yes. We are here part time- all of us.

#### So, you have other job?

No, we don't. We are here all together we have about 200%. Some of us have 80%, Fabien has about 40%.

#### Would you consider Salecina as a Ecolodge, like an eco-place?

It is a political place and ecological, of course. We have two certifications- you can see here IBECS. There are different categories to reach it- we have the top level, platinum.

### Would you like to market/ promote this place more like political oriented place or sustainable and eco place?

Good question. Salecina is like label. Label which is political and sustainable. Our guests are either interested in the politics or in sustainability. Not necessary interested in both.

# Would it be possible to promote this place to younger people, who are interested in sustainably and ecological places and recycling and all of this like ecological spirt, but exclude this political part? Would it be possible to separate the political and sustainability?

I think the ecological part should not be let. It's not necessary. We say, that you can come to Salecina, if agree with the conditions we have. It's not necessary to be part of the left movement. But when you are in the house, you feel the atmosphere of the house and talk to the other guests, and when you don't agree with it, then you don't come back.

#### Are there usually a lot of political conversations, when the guests are here. Or they talk about other thing and experiences, or is it always more focused on political conversations?

I think that more of our guests are coming from different network- political, ecological. Most of them. They feel good to talk about between each other. Sometimes they expend their network, or maybe join in other projects.

#### They probably feel like in save environment here, and comfortable to talk about politics?

They share with other people, what is important for them.

We had the impression that now not so many younger Swiss people are interested in this political importance. They don't discuss his political issues. They are liberal and maybe some of them alternative. Maybe you should change your strategy, since they are not so interested in it. Things have changed.

I think, the strong point of the Salecina is that we are strong political oriented. Otherwise, this would be like all any other accommodation. And this is not our goal. For example, this year we had a guest, professor from University Paduva. And he proposed to make a seminar for the emigration of the Alps. There will be people from Austria, Switzerland, and Italy. And nearly all of them are coming from first time. This will keep the good image of Salecina. We had seminar also for the people in pension and for women.

What do you mean with this "No border" sign? With one sentence.

Last year in spring, there was a problem with the immigration in Europe. And one person from council said that we must do and tell something. So, they come up with this sentence- No people is illegal. Just to show that there no borders. Salecina is international- Italy, Germany. And this sign was selected from the hole council.

Thank you so much for your time.

### We are trying to understand motivation factors of the guests coming here; Do you think Salecina is open to change to attract new younger guests?

Yes and no. I think I can only say from my perspective, I have been coming since I was a child, 4 years old, so was not my decision to come here, but it is like my second home. I liked it because it was a beautiful place, to play around and hide from parents and do whatever you want while parents were occupied with other guests. But when I turned 16/ 17 years I realized Salecina was a difficult place, maybe also political while we don't have a strong political opinion at that age. It was difficult to tell at home where you have been, you say "I go to holiday to a left commune someone back in the mountain and we do cooking and cleaning together". I think Salecina has the chance to attract new people if it would be open itself more to not so political background. The ones who have been attracted to this place have all have same opinions about politics and how life should be and that we want open borders, but not that someone comes who is "right" he would not fit here. But in a sense, you are not asked how many demonstrations you have visited and what your political opinion is in front of others so that you don't feel strange in case you came here because it is a beautiful place and you like the idea of living together and cooking etc. My friends sometimes felt strange because they were directly asked about their political opinion. In this way, Salecina can be more tolerant.

#### What can Salecina do in terms of advertising, promotion and new activities to attract new people? Can it be promoted as a place for sustainable tourism and living and experience not so much as political place, promote as an experience of sustainable tourism? (not based on people's political orientation)

We had some tough years, not enough people, now it has changed but now are better, maybe because we put more effort into promoting and maybe because the world is going crazy and people realize is a peaceful world where people tolerate each other, I don't know what the reason why we don't have good numbers is. We always have the discussion what is the key message we want to send to the world. If we would prompt more sustainability then it should also accept that people come only because of this and then they will be surprised when they found out it is also a political place. There should be two messages together. It should be promoted more as a common place, where you can do common stuff if you want to do, meet other people if you travel alone if you pretty easy get in contact, and this is also kind of a political message since the world goes more individual and more we take care of ourselves and not about the whole group. Salecina does not do much promotion, you come here you have a great stay and then you tell your friends about it, it is more based on WOM, and that is the best message we can send out.

It is hard to explain Salecina, I have many friends who are also left oriented and I try to explain this place, you have to experience it in order to understand it. For the lot of people, this first evening is strange, because for the people who come here for 20 years, we are get used to this coordination of the tasks for the next day, and it depends on who is doing that because sometimes it turns into fully political discussion, for instance about sexuality, and for someone who comes here for the first time could think *Why should I discuss this with strangers*. Maybe you should stay at least three days and then you'll get the impression what Salecina is. It is

hard to promote because it is difficult to explain and that could be the secret of Salecina. Maybe that is the secret of Salecina.

There are seminars, music weeks, maybe you can have certain times of the year where you have different activities so that people who are coming for the first time could be more comfortable and so much about politics; people can first experience and slowly the get used to it.

Salecina is a place where you can get easily it touch with political topics, you meet a lot of people who are politically active and you have opportunity develop your opinion.

#### How would you elaborate this "left "ideologies politics? In one sentence ©?

For me personally, or for Salecina? For Salecina, it is not an ideology, the story is it was founded as a worker movement is Switzerland, lot of people I met when I was younger told me a different story, how it was a communist place in rich area here and they had a lot of conflict with villagers, as you know St Moritz is famous for money. I don't know it can answer this question properly.

#### Who would you explain to someone who does not know what left oriented is? Sustainability is important, but without left components people are not a good fit? Could it be promoted only as a sustainable place?

For me doing stuff together, doing thing together, not having a hierarchy, board and team works like this; communal feeling; everyone can come; evening round distributing jobs, but this evening was never abut distributing jobs, it was about filling the once that have not been voluntarily taken, normally this schedule is somewhere around and you should be so motivated to fil in the name by yourself and not wait until evening to see who is missing and at best scenario no one is missing and we can talk about important things instead. But there are days when everything is missing. For me this feeling of doing stuff together, community, and being tolerated with others people opinion, if someone would come with very strong racist or right opinion, he would definitely leave, but after having really strong and big discussion about it. I don't think this person would come at the first place here.

