

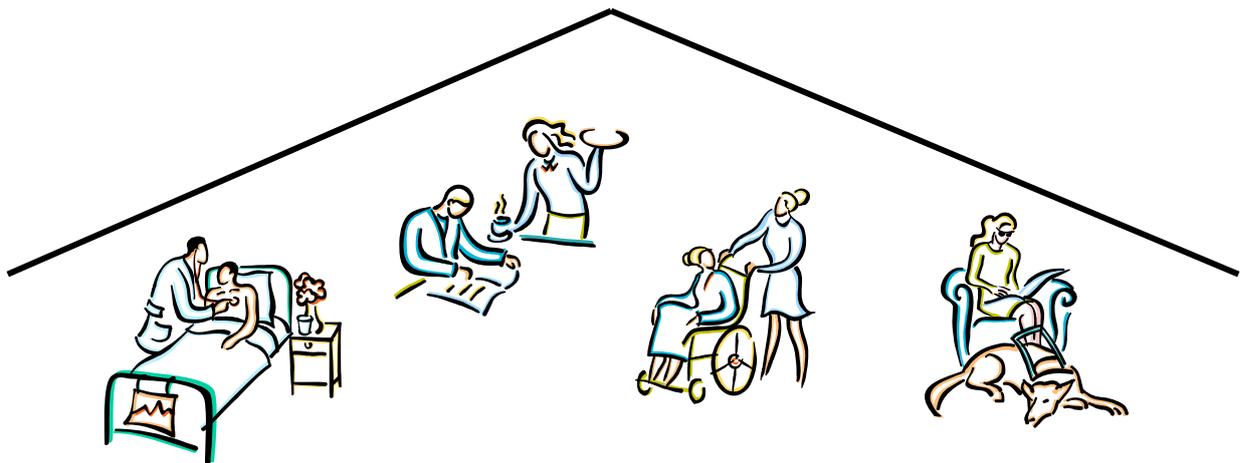
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Individual Diploma Thesis

Strategic Business Model for a Hotel Run as a Social Firm

Carpe diem



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Executive Summary

Nowadays, the trend goes away from isolating disabled and disadvantaged persons and the aim is to integrate these people in the society and the economy and therefore also offer them a workplace. It is often very difficult for people with limited working capabilities to find a workplace on the first labor market. Occupational programs mostly do not offer long-term employment and the motivation decreases as the participants of such programs do not have a work contract and do not receive incentive wages.

This individual diploma thesis shows that social firms offer workplaces for people with limited working capabilities and that they have the aim to reintegrate these employees in the first labor market. A social firm has two purposes, a social purpose and an economic purpose. The social aim is to create workplaces and the economic aim is to produce goods or services and to distribute these.

In this individual diploma thesis, a strategic business model for a hotel that is run as a social firm is developed. The project Carpe diem established by a co-operation between Caritas Graubünden and Davos Solidarisch. The project Carpe diem is planned to be a hotel in Davos that is run as a social firm. It is a three star hotel that generally welcomes all guests. The main target group of Carpe diem are people that need care, for example people with mental or physical disabilities, elderly people with geriatric illnesses or other people with illnesses. Carpe diem offers all the needed medical and social care and attention to these people.

Carpe diem provides different offers. The offers of Carpe diem are assisted vacation where persons in need of care can enjoy their vacation and get all the care and attention they need. Respite care is another offer and enables the relatives of an ill person to spend a carefree vacation as they are relieved from their daily caring tasks and can still spend time together.

Another offer of Carpe diem are apartments for permanent assisted living and hospice. These apartments offer the possibility to get all the needed professional care and still be able to live an autonomous life. Furthermore, these apartments can also be used as hospice for seriously ill and dying people.

The market research and the expert interviews show that there is an existing demand for such a project. The expert interviews showed that demand exists in all the above mentioned areas and that mainly offers for younger people are missing today.

The competitor analysis shows that there are many hotels in Davos in the same price range but most of these hotels have a different target group. Therefore, the competition can be regarded as small.

As the human resources are an essential topic in a social firm, suggestions for recruitment and human resource development are made and an organizational chart is developed.

The value chain also belongs to the strategic business model and it shows that Carpe diem mainly concentrates on the areas of human resources, the infrastructure and the marketing.

Another important consideration for the project Carpe diem is the infrastructure. It is planned that the whole infrastructure of Carpe diem is handicapped accessible, so that the guests as well as the employees can get around easily. All the requirements that are needed for the project Carpe diem are shown.

Further detailed information can be found on the following pages according to the table of content.

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1 Introduction

In this first chapter, the initial situation of this individual diploma thesis is going to be explained. Further, the goals, the structure, the approach and the limitations are going to be shown as follows.

1.1 Problem/Initial Situation

The main basis that leads to the topic of this individual diploma thesis is that the way of dealing with disabled and disadvantaged persons is changing tremendously. During a long period of time, people with mental or physical illnesses were isolated and given long-lasting therapies. The reintegration into work life was often neglected. A social firm is one model that has the aim to reintegrate such persons in the economy and the society.

The basic task of the individual diploma thesis is to establish a strategic business model for a hotel that is run as a social firm. The principal of this diploma thesis is Caritas Graubünden, which plans to open a social firm in Davos in collaboration with Davos Solidarisch. Davos Solidarisch is a charitable association that offers social consultation and support for locals as well as for guests.

The aim is to analyze the present situation of social firms in Switzerland, to develop a strategic business model, and to define the infrastructure based on the strategic approach. The assignment sheet can be found in appendix I.

1.2 Goal, Structure and Approach

The goal of this project is to answer the following questions:

- What is a social firm?
- Are there any social firms in Switzerland?
- Is it possible to establish a social firm in tourism?
- What needs to be considered when planning a social firm?
- Which infrastructure is needed for such a project?

All these questions will be answered within this individual diploma thesis.

The structure of this individual diploma thesis is going to be described as follows. First of all, I am going to provide the necessary background information about social firms. Secondly, the present situation of social firms in Switzerland will be shown. Then, the strategic business model of a concrete social firm in Davos will be established. Next, the infrastructure that is needed for this project will be described based on the strategic approach. Finally, the closing word will sum up this diploma thesis.

In this paragraph, I am going to demonstrate how I approached the project. First of all, I discussed the topic with my advisor Peter Tromm (HTW Chur) and my co-advisor Sandra Copeland Jörg (Caritas Graubünden). Then, I did literature research to get to know the topic. With the help of Claudia Thaler (Caritas Graubünden) I organized interviews with existing social firms in Zurich and St. Gallen. The complete overview of interviews I made can be found in the interview index.

To sum up, it can be said that qualitative research was used to complete this assignment. The method used was interviews. Furthermore, the descriptive analysis was used.

1.3 Limitations

This individual diploma thesis has limitations concerning the content. In chapter 4 “Development of a Strategic Business Model”, only the following topics are considered: business strategy, management system, products and services, market analysis, marketing and sales as well as human resources and the value chain. Further areas such as finance and legal regulations are not taken into account as this would go beyond the scope of this individual diploma thesis.

2 Background Information about Social Firm

The aim of this chapter is to give some general background information about social firms. Different definitions will be looked at, the differences to other potential competitive projects will be presented, potential business areas for social firms will be shown and also opportunities and threats of social firms are considered in this chapter.

2.1 Definition of Social Firm

In Switzerland, there is no legal definition of social firms. Therefore, other European definitions will be taken instead.

2.1.1 Definition by CEFEC

The organization Confederation of European social Firms, Employment initiatives and social Co-operatives (CEFEC) was established in 1987 and is a non-profit organization that represents small and medium sized enterprises, non-governmental organizations and other organizations that have the aim to create work for people with disabilities in social firms (www.cefec.org [a]).

The organization defines the social firms as follows:

- *“A social firm is a business created for the employment of people with a disability or other disadvantage in the labour market.*
- *It is a business, which uses its own market oriented production of goods and services to pursue its social mission.*
- *A significant number of its employees will be people with disability or other disadvantage in the labour market.*
- *Every worker will be paid a market wage or salary appropriate to the work- whatever their productive capacity.*
- *Work opportunities should be between disadvantaged and non- disadvantaged employees. All should have the same employment rights and obligations.”* (www.cefec.org [b])

So the social firm pursues two equal purposes: The first purpose is that social firms produce goods or services and distribute these. The second purpose is to provide jobs for people that are limited in their capability either due to an illness, an accident, or from birth on (www.kraemer-beratung.ch). Thus, social firms provide the opportunity to combine profit-oriented economic action with social commitment.