I think you could promote this community thing; this could be a good entrance, not stressing the left importance, like not sending a political message, for instance, *I vote for socialists, so is it enough to go to Salecina or I have to bring the full political record/movement with me?* People who are interested in this community are in general people that we want here. Maybe then you develop your political opinion and get in touch with people and start talking about those topics. It could be the success we have now because all the tourism is going down, especially in this area and we have better numbers maybe because of this community thing, in the time of crisis people move close together and start discussing what they could change outside.

#### In one word describe Salecina?

Heimat. This place is more home than my home.

#### How often you come here?

Depends, I used to come very often, now I am working so mostly I come for the board meetings but I try to come once or twice more besides that, but I am family connected to his place (because of fathers' death).

#### Are there any facilities Salecina could offer more? WI-FI?

WI-FI? The other day I was reading my newspapers on the phone and someone said: what are you doing ? I am just reading my newspapers on the phone<sup>©</sup>

It is not Salecina's task to tell you not to use a phone, I am an adult person, I can make my decisions, I don't need Salecina to tell me that. If I am participating in seminars I'll not use my phone. It is my personal opinion but I am pretty much alone with it.

#### For younger people, WI-FI is important, especially nowadays.

They always ask about WI-FI and I think it is ok, because if you make five days of holiday then maybe one day you want to check your e-mail and working situation is changed, people take their laptops with them. In a sense of promotion, someone could think there is no Wi-Fi in such a place and then they would be surprised when they see pictures etc.

I would change some rooms, for me it would be better to have smaller rooms because all the life in Salecina is anyhow outside the dormitory, there is nothing wrong if you come with your partner and you want privacy. For a new people I brought, they said it is a beautiful place and they would come again because they are convinced about the concept, but they would not mind if there would be more double rooms. I also like bigger rooms, when I travel alone I like to be in a big dormitory.

For some people it could be a problem, sleeping in a room with strangers, and you need some time to get used to it. You need to have an option, not to exclude anyone. Same thing with shower rooms, when I was younger we would put alarm clock in the night so that we can go and take shower when there is none there. Now you have single showers, but at that time there was only a communal shower room. Now you have options.

### Do you think for a younger people staying here for a week, is there enough activities for them? Imagine you were not a council member, would you still come here and why?

In the winter season, I always bring a book, read one page and I never check this book again, that is so amazing with Salecina, you meet new people, hostile atmosphere, you sit near the fireplace, have some beers, have parties. That is the magic, only the beginning is a bit strange.

#### It is hard to promote the place if there is no message?

Maybe, experience and be surprised.

#### Why doesn't anyone write a blog about this place?

It so dependent from the community, the evening starts with a person doing coordination tasks, so If it someone how does not do it right, fast the evening then goes it totally different way. Depending from the community, and somehow you get every time surprised and somehow you have to experience. I know I like to come back.

#### You would describe yourself as a person "open to changes"?

Yes, but of course I would like to have some things stay the same. When I come back it nice to see that something has not changed, because of the home feeling, but I am also curious to discover something new.

#### Do you know any similar places like Salecina?

From this community idea, you find similar places, hostile, for instance in New Zealand I found similar hostels, you cock together just it is not organized but it happens from itself. I found some places, from which Salecina could take some ideas, I never liked this communal dining room, with fireplace and couches, I think we could make this room cozier and more beautiful if we invest in that. Some people don't agree on spending money on that, they see it as a place for sitting. I don't want to change it into hostile, but making it more beautiful for people doing their holidays here. But it is a huge investment.

#### Have you checked the options for solar panels, or renewable energy?

We are not allowed to change anything from the outside. We have heather and we hat to put a cello for the wood and we had to do put it underground what is a huge investment, while we had to blow up some rocks, because we could not put the cello from the outside. The whole is under protection. From the inside you can, we had a discussion about the rooms to make bigger windows at the end so you can make it flatter from the inside but not put windows from the outside. There are restrictions so even if would have a money. It could be because of the protection, because Salecina could become blue or red, depending on who is making the rules.

However, we could do more for this ecological part. You need a car to get a food and it is not so easy to find eco food here, so we go more regional, getting food from local producers.

#### Do you have any products?

Bread. We have a plan to make a bigger garden, but the growing season is really short.

#### Are there campfires and such activities?

Behind house we have fire place and in summer is more beautiful, Mountain View and guests could use it.

#### Is this place attractive for school groups?

We have school groups coming here, we try to organize they do not come in the full season so that they can have the place for themselves, but mostly depends on the teachers. Sometimes the house was full and teachers were really good, and we have times when teacher disappear so basically children could find anything while we don't lock the door, because a lot of things work on trust here.

#### How do you promote the place for a school?

Some professors already know about this place. (WOM). There is a German teacher he works in Italy and he comes sometimes with pupils.

#### Is there any idea behind this piece of art/colors, like sexual freedom?

I never liked it, so I don't know anything about this sculpture; It was a famous artist, so maybe there is a message behind these colors. Maybe it is that we are liberal, maybe it is there so that anyone can think what he/she wants to think. But at the bridge there you find similar colors and at each column written messages from guests of Salecina. I like the view more without something in front; there is something I don't like about Salecina.

I am pretty curious about your results ©

I came here for the first time in the 80's. Now I come to Salecina 1-2 times per year. I have first learned about this place from a friend who told me about it. I have then told some of my other friends to come here.

I have also brought my children to Salecina. But I think for many Germans and young Swiss, it is too expensive. I think this cost is a big barrier.

I am also open for change if it attracts younger people. But I think maybe the idea of leftwing/alternative is not very attractive for younger people. I also wouldn't mind selling Salecina as an experience. I would like for young people to start a revolution. Salecina could be used for development, my hope is that young people bring their ideas here.

But I am not a big fan of Salecina having too many tourists. Rather I would like to see young political interested people to come here.

Salecina is kind of like a large WG (shared apartment). Salecina used to be very special for me, but it is not so much anymore.

There is a place similar Salecina, but don't know the name right now.

I would not like if the comfort would increase. I like how it is now. I only want a selection of 'good' people who are also interested in this standard.

I learned first about Salecina 25 years ago through a friend. Now I am telling my friends about it. I am here for the ski touring seminar, this is the only week I come here. I like the alternative culture from the 60's, examples are the community showers or the cooking together. Salecina is different than other tourist places, here we do everything together, no one is isolated.

Most of us have enough money to go to the hotel, but we like the special spirit here. I learned as a child to do everything together, here I pass it on to my friends and the other people.

In the past, I have brought my son, but he didn't like it. He likes to snowboard, but here are more opportunities to go cross country and backcountry skiing.

Salecina and its guest are environment friendly. During the ski touring week we take the big bus to travel. Also, the people here are left wing oriented because the founders of Salecina were politically left oriented.

The shadow of the alternative culture is very strict. For example, I would like to have a sauna here, but that does not fit in Salecina's concept. Maybe that would burn too much wood. Also, the sleeping rooms are cold, because they do not heat them up with wood stoves. I think, the younger people would like more comfort and luxury. I think it is not necessary to have showers in each room and everything, we can be without it. However, it would maybe attract more young people to Salecina. I think minor changes would be good.

Nowadays, people like to plan everything and go alone rather than in a group. This is not the case here in Salecina.

Solar panels are no option, because it is not allowed from the canton government.

I have been to places like this in the US (Burning man) and the Harbin Hot Springs. But those were a little more luxurious.

It is about the spiral dynamics (mindset), more than political

#### Appendix B: NVivo Coding Summary

24.05.2017 14:17

### Coding Summary By Node

#### Salecina

Aggregate Classification Coverage	eNumber Of Coding References	Reference Number	Coded By Initials		Modified On
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Nodes\\Change					
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working situation is changed, pe	ople take their	laptops with tl	nem.		
		2	PS	24.05.2017 10:13	

I would change some rooms, for me it would be better to have smaller rooms

3       PS       24.05.2017 10:14         For some people, it could be a problem, sleeping in a room with strangers,       4       PS       24.05.2017 10:14         You need to have an option       5       PS       24.05.2017 10:15         Sout of course, i would like to have some things start the same.       7       PS       24.05.2017 10:16         Aut of course, i would like to have some things trait the winvest in that       7       PS       24.05.2017 10:16         We could make this room cozier and more beautiful if we invest in that       7       PS       24.05.2017 10:16         Iden't want to change it into hostel, but making it more beautiful for would their holidays here.       1       PS       24.05.2017 11:10         Internals\\       1       PS       24.05.2017 11:10       1       1       1         AgregateClassificationCoverageNumber Of Coding References       Number				
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The change will happen, but the task is to do a change without losing the core values of Salecina. 8 PS 24.05.2017 11:25 The sauna is a never-ending discussion 9 PS 24.05.2017 11:26 so It will probably stay a never ending story but it will never be realized. 10 PS 24.05.2017 11:26 We are effective to manage the change of generations. PS 24.05.2017 11:27 11 Public transport was discussed at the meeting, 12 PS 24.05.2017 11:28 and that is one of the change that I would like to happen, to join the system which is all hotels in Graubünden or Engadin and it is very conformable if you could use all public transports. Internals\\ 1 PS 24.05.2017 10:57 Salecina can make something specific for young people- workshops, AggregateClassificationCoverageNumber Of Reference Modified Coded Coding Number By On Initials References Internals\\ 1 PS 24.05.2017 10:25 I think yes Salecina needs change but I feel the change must not happen in a way that usually happens with resorts in the mountain. PS 24.05.2017 10:31 2 Maybe not like in the old style, just in a way "we want to change the world, come here and do it with us" In ways like you can make holidays here. Enjoy the landscape and whole region. At the same time it is place where you can feel safe with the usual influences of society which everyone likes. You can live with people and not experience harassments of everyday life. And by having film screenings in the evenings based on political subjects. Or discussions in the evenings which itself makes it political in way and you don't just eat and sleep which happens in other hotels. PS З 24.05.2017 10:37 One thing is the public transport because it is a long distance. It's a big hurdle. There already is a van which gets people from bus station. But maybe can have a bus that comes here every hour or two hours or so. Transport is a big thing.