2.1.2 Definition by EMES

As the definition of CEFEC is rather broad, the definition of EMES - European Research Network - will also be taken into consideration. The EMES is a research network established of university research centers that concentrates on third sector issues (www.emes.net[a]). The EMES defines social enterprises as

“organisations with an explicit aim to benefit the community, initiated by a group of citizens and in which the material interest of capital investors is subject to limits. They place a high value on their independence and on economic risk-taking related to ongoing socio-economic activity.” (www.emes.net[b])

Furthermore, this definition also shows the similarities of social firms in Europe. These similarities are divided into economic and social dimensions.

The economic dimension contains four criteria:

1. *“A continuous activity, producing and selling goods and/or services*
2. *A high degree of autonomy*
3. *A significant level of economic risk*
4. *A minimum amount of work paid”*

(Defourny 2001, 16 ff.)

For the social dimension five criteria have been established:

1. *“An explicit aim to benefit the community*
2. *An initiative launched by a group of citizens*
3. *Decision-making power not based on capital ownership*
4. *A participatory nature, which involves the various parties affected by the activity*
5. *Limited profit distribution”*

(Defourny 2001, 16 ff.)

2.1.3 Definition by Social Firms United Kingdom (UK)

As the definitions mentioned above are rather broad, the definition of the social firms in UK will be shown. The UK definition is based on the definition of CEFEC, but is more detailed and split into three main parts:

- *“Enterprise: social firms are businesses that combine a market orientation and a social mission.”* (www.socialfirms.co.uk)

The topic enterprise contains that at least 50% of the firm’s turnover must be earned through selling products or services. Furthermore, social firms must have an appropriate legal status, trade and follow business processes (www.socialfirms.co.uk).

- *“Employment: social firms are supportive workplaces where the working environment is one that provides all employees with support, opportunity and meaningful work.”* (www.socialfirms.co.uk)

The main points of the employment are that more than 25% of the employees are disabled, whereas the term disabled also contains people that are disadvantaged due to mental health problems. Moreover, the employees have a labor contract with market wages (www.socialfirms.co.uk).

- *“Empowerment: social firms are committed to the social and economic integration of disabled people through environment. A key means to this end is economic empowerment through the payment of market wages to all employees.”* (www.socialfirms.co.uk)

The point empowerment focuses on the adjustments that are made for the employees, on staff development and maintaining staff confidentiality (www.socialfirms.co.uk).

It can be recognized easily that the UK definition is very clear and detailed and provides much more information in comparison to the definition made by CEFEC.

2.1.4 Definition by Caritas

According to Caritas, a social firm should contain the following conditions:

1. Business objective: social firms have two business objectives; a social objective which is to provide workplaces for disadvantaged people, and an economic aim which is to make profit.
2. Profit: the profits are reinvested in the company or paid off to the employees.
3. Legal form: social firms have their own legal form and an entry in the commercial register is seen as an advantage.
4. Economic profitability: at least 50% of all expenses need to be covered by returns that are obtained from the market.
5. Balance of disadvantage: social firms can be financially supported by the state or by private authorities.
6. Employees: a part of the employees is disadvantaged in the participation on the labor market.
7. Employment: employee decisions are taken by the social firm, but can be arranged with institutional partners.

8. Labor contracts: all employees have permanent labor contracts with conditions that are usual in the industry and the region.
 9. Wages: all employees receive wages including social benefits.
 10. Labor: the performed jobs are preferably motivating and qualified.
 11. Advancement: an employee concept that assists and advances employees is available.
 12. Management: common management instruments are used.
 13. Competition: social firms are preferably complementary to the private industry.
- (Kehrli 2007, 27)

To summarize it can be said that all definitions agree that the social firms have a social and an economic aim and that the purpose is to create workplaces for people with limited working capabilities. It is agreed that the economic profitability should at least add up to 50% of all expenses. Furthermore, it is preferable to offer permanent work contracts.

2.2 Differences between Social Firms and Other Potential Competitive Projects

This subchapter will show even more clearly that a social firm is different from other integration projects. Therefore, the following table gives an overview of the differences between different projects of the second labor market and the social firm. The projects the social firms are compared with are programs of the Arbeitslosenversicherung (ALV), programs of the Wirtschaftliche Sozialhilfe (WSH), integration projects of the Invalidenversicherung (IV) and facilities of the IV.