4 PS 24.05.2017 10:37

Not much to be changed facility wise

Internals\\

	1	PS	24.05.2017 11:03	
Wi-Fi is available in one communal roc	om;			
	2	PS	24.05.2017 11:03	
We are not against it, but there is a pla	ace where this ca	an be done,		
	3	PS	24.05.2017 11:06	
we are open to gay people and lesbian				
Internals\\				
	1	PS	24.05.2017 10:50	
The shadow of the alternative culture in Salecina's concept.		-	buld like to have a sauna here, but that do	es not fi
	2	PS	24.05.2017 10:51	
. However, it would maybe attract mo	re younger peop	le to Salecina	I think minor changes would be good.	
			24.05.2	017 14:1
Internals\\				
Internals\\				
	1	PS	24.05.2017 11:42	
	k a lot of guests	don't want ch	anges because they come here for holiday	vs one
Salecina is open for changes, but I thin	k a lot of guests	don't want ch	anges because they come here for holiday	rs one
Salecina is open for changes, but I thin	k a lot of guests the same. Gener 2	don't want ch ally, I think w PS	anges because they come here for holiday e can do some changes here. 24.05.2017 11:43	rs one
Salecina is open for changes, but I thin times a year and they love it if it stays	k a lot of guests the same. Gener 2	don't want ch ally, I think w PS	anges because they come here for holiday e can do some changes here. 24.05.2017 11:43	rs one
Salecina is open for changes, but I thin times a year and they love it if it stays It is a little bit dangerous, I don't want And sometimes they all agree on some but on a different thing that should be	ik a lot of guests the same. Gener 2 to tell my ideas a 3 ething that shoul changed. For ex	don't want ch ally, I think w PS at this momen PS d be changed ample, we are	anges because they come here for holiday e can do some changes here. 24.05.2017 11:43 nt.	ee again e dining
Salecina is open for changes, but I thin times a year and they love it if it stays It is a little bit dangerous, I don't want And sometimes they all agree on some but on a different thing that should be	ik a lot of guests the same. Gener 2 to tell my ideas a 3 ething that shoul changed. For ex	don't want ch ally, I think w PS at this momen PS d be changed ample, we are	anges because they come here for holiday e can do some changes here. 24.05.2017 11:43 nt. 24.05.2017 11:48 and the next week the new guests all agree e currently discussing the renovation of the	ee again e dining
Salecina is open for changes, but I thin times a year and they love it if it stays It is a little bit dangerous, I don't want And sometimes they all agree on some but on a different thing that should be room. We ask the guests and everyone	ik a lot of guests the same. Gener 2 to tell my ideas a 3 ething that shoul changed. For ex	don't want ch ally, I think w PS at this momen PS d be changed ample, we are	anges because they come here for holiday e can do some changes here. 24.05.2017 11:43 nt. 24.05.2017 11:48 and the next week the new guests all agree e currently discussing the renovation of the	ee again e dining
Salecina is open for changes, but I thin times a year and they love it if it stays It is a little bit dangerous, I don't want And sometimes they all agree on some but on a different thing that should be room. We ask the guests and everyone Internals	ik a lot of guests i the same. Gener 2 to tell my ideas a 3 ething that shoul changed. For ex e has new ideas.	don't want ch ally, I think w PS at this momen PS d be changed ample, we ard Some want a	anges because they come here for holiday e can do some changes here. 24.05.2017 11:43 nt. 24.05.2017 11:48 and the next week the new guests all agree e currently discussing the renovation of the sauna, some want the kitchen to be move	ee again e dining d
Salecina is open for changes, but I thin times a year and they love it if it stays It is a little bit dangerous, I don't want And sometimes they all agree on some but on a different thing that should be room. We ask the guests and everyone Internals\\	ik a lot of guests i the same. Gener 2 to tell my ideas a 3 ething that shoul changed. For ex e has new ideas.	don't want ch ally, I think w PS at this momen PS d be changed ample, we ard Some want a	anges because they come here for holiday e can do some changes here. 24.05.2017 11:43 at. 24.05.2017 11:48 and the next week the new guests all agree e currently discussing the renovation of the sauna, some want the kitchen to be move 24.05.2017 11:55	ee again e dining d
Salecina is open for changes, but I thin times a year and they love it if it stays It is a little bit dangerous, I don't want And sometimes they all agree on some but on a different thing that should be room. We ask the guests and everyone Internals\\	ik a lot of guests i the same. Gener 2 to tell my ideas a 3 ething that shoul changed. For ex has new ideas. 1 younger people. 2	don't want ch ally, I think w PS at this momen PS d be changed ample, we ard Some want a PS But I think m PS	anges because they come here for holiday e can do some changes here. 24.05.2017 11:43 nt. 24.05.2017 11:48 and the next week the new guests all agre e currently discussing the renovation of the sauna, some want the kitchen to be move 24.05.2017 11:55 aybe the idea of left-wing/alternative is no 24.05.2017 11:55	ee again e dining d
Salecina is open for changes, but I thin times a year and they love it if it stays It is a little bit dangerous, I don't want And sometimes they all agree on some but on a different thing that should be room. We ask the guests and everyone Internals\\ I am also open for change if it attracts attractive for younger people.	ik a lot of guests i the same. Gener 2 to tell my ideas a 3 ething that shoul changed. For ex has new ideas. 1 younger people. 2	don't want ch ally, I think w PS at this momen PS d be changed ample, we ard Some want a PS But I think m PS	anges because they come here for holiday e can do some changes here. 24.05.2017 11:43 nt. 24.05.2017 11:48 and the next week the new guests all agre e currently discussing the renovation of the sauna, some want the kitchen to be move 24.05.2017 11:55 aybe the idea of left-wing/alternative is no 24.05.2017 11:55	ee again e dining d

#### Nodes\\Community Living

#### Internals\

	1	PS	24.05.2017 09:52	
a common place, where you can do commo	on stuff if yo	u want to do		
	2	PS	24.05.2017 09:55	
political message since the world goes mor	e individual			
	3	PS	24.05.2017 09:57	
coordination of the tasks for the next day				
	4	PS	24.05.2017 10:00	
doing thing together, not having a hierarch	y, board and	team works li	ke this; communal feeling	
	5	PS	24.05.2017 10:09	
For me this feeling of doing stuff together,	community,	and being tole	rated with others people opinion	
	6	PS	24.05.2017 10:09	
could promote this community thing; this c	ould be a go	od entrance, r	not stressing the left importance,	
	7	PS	24.05.2017 10:11	
people move close together and start discu	ssing what t	hey could chai	nge outside.	
	8	PS	24.05.2017 10:14	
For some people it could be a problem, slee	eping in a roo	om with strang	gers,	
	9	PS	24.05.2017 10:15	
amazing with Salecina, you meet new peop parties.	le, hostile at	mosphere, yo	u sit near the fireplace, have some beers, have	
Internals\\				
	1	PS	24.05.2017 11:12	
one of the thig is that people do things the	mselves,			