Differences between Social Firms and Other Potential Competitive Projects					
	Social Firm	Program ALV	Program WSH	Integration projects IV	IV facility
Profit oriented	Yes	No	No	No	Yes
Legal entity	Yes	No	No	With or without	No
Agreement	Room to negotiate	With ALV	With SH	With IV	With IV
Institutional origin of employees	Free	RAV	SH	IV	IV
Employment	Permanent	Temporary	Temporary	Mostly temporary	Permanent
Psychosocial support	No	Yes	Yes	Yes	Yes
Wage compensation	Yes, efficiency pay	No	No	No	Yes
Financing	Min. 50% self financing	ALV/Seco	SH	IV	IV
Work contracts	Subject to OR	No	No	No	Subject to OR
% of employees with limited working capabilities	Min. 30%	100%	100%	Min. 50%	Min. 50%
Mix of employees	Yes	No	No	No	No

Table 1: Differences between Social Firms and Other Potential Competitive Projects (based on Kehrli 2007, 26)

Table 1 clearly shows that a social firm is different than most of the other integration projects. The most significant differences are that a social firm is profit oriented, has a legal entity, offers efficiency pay and not all of the employees have limited working capabilities. Furthermore, a social firm provides permanent work contracts to its employees that are based on the Swiss Code of Obligations.

2.3 Business Areas

Social firms can be established in many business areas. Due to the reason that the aim of the social firm is to establish workplaces for disabled and disadvantaged persons, the business area that is chosen has to be labor intensive. Furthermore, the work processes have to be rather simple as many people do not obtain a good educational standard or are not able to execute complex tasks (Stadler/Gredig 2005, 52 f.). But this is a very general statement which should be made carefully. There are also many disabled and disadvantaged persons that are well trained and able to fulfill complex and challenging tasks.

Social firms can be found in the following business areas:

- Industry services (electro techniques, metal, assembly, confection, packaging, print processing, recycling)
- Hotel and catering industry (hotel, restaurant, canteen, bistro, snack, tourism)
- Craft (construction, painting, joinery, repair shop, bicycle shop, weaving)
- Trade (grocery, furniture, mail-order, second hand products, gas station, bicycle, flowers)
- Household services (caretaker, cleaning, facility management)
- Office and IT services (accounting, mail-order, databases, graphic, design, layout, call center)
- Gardening and landscaping (market garden, landscaping, agriculture, forestry, nature conservation)
- People-related services (nursing service, assistance to elderly, laundry, textile refining, sewing)

(Stadler/Gredig 2005, 54 f.).

Other literature sees similar business areas of social firms such as travel agencies, printing/print finishing, mobile cleaning, guesthouses, health food retail outlet, gardening, graphic design, and catering (Jeffery 2005, 1154).

The following list also shows sectors of activity of social firms which also correlate with the above mentioned business areas:

- Services e.g. transport, restauration, TV production etc.
- Restaurant/cafe/catering
- Industrial production/assembly
- Office work/lay-out/graphic design
- Agriculture/gardening
- Cleaning services
- Carpentry
- Recycling
- Printing/bookbinding
- Building/renovation
- Textile

(Lynch et al. 2004, 258)

So all in all it can be said that there are various business areas a social firm can work in. Mainly the service sector is very interesting for social firms (the tourism industry among many others) as low capital investment is needed and the potential for growth is immense (Schwarz/Higgins 1999, 4).

2.4 Analysis of Opportunities and Threats

This subchapter will provide a short overview of the opportunities and threats of a social firm.

Opportunities and Threats of Social Firms	
Opportunities	Threats
<ul style="list-style-type: none"> • Long-term employment • Cheaper than comparable employment programs • More positive business spirit than comparable employment programs • Creation of jobs • Protect employees of exploitation and provide adequate payment • Social action of social firms can enhance the social thinking of other businesses • Value creation as social firms produce goods or services • Innovation and competitiveness • Financial exoneration of the state • Higher quality of life • Daily structure • Relief of relatives 	<ul style="list-style-type: none"> • Might eliminate alternative integration measures • Demotivation if employees are forced to perform certain activities • Demotivation if the social firm offers activities that nobody else wants to do • Self-initiative of employees drops because of the long-term employment • The economic activities might be neglected • Competition of industry • The term social firm is not a trademark • Competition of other integration projects • Conflict area between social and economic aims • High economic pressure in comparison with other integration projects • Lack of legislation on the second labor market

Illustration 1: Opportunities and Threats of Social Firms (based on Tanner 2006, 49 ff.)

All in all, there are many opportunities that strengthen the opinion that social firms are a big chance for our society. But it is important to consider the threats to make sure that the social firm provides more benefits than risks.

3 Analysis of the Present Situation

The first part of this chapter shows the situation regarding social firms in Europe. The second part provides an overview of the existing social firms in Switzerland. At the end of the chapter, three social firms will be looked at in detail.

3.1 Situation in Europe

First of all, a short overview is given about Europe to demonstrate how many social firms exist in Europe. This overview makes it possible to evaluate and compare the situation in Switzerland, which will be described later.

The following table gives an overview of existing social firms in Europe. It has to be mentioned that the figures are estimations as every country has its own regulations regarding social firms. This makes it difficult to compare the figures. Nonetheless, it is still considered a useful overview.

Overview of Existing Social Firms in Europe			
Country	No. of social firms	Employees	Share of employees with limited working capabilities
Germany (1998)	300	6'000	50%
Italy (1997)	1'600	40'000	40%
Spain	8	340	50%
Great Britain (1999)	72	370	36%
Austria (1999)	4	150	50%
Total	Ca. 2'000	Ca. 47'000	40 – 50%

Table 2: Overview of Existing Social Firms in Europe (Schwarz/Higgins 1999, 4)

3.2 Situation in Switzerland

In Switzerland, the term social firm is relatively unknown. But the preconditions for social firms in Switzerland are very positive. The borderline between public and private actions is not strictly made and many firms in Switzerland were socially committed over a long period of time. Furthermore, there exists a long tradition in Switzerland that ensures that politics and economy work hand in hand (Blattmann 2005, 7).

In comparison with other European countries the development in Switzerland is not very advanced yet. But still there are some social firms or firms that are similar to social firms. The following list shows an overview of the present situation in Switzerland. It has to be mentioned here that these companies do not fulfill all the criteria that were made by Caritas in subchapter 2.1, but they are close to the definition. Furthermore, the list is not regarded final and the questions marks indicate that the number of employees was not ascertainable.

Social Firms in Switzerland						
Social firm	Location	Business area	No. of employees	No. of employees with limited working capabilities	Legal form	Source
Bauteilbörse	Berne	Construction	?	?	Association	www.bauteilclick.com
Blindekuh	Zurich, Basle	Gastronomy	63	37	Foundation	www.blindekuh.ch
Brockito, Transport und Recycling	Zurich	Transport, disposal, recycling, sales of second-hand products	?	28	Non-profit organization	www.workfare.ch[a]
Caritas Markt	Zurich-Oerlikon	Sales of food and non-food products	14	12	Cooperative society	www.caritas-zuerich.ch
Das Breite Hotel	Basle	Hotel	36	28	Association	www.dasbreitehotel.ch
Ding Shop	Sirnach	Second-hand market, gastronomy	10 - 20	10-20	Association	www.ding-shop.ch
ESPAS	Zurich, Richterswil, Winterthur	Commercial services, telephone services, logistic, IT, laundry	361	287	Foundation	www.espas.ch
Feinschliff GmbH	Zurich	Textile production, office and household services, catering for nurseries	49	40	Limited liability company	www.feinschliff.ch
Fiwo	Bischoffszell	Wool processing	25	15	Association	www.fiwo.ch
Hotel Dom	St. Gallen	Hotel	71	60	Association	www.hoteldom.ch[a]
Hotel Lady's first	Zurich	Hotel	20	12	Non-profit corporation	www.ladysfirst.ch[a]
Jobfactory Basel AG	Basle	Department store, gastronomy, repair shop, printing shop	220	120	Corporation	www.jobfactory.ch
Limmathof	Zurich	Gastronomy	65	48	Association	www.arbeitskette.ch
L'orangerie	Geneva	Gardening, painting, cleaning	31	25	Association	www.lorangerie.ch
Nähatelier Swiss made	Aargau	Sewing	10	8	Association	www.lernwerk.ch
Paprika Partyservice	Zurich	Party service	15	11		www.workfare.ch[b]
Pro Geneve	Geneva	Gastronomy, signalization, cabinetmaking	208	160	Foundation	www.pro-geneve.ch
Pro Velo Emmental	Burgdorf	Bicycle station	180	157	Association	www.provelo-emmental.ch
Profecto AG	Pratteln	Technique, logistics, service	42	40	Corporation	www.profecto.ch