#### Internals\\

	1	PS	24.05.2017 10:58
			s my first work shop there were one language and also Italian for Germans. It was very
nternals\\			
	1	PS	24.05.2017 11:01
neeting new people with similar minc	lset and "home fe	eling";	
	2	PS	24.05.2017 11:01
elf-management of Salecina house, a and takes a daily task.	s you can see eve	ryone is invol	ved in cleaning, cooking, every guest contributes
	3	PS	24.05.2017 11:06
to experience community and ecology	, to experience su	ıstainability	
	1	PS	24.05.2017 10:48
like the alternative culture from the 6	50's, examples are	e the commu	nity showers or the cooking together. Salecina is
l like the alternative culture from the 6 different than other tourist places, her	50's, examples are	e the commu	nity showers or the cooking together. Salecina is
like the alternative culture from the 6 different than other tourist places, her	50's, examples are	e the commu	nity showers or the cooking together. Salecina is
like the alternative culture from the 6 different than other tourist places, her Internals\\ There is a spirit of community. That m	50's, examples are re we do everythi 	e the communing together, in PS	nity showers or the cooking together. Salecina is no one is isolated.
like the alternative culture from the 6 different than other tourist places, her Internals\\ There is a spirit of community. That m	50's, examples are re we do everythi 	e the communing together, in PS	nity showers or the cooking together. Salecina is no one is isolated. 24.05.2017 11:47
like the alternative culture from the 6 different than other tourist places, her <b>Internals\\</b> There is a spirit of community. That me share a room with them.	50's, examples are re we do everythi 1 eans we need peo 2	PS PS PS	nity showers or the cooking together. Salecina is no one is isolated. 24.05.2017 11:47 to meet new people, work with them, discuss an
like the alternative culture from the 6 different than other tourist places, her <b>Internals\\</b> There is a spirit of community. That me share a room with them.	50's, examples are re we do everythi 1 eans we need peo 2	PS PS PS	nity showers or the cooking together. Salecina is no one is isolated. 24.05.2017 11:47 to meet new people, work with them, discuss an 24.05.2017 11:47
like the alternative culture from the 6 different than other tourist places, her Internals\\ There is a spirit of community. That me share a room with them.	50's, examples are re we do everythi 1 eans we need peo 2 ling to share task 3	PS PS PS pple who like PS s, no one gets	hity showers or the cooking together. Salecina is no one is isolated. 24.05.2017 11:47 to meet new people, work with them, discuss an 24.05.2017 11:47 s excluded, no one is being discriminated. 24.05.2017 11:49
different than other tourist places, her Internals\\ There is a spirit of community. That me share a room with them.	50's, examples are re we do everythi 1 eans we need peo 2 ling to share task 3	PS PS PS pple who like PS s, no one gets	hity showers or the cooking together. Salecina is no one is isolated. 24.05.2017 11:47 to meet new people, work with them, discuss an 24.05.2017 11:47 s excluded, no one is being discriminated. 24.05.2017 11:49

#### Nodes\\Market Segment

#### Internals\\

	1	PS	24.05.2017 09:48
Salecina has the chance to attract new p	eople if it would	d be open its	elf more to not so political background.
	2	PS	24.05.2017 10:09
People who are interested in this comm			
Internals\\			
	1	PS	24.05.2017 12:02
The older people are more possible to b			
3 years ago.		guesi. Bui we	e were forced to invite younger people in about 2
	2	PS	24.05.2017 12:05
more of our guests are coming from dif	ferent network-	political, ecc	ological.
Internals\\			
	1	PS	24.05.2017 11:39
the age here is pretty representative (m			
······································		-,	
	2	PS	24.05.2017 11:40
Yes we had a seminar last year that attra new seminars that attract a different ag		younger crov	vd. And there is always the opportunity of runnin
Internals\\			
	1	PS	24.05.2017 11:13
it is essential for the spirit of Salecina to consider it as a contribution to a commu		e who think t	his is not really work if you do one task a day, and
Internals\\			
	1	PS	24.05.2017 10:56
When I was younger many younger peo do not come anymore.	ple also come, n	ow when I a	m older, older people are coming. Young people
	2	PS	24.05.2017 10:56
I think in my times; younger people didn	't want to come	e with their p	arent anymore.
	3	PS	24.05.2017 10:57

The problem is that, that Younger people arriving here and then they are finding out there are a lot of old people here, so they don't want to come here anymore. Internals\\ PS 24.05.2017 10:41 1 I think for young people it is quite an experience to interact with older people. Outside we are only used to be with people our age. Here there are 60 70 years olds Internals\\ 1 PS 24.05.2017 10:51 . However, it would maybe attract more younger people to Salecina. I think minor changes would be good. Internals\\ 1 PS 24.05.2017 11:42 I think a lot of new people are coming 2 PS 24.05.2017 11:48 obviously, we can always improve our marketing. But we have to be careful to only attract those people that we want here. 3 PS 24.05.2017 11:49 most guests agree that comfort should be kept low. Even the people who have a good salary don't want more comfort because of political reasons Internals\\ PS 24.05.2017 11:55 1 I am also open for change if it attracts younger people. But I think maybe the idea of left-wing/alternative is not very attractive for younger people. Nodes\\Marketing Internals\\ 1 PS 24.05.2017 09:50 sustainability then it should also accept that people come only because of this and then they will be surprised when they found out it is also a political place. 2 PS 24.05.2017 09:54 Salecina does not do much promotion, you come here you have a great stay and then you tell your friends about it, it is more based on WOM, and that is the best message we can send out 3 PS 24.05.2017 09:58 It is hard to promote because it is difficult to explain and that could be the secret of Salecina

	4	PS	24.05.2017 10:09
could promote this community thing; this co	uld be a go	od entrance, r	not stressing the left importance,
	5	PS	24.05.2017 10:18
Some professors already know about this pla	ce		
Internals\\			
	1	PS	24.05.2017 11:59
We send now more or less one time per mor year we send our paper	nth a news	letter with inf	ormation about the house, and then 3 times each
	2	PS	24.05.2017 12:00
In this paper is included the program for the	seminars f	or the next ye	ar.
	3	PS	24.05.2017 12:00
we market it only in ABuilder, in Switzerland	. I am not s	sure if you can	i find in the Kiosk
	4	PS	24.05.2017 12:01
			political or ecological, because we think our or only one place we market and this is Radio
	5	PS	24.05.2017 12:01
in Germany we are advertising in the Tags Ze	eitung,		
	6	PS	24.05.2017 12:02
on TripAdvisor, where we tried but we receiv	ed not so	much little rea	actions.
	7	PS	24.05.2017 12:02
have two Facebook Pages but there we have advertising.	only 800 li	ikes. So, I thinl	k our guest are not so interest in this kind of
	8	PS	24.05.2017 12:04
Salecina is like label. Label which is political a sustainability. Not necessary interested in bo		able. Our gues	sts are either interested in the politics or in
Internals\\			
	1	PS	24.05.2017 11:15
you can't think it separate, it is about commu	unity, susta	inability, left v	wing policy, but not dogmatic left wing policy.
	2	PS	24.05.2017 11:23
the most important advertisement for Saleci	na is WOM	1.	
	unity, susta	ainability, left v PS	wing policy, but not dogmatic left wing policy.