Restaurant Roter Turm	Baden	Gastronomy	24	16	Foundation	www.restaurant-roterturm.ch
SOLAS GmbH	Utzenstorf	Cabinetmaking	11	6 - 8	Limited liability company	www.solas.ch
Stiftung für Arbeit (subsidiary companies Dock Arbon and Dock Zurich)	St. Gallen	Recycling, machine industry	450	420	Foundation	www.stiftungfuerarbeit.ch[a]
Stiftung Wendepunkt	Aargau	Forest and environment	228	208	Foundation	www.wende.ch
Teen Services	Neuenburg	Cleaning, house moving, clearing out	16	8-12	Association	www.teenservices.ch
Teillohnprojekt Züriwerk	Zurich	Bakery products, delivery service, hand made products	47	19	Foundation	www.zueriwerk.ch
Thurgi AG	Weinfelden	Production and services	20	9	Corporation	www.thurgi.ch
TRANSfair	Thun	Services in logistics, office, sales, technique and gastronomy	227	200	Association	www.trans-fair.ch
Tremplin	Fribourg	Furniture, caretaking	101	58	Foundation	www.tremplin.ch
Vier Linden	Zurich	Bakery, gastronomy	?	?	Association	www.vau-zet-eee.ch
Wetterbaum	Frauenfeld	Property service, factory work	25	20	Foundation	www.wetterbaum.ch

Table 3: Social Firms in Switzerland

As it can be seen in table 3, there are already some social firms or firms that are similar to social firms in Switzerland. These firms are mainly operative in the sectors of gastronomy, recycling, cleaning and services. A big part of these firms are located in Zurich, and no social firms could be found in the Canton of Grisons. The number of employees that these firms employ varies heavily, the Stiftung für Arbeit is the biggest social firm in Switzerland that employs in total 450 employees, whereas many other social firms only employ around 20 employees.

3.3 Examples in Switzerland

To have a closer look at every company would go beyond the scope of this diploma thesis. Therefore, the companies that were interviewed for this individual diploma thesis are going to be described in this subchapter. The interviews were made with Daniela Merz and Lynn Blattmann from the Stiftung für Arbeit, Angela Kessler from the hotel Lady's first and Barbara Höhn from the hotel Dom.

Stiftung für Arbeit

The social firm Stiftung für Arbeit was established in 1997. The company is located in the Sittertal in St. Gallen and offers today 420 workplaces for people with limited working capabilities. The management team consists of 30 persons, where Daniela Merz is the head. The company has an annual turnover of CHF 7 million, and the degree of subsidy adds up to 50% (Blattmann 2007). Illustration 2 shows working employees of the Stiftung für Arbeit.



The Stiftung für Arbeit has two subsidiary companies, the Dock Arbon that opened its doors on the first of January 2007 and the Dock Zurich where the opening took place on the 17th of September in 2007. Both subsidiary firms offer 50 workplaces each (Blattmann 2007).

Illustration 2: Stiftung für Arbeit (www.stiftungfuerarbeit.ch)

The major tasks of the Stiftung für Arbeit are the following: reintegration in the first labor market, work as purpose in life, provide workplaces for people that no longer qualify to receive unemployment benefits, to provide wages instead of income support, and an important aim is also to strengthen the self-esteem of the employees. The company provides long-term employment with work contracts based on the Swiss Code of Obligations. Furthermore, the company operates with a three stage model where the employees are classified according to their reliability, punctuality, achievement, responsibility etc. The upgrade to the higher stage is undertaken individually (Blattmann 2007).

The company works in the field of the following industries: gardening, construction, cleaning, assembly, recycling and it also has a temporary placement service where the employees are lend to other companies for a limited period of time (Blattmann 2007).

The collaboration with the employees is an important topic. The employees are supported in their job search, they are prepared for job interviews and also an incentive system helps to motivate the employees. One third of the employees manages to enter the first labor market (Merz 2007).

Hotel Lady's first



The hotel Lady's first was established in 2001 as a non-profit corporation. The design hotel is situated in a quiet and attractive part of the city Zurich and offers 28 rooms and a wellness area exclusively for women with sauna, steam bath, and massages. It offers twelve part-time workplaces for women that are limited in their working capabilities and receive disability benefits paid by the IV (Kessler 2007).