#### Internals\\

	1	PS	24.05.2017 10:31
Maybe the way the advertisement is made is w much towards young people who are really im			
	2	PS	24.05.2017 10:32
I think Instagram could be awesome.			
	3	PS	24.05.2017 10:32
But also through other organisation, there are France.	so many po	olitical orga	nisations in Switzerland, Germany, Austria,
	4	PS	24.05.2017 10:38
Maybe in advertising, that it is not a place for o	only old peo	ple but for	different age groups.
Internals\\			
	1	PS	24.05.2017 11:02
started coming because of my friend's recommended and the second se	mendation,		
	2	PS	24.05.2017 11:04
We were very active about advertising this pla invited teachers from Italy to join a seminar he		ls, we were	going there to promote it to school, and we
Internals\\			
	1	PS	24.05.2017 11:47
Over the summer there are more children and	youth in th	e house tha	an adults
	2	PS	24.05.2017 11:48
obviously we can always improve our marketi here.	ng. But we l	have to be	careful to only attract those people that we want
	3	PS	24.05.2017 11:48
think we do have potential in marketing but it want to convey a message.	is not easy	because w	e cannot just use any type of media because we
Nodes\\Political Orientation (left) Internals\\	)		
	1	PS	24.05.2017 09:47
But when I turned 16/ 17 years I realized Salec strong political opinion at that age.	ina was a di	ifficult place	e, maybe also political while we don't have a
	2	PS	24.05.2017 09:48
friends sometimes felt strange because they w	vere directly	asked abo	ut their political opinion

	3	PS	24.05.2017 09:55
political message since the world goes more	individual		
	4	PS	24.05.2017 09:58
can get easily it touch with political topics,			
	5	PS	24.05.2017 09:59
have opportunity develop your opinion.			
Internals\\			
	1	PS	24.05.2017 12:04
It is a political place and ecological, of course categories to reach it- we have the top level,		two certificati	ons- you can see here IBECS. There are differe
	2	PS	24.05.2017 12:04
Salecina is like label. Label which is political a sustainability. Not necessary interested in bo		able. Our gues	ts are either interested in the politics or in
	3	PS	24.05.2017 12:05
t's not necessary to be part of the left move	ment.		
	4	PS	24.05.2017 12:06
the strong point of the Salecina is that we ar accommodation.	e strong p	olitical oriente	d. Otherwise, this would be like all any other
Internals\\			
	1	PS	24.05.2017 11:40
Yes, that is very clear that we don't want any left-wing and ecologically minded people here		g people here.	It is also on the webpage. We want more you
Internals\\			
	1	PS	24.05.2017 10:58
. I think the left party in Italy are divided. The opinions.			
Internals\\			
	1	PS	24.05.2017 10:26
But I also feel the political aspect of the hou	se must be		
	2	PS	24.05.2017 10:31

Maybe not like in the old style, just in a way "we want to change the world, come here and do it with us" In ways like you can make holidays here. Enjoy the landscape and whole region. At the same time it is place where you can feel safe with the usual influences of society which everyone likes. You can live with people and not experience harassments of everyday life. And by having film screenings in the evenings based on political subjects. Or discussions in the evenings which itself makes it political in way and you don't just eat and sleep which happens in other hotels. 3 PS 24.05.2017 10:35 They are going to give a prize to Salecina for sustainable tourism and I think people who are interested in sustainable tourism also have some political background Internals\\ 1 PS 24.05.2017 11:05 place for discussing your ideas/ideologies, a place to experience politics, Internals\\ 1 PS 24.05.2017 10:49 Also, the people here are left wing oriented because the founders of Salecina were politically left oriented 2 PS 24.05.2017 10:51 It is about the spiral dynamics (mindset), more than political Internals\\ 1 PS 24.05.2017 11:44 Yes, but it cannot be various people who come here. It is important the it appeals only to a certain target group. 2 PS 24.05.2017 11:47 we put up a big poster outside. It is a political statement. And whoever cannot identify with it has chosen the wrong house 3 ΡS 24.05.2017 11:49 most guests agree that comfort should be kept low. Even the people who have a good salary don't want more comfort because of political reasons Internals\\ PS 24.05.2017 11:55 1 I am also open for change if it attracts younger people. But I think maybe the idea of left-wing/alternative is not very attractive for younger people. 2 24.05.2017 11:55 PS I would like to see young political interested people to come here.

Nodes\\Sustainability and Ecology

#### Internals\\

	1	PS	24.05.2017 09:50
ustainability then it should also accept that pe hey found out it is also a political place.	eople come or	nly because	e of this and then they will be surprised when
	2	PS	24.05.2017 10:17
he whole is under protection			
	3	PS	24.05.2017 10:18
here are restrictions so even if would have a r	noney. It coul	ld be becau	use of the protection,
	4	PS	24.05.2017 10:18
getting food from local producers.			
nternals\\			
	1	PS	24.05.2017 12:04
t is a political place and ecological, of course. Categories to reach it- we have the top level, p		certificatio	ns- you can see here IBECS. There are different
	2	PS	24.05.2017 12:04
Salecina is like label. Label which is political and		Our guests	s are either interested in the politics or in
sustainability. Not necessary interested in both	1		
nternals\\			
	1	PS	24.05.2017 11:39
And we need something that is longer lasting.	T	FJ	24.05.2017 11.35
Internals\\			
	1	PS	24.05.2017 11:27
and it is very important that people don't come	e to Salecina k	oy cars.	
	2	PS	24.05.2017 11:29
would like to keep if not all then majority of p	eople from co	oming here	by cars, or even by planes
	3	PS	24.05.2017 11:30
ou can see the climate change.			
	4	PS	24.05.2017 11:30

#### I don't know whether I would come here if would come at Salecina is no snow in Christmas.

#### Internals\\

PS 24.05.2017 10:54 1 Fist time when I was here the garbage was recycled, Internals\\ PS 1 24.05.2017 10:26 I really like the idea of sustainable tourism so the guests come in and not only consume the region and landscape but they also gives something back 2 PS 24.05.2017 10:35 CIPRA, alpine protection 3 PS 24.05.2017 10:35 They are going to give a prize to Salecina for sustainable tourism and I think people who are interested in sustainable tourism also have some political background Internals\\ PS 24.05.2017 11:06 1 to experience community and ecology, to experience sustainability Internals\\ PS 24.05.2017 10:50 1 Maybe that would burn too much wood 24.05.2017 14:17 2 PS 24.05.2017 10:51 Solar panels are no option, because it is not allowed from the canton government. Internals\\ 1 PS 24.05.2017 11:49 Yes, very much. We have also received the Ibex award with the maximum points.

#### Appendix C: Survey Questions

#### English

Sect	ion A: Personal Details	
A1.	How old are you?	□ 21-40 □ 41-60 □ >61 □
A2.	Gender?	Female Male
A3.	What is your nationality?	German I Italian I Austrian I Swiss I Other V
A4.	Where do you live?	Italy         Germany         Austria         Switzerland         Other
A5.	What is your current job position?	
Secti	on B: Knowledge	
B1.	What social media do you use?	None

B2.	Which newspapers do you read?	
B3.	What is your level of education?	
	Apprenticeship	П
	High School	¢
	Bachelor Degree	¢
	Master Degree	¢
	PhD	¢
	Other	$\Box$
B4.	What is your preferred mode of booking your vacation?	
	official Homepage	П
	online platforms (TripAdvisor, <u>Booking.com</u> ,)	¢
	Phone	¢
	Travel agency	¢
	Other	Ţ
	Other	

Section C: Salecina Specific Questions

C1.	How did you find out about Salecina?																					_		
																	1	Wor	d of	mout	h			
																				Radi	io			
																			Neu	rspape	51.			
																			Fa	cebool	k			
																				Othe	er	Ţ		
		Other																						
			1	1	1	1	!	1	1	1	!	!	1						!					
														[							620M	9.la: 20	03	
C4.	Have you visited Salecina more than once	?																						
																				Ye N				
C5.	How often do you visit Salecina per year?																				-			
00.	iion onen ao you visit onteina per yeur.															1	ess ti	han	once	e a yea	ar	Q		
																			once	e a yea	ar	Ċ.		
																m	ore ti	han	once	e a yea	ar	Ċ		

C6.	When was the last time you visited Salecina?	
C7.	What is your favorite season to visit Salecina?	Summer Autumn Winter Spring
C8.	What do you like about Salecina?	
C9.	What do you not like about Salecina?	
C10.	What would you like to change?	
C11.	Which characteristics do you like about Salecin Other	Community living Sustainability/ecotourism Political orientation Activities Other
C12.	Do you politically identify yourself as <u>a leftist</u> ?	
		Yes 🗍 No 📋
C13.	How would you elaborate the political orientation	a 'left'?
C14.	How flexible are you for new changes in Salecina	a
	now manore are you to new changes in ourceas	r not flexible at all not so flexible flexible somewhat flexible very flexible
C16.	Are you familiar with newspapers/radio stations	not flexible at all not so flexible flexible somewhat flexible very flexible Yes No

L			
C17.	Do you read Salecina's newsletter?		
		Yes	
		No 🗖	
		140	
C18.	Do you have any suggestions in terms of advertising?		
C19.	Do you participate in the different seminars/activity weeks/programs organized by Salecina? If yes, specify which ones.		
	00005.	¥	
		Yes	
		No 📋	

Section D: Mobility Salecina is considering to take part in a program to provide public transport tickets for its guest.

D1.	What is your mode of <u>transportation</u> ?	Other													car train bus Other		]
D2.	Do you use public transport during your st	av?															
	Do you ase public transport during your se	ay.													Yes No		
															Yes	Ļ	
															No	Ċ	
D4.	How much extra would you be willing to pa	av per	night i	fapu	ıblic tr	anspo	rt tic	ket i	s ine	clude	d?						
													The ans	wers are	in Swiss I	France (CB	F)
															0		
															1-2	Ċ.	
																÷	
															3-5	Ļ	
															>5	Ċ	

D5.	Do you have any comments, recommendations or suggestions for Salecina?	
	Thank you for your participation!	

#### German

A4.	Wo wohnen Sie?								
							Italien	$\Box$	
							Deutschland	Ċ	
							Oesterreich	¢	
							Schweiz	¢	
							Sonstiges	Ţ	
		Sonstiges							]
A5.	Was ist Ihre aktuelle Position im Job?								_
									]
Teil	<b>B:</b> Wissen								
B1.	Welche sozialen Medien verwenden Sie	?							
							Keine		
							Facebook		
							Instagram		
							Twitter		
						1	Frip Advisor		
							Sonstiges	Ų	
		Sonstiges							]

В2.	Welche Zeitungen lesen Sie?
B3.	Welche Bildungsstufe haben Sie erreicht? Lehre Gymnasium Gymnasium Bachelor Abschluss Master Abschluss PhD Anderer
B4.	Ueber welche Platform buchen Sie normalerweise Ihre Ferien?   offizielle Homepage online Platformen (TripAdvisor, Booking.com,)  Telephon Reisebuero Sonstiges  Sonstiges
Teil	C: Salecina Specifische Fragen
C1.	Wie haben Sie von Salecina erfahren?
C2.	Was ist Ihre Motivation nach Salecina zu kommen?
C3.	Wann haben Sie Salecina zum ersten Mal besucht? Betaplet: 2005
C4.	Haben Sie Salecina mehr als einmal besucht? Ja
C5.	Wie oft besuchen Sie Salecina im Jahr? weniger als einmal pro Jahr einmal pro Jahr mehr als einmal pro Jahr