The hotel Lady's first has the aim to provide meaningful and diversified workplaces. Also here, the employees receive a permanent work contract that is based on the Swiss Code of Obligations. The employees have the possibility to work in the areas housekeeping, wellness, kitchen and service (Kessler 2007). Illustration 3 shows the restaurant of the hotel Lady's first.

Illustration 3: Hotel Lady's First (www.ladysfirst.ch[b])

Unlike the Stiftung für Arbeit, the three star hotel Lady's first decided to provide social support internally and Angela Kessler is in close contact with the employees. It is a long-term goal to reintegrate the employees in the first labor market, but only selective success could be achieved so far. More important is the higher quality of life that can be provided through the daily stability, and the social network that is built within the company (Kessler 2007).

Hotel Dom

The hotel Dom was established in January 1998 and the governing body of the hotel is the association Förderraum. The three star hotel is located in the middle of the old town of St. Gallen. It offers 31 rooms, a restaurant with 44 seats as well as a meeting room that can be rented. The hotel Dom offers 60 workplaces for people with a disability. 15 persons out of this 60 make their education in the hotel (Höhn 2007). Illustration 4 presents the restaurant of the hotel Dom.

The vision of the hotel Dom is to enhance the professional, social and intellectual skills with individual work training and internal education. The social skills are enhanced through the contact with guests and through the daily team work. The labor should be as practical as possible in comparisons to the free economy, but it is not the main aim to reintegrate the employees in the first labor market. The employees are also employed permanently on the basis of the Swiss Code of Obligations. The employees work in different areas of the hotel: housekeeping (floors and laundry), restaurant (service and kitchen), reception and administration and also maintenance. The hotel Dom chose to separate the workplace from the social support, therefore no internal social support is provided (Höhn 2007).



Illustration 4: Hotel Dom (www.hoteldom.ch[b])

4 Development of a Strategic Business Model

This chapter of this individual diploma thesis is based on an idea of Caritas Graubünden and Davos Solidarisch. Caritas Graubünden provided a paper with the vision and some basic information to the writer of this individual diploma thesis. This chapter is therefore based on this information. All additional information and ideas are suggestions made by the writer of this individual diploma thesis.

In this chapter, the business strategy will be presented, the management system will be shown, the products and services will be described in detail and the market will be analyzed. Furthermore, a marketing and sales strategy will be developed, attention will be given to the human resources and the value chain of the project will be explained.

4.1 Business Strategy

This subchapter is going to show the vision and the philosophy of the planned project. Furthermore, the business principles will be defined and the strategic positioning will be presented.

4.1.1 Vision/Philosophy

The project called Carpe diem is located in Davos. It is a project that emerged out of a collaboration of Caritas Graubünden and Davos Solidarisch. The project has the aim to integrate the following components:

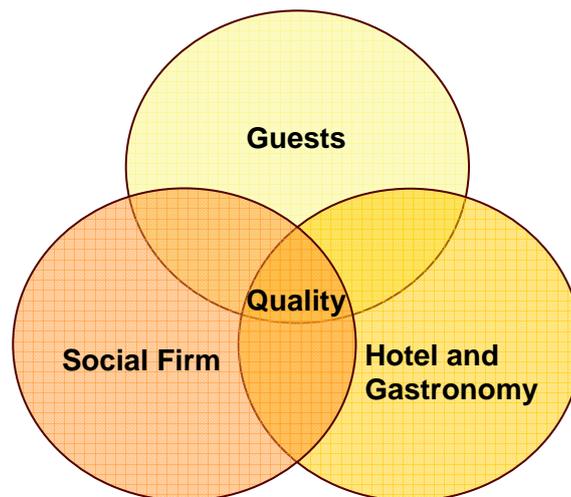


Illustration 5: Components of Carpe Diem (Thaler 2007)

The idea of Carpe diem is to combine a hotel, apartments, hospice for vacation and assisted living together with the concept of a social firm. The vision is that the guests create their lives in the hotel and apartments according to their imaginations and wishes. Furthermore, Carpe diem wants to allow as much freedom as possible and to provide as much safety as needed (Thaler 2007, 1).