C6.	Wann haben Sie das letzte Mal Salecina besucht	?								
C7.	Was ist Ihre lieblings Jahreszeit um Salecina zu	besucl	hen?						Sommer Herbst Winter Fruehling	
C8.	Was gefaellt Ihnen an Salecina?									
C9.	Was gefaellt Ihnen nicht an Salecina?									
C10.	Was wuerden Sie gerne veraendern?									
C11.	Welche Eigenschaften moegen Sie an Salecina? Sonstiges		1	1	I			altigkeit/Eo politische /	cchaftsleben cotourismus Ausrichtung Alttivitaeten Sonstiges	
C12.	Sehen Sie sich selber als politisch links orienti	ert?							Ne	Ja
C13.	Wie wuerden Sie die politische Ausrichtung 'li	nks' na	aeher e	rlaeutern?	?					
C14.	Wie flexibel sind Sie wenn es um Veraenderun	gen in	Salecii	na geht?					t nicht flexib etwas flexib flexib emlich flexib sehr flexib	
C15.	Sind Leute ohne politische Ueberzeugung Ihre	r Mein	ung na	ich geeigno	et fuer	Salecina	?		Ne	Ja 🖵
C16.	Kennen Sie die Zeitungen und Radiostationen	in den	en Sale	cina Werl	bung n	acht?			Ne	Ja 🗍 in 📩

1										_
										]
C17.	Lesen Sie Salecina's newsletter?								Ja 🛄 Nein 📩	
C18.	Haben Sie irgendwelche Vorschlaege wie Salecina	Werbung	machen so	ollte?						
C19.	Nehmen Sie an Seminaren, Aktivitaeten Wochen,	oder ande	ren Progra	nmen	i die vor	i Salecin	a organis	siert sind t	eil?	
	Falls ja, erlæuterns Sie welche.								Ja 🛄 Nein 📩	7
	_									
	D: Mobilitaet denkt darueber nach, in einem Programm mitzumachen, welches T	ïckets fuer de	n oeffentliche	n Verkel	ar fuer die	Gaeste zur	verfuegung	stellt.		
D1.	Was ist Ihr Transportmittel?							s	Auto	
	Sonstiges									
D2.	Nutzen Sie die oeffentlichen Verkehrsmittel waehr	end Ihres A	ufenthalts	in Sal	ecina?				Ja Nein	
D3.	Wuerden Sie zu den oeffentlichen Verkehrsmitteln	wechseln,	wenn das E	illett f	uer das	Engadin	inbegriff	ien waere?		
									Ja Nein	
D4.	Wieviel mehr waeren Sie bereit zu bezahlen pro Na	cht, wenn o	las Billett f	ur den	oeffent	lichen Tı	ansport i	inbegriffen	L	
	ist?						Die An	tworten stud in Sc	0	

D5.	Haben Sie irgendwelche Kommentare oder Vorschlaege fuer Salecina?	
	Vielen Dank fuer Ihre Teilnahme!	

#### Italian

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Sezi	one A: Dati Personali							ĺ
<b>A1</b> .	Quanti anni hai?					21-40 41-60 >61		
A2.	Genere?					Femmina Maschio	口 亡	
Δ3.	Qual è la tua nazionalità?	Altro		1		Tedesca/Tedesco Italiana/Italiano Anstriaca/Austriaco Svimera/Svimero Altro		

A4.	Dove vivi?	Almo		1			Italia Germania Anstria Svizzera Altro
A5.	Qual è la tua posizione attuale nel mondo	del lavoro?					
Sezi	one B: Conoscenza						
BI.	Quali media sociali usi?	Altro					nesma
B2.	Quale giornale leggi?						
В3.	Qual è tuo livello di istruzione?					s I Le	Apprendictato
B4.	Qual è per te il modo migliore per pren		·			-	tito ufficiale
		Altro			1		

CI.	Come sei venuto a conoscenza di Salecina? Altro		passaparola ndio giornale Faceboolk Altro
C2.	Per quali motivi scegli di venire a Salecina?		
C3.	Quando sei venuto a Salecina per la prima volta	1?	enempia: 2005
C4.	Sei stato un nostro ospite piu volte?		51 🖵 No 🗖
C5.	Quanto spesso vieni a Salecina durnate l'anno?		meno di una volta all'anno 🗍 una volta all'anno 🗍 più di una volta all'anno 📋
C6.	Quando è stata l'ultima volta in cuo hai visita	ito Salecina?	
C7.	Qual è la tua stagione preferita per soggiorna	re a Salecina?	Estate
C8.	Cosa di piace di Salecina?		
C9.	Cosa non ti piace di Salecina?		
C10.	Cosa vorresti cambiare?		
CII	Quali caratteristiche ti piacciono di Salecina? Al	tro	vita commitaria

C12.	Collochi Salecina politicamente a sinistra?	
		s. 🗌
<b>C13</b>	Quale significato dai al termine 'sinistra'?	
C10.	Quale significato dal la termine sinistra :	
<b>C</b> 14	Valaria la sua flavoltilità que una lificita in Calarina?	
C14.	Valnta la tua flessibilità per modifiche in Salecina?	non è affatto flessibile
		nan cosi flessibile
		flessibile
		un po flessibile
		molto flessibile
C15.	Socondo te, le persone senza ferma convinzione política sono adatte a Salecina?	
		Si. 📮
		No
C16.	Conosci I giornalifle stazioni radio su cui Salecina fa pubblicità?	
	•	Si.
		× □
C17.	Leggi le newsletter di Salecina?	
		a []
		No 📋
C18.	Hai qualche suggerimento riguardo la pubblicità?	
C19.	Participi a seminari, settimane di attività, programmi organizzati da Salecina?	<u>s</u>
		No 📋

DI.	Con quale mezzo ti muovi?	atto
D2.	Usi i trasporti pubblici durante il tuo soggiorno?	%
D3.	Utilizzeresti i trasporti pubblici se i biglietti per viaggiare all'interno dell Engadina fossero forniti gratuitamente?	%. [] № []
D4.	Quanti franchi saresti i disposto a pagare in piu' per il tuo soggiorno a Salecina se fosse incluso un biglietto di liber: circolazione? Le ripose ano in	s franché netzymi (CBP) 0

D5.	Hai commenti, raccolmandarioni o suggerimenti per Salecina?

Grazie per aver completato il questionario!