4.1.2 Business Principles

The business principles of Carpe diem are the following:

- Our guests: Our main purpose is to serve our guests. Innovative and qualitatively high services for our guests are the basis for our success.
- Our employees: A part of our employees has limited working capabilities; these are either employees that receive a pension by the IV or long-term unemployed persons that do not receive any payments by the ALV anymore. Our working atmosphere is motivating.
- Our partners: It is our aim to work closely with partners and to establish long-term relationships. We want to inform our partners and the broad public transparently.
- Our environment: We accept our responsibility for the environment.
- Our communication: Our internal and external communication is honest, transparent and professional.
- Our ethics: We respect human dignity, we retain self-esteem, we enhance and maintain health, we enhance the awareness of companionship, and we contribute to a meaningful life.

4.1.3 Strategic Positioning

It is an important strategic task to decide about the position a company has within its industry. The following model shows three types of strategies:

		Competitive advantage	
		Lower cost	Differentiation
Competitive scope	Broad target	1. Cost Leadership	2. Differentiation
	Narrow target	3A. Cost Focus	3B. Differentiation Focus

Illustration 6: Three Generic Strategies (Porter 1996, 32)

The strategy Carpe diem follows is the differentiation focus. This means that one segment or one group within an industry is chosen and customized services are offered to this target group. Thanks to this strategy, the company gets a competitive advantage within the chosen target group, even if the company does not possess a general competitive advantage in the whole industry (Porter 1996, 35f.).

This strategy for Carpe diem is chosen because the hotel industry is a very tough business and it is very hard to achieve a general competitive advantage within the whole industry. Therefore, Carpe diem will concentrate on specific customer segments and provide customized services and therefore be able to find its niche.

4.2 Management System

This subchapter explains the organizational and the strategic tasks of Carpe diem. Furthermore, the quality management is described in this subchapter.

4.2.1 Organizational Tasks

Organizational measures are tasks such as procedural-organizational regulations and determination of hierarchy and responsibilities.

Caritas Graubünden plans the project Carpe diem in co-operation with Davos Solidarisch. Caritas takes on the management of the project and also assembles the management team in agreement with Davos Solidarisch. Caritas Graubünden and Davos Solidarisch are in charge of implementing the project and ensuring the long-term finance of the project.

Further information regarding hierarchy and responsibilities can be found subchapter 4.6.

4.2.2 Strategic Tasks

Strategic measures include tasks about the long-term future concerning the market, competition and the reaching of competitive advantages.

The tasks precisely contain that the management is responsible for a long-term quality assurance, for developing and sustaining organizational stability, for establishing long-term relationships as well as for developing a client base. The management has to set concrete targets in these areas and has to control the implementations.

The strategic positioning was already discussed in subchapter 4.1.

4.2.3 Quality Management

As high quality is a main aim of Carpe diem and it is also expected by today's customers, it is essential to install a quality management system. This quality management system helps to ensure quality on a high level and it is also a possibility to show the guests that the topic quality is taken seriously and a big effort is made to ensure and maintain the standards.

The quality program of Switzerland Tourism „Qualitäts-Gütesiegel für den Schweizer Tourismus“ (quality seal for Swiss tourism) offers the possibility for companies to check their services, to maintain and to optimize them. The aim of this program is to enhance the quality awareness within the company and to improve the co-operation between different providers and to keep the service quality high within Switzerland (www.quality-our-passion.ch).

This quality program has three levels:

1. *“Awaken quality awareness with the level 1!”*
 2. *“Verify all-round quality with the level 2!”*
 3. *“Introduce a quality management system with label level 3!”*
- (Quality Label Control Center 2006, 7).

To reach the first level, a key person of Carpe diem needs to be selected and becomes responsible for the quality management. This person will take part in a quality course to learn instruments that help to ensure quality enhancement. After this seminar, the chosen person acts as the quality coach within Carpe diem and implements the gained knowledge in the daily business. After the control center has checked the application, Carpe diem will be awarded with the quality label level 1 for a period of three years. Sporadic checks of the company and the examination of action plans will take place within this time period (Quality Label Control Center 2006, 7).

After having achieved the first quality level, the quality improvement is going on with the second level. The quality coach will take part at another quality session where he will learn how to reassess and optimize the services of Carpe diem (Quality Label Control Center 2006, 7).

Once the second level is reached, a company is ready to introduce a quality management system, which is needed to reach the third level of the quality program. Total quality management systems are for example the ISO certification or the EFQM-model that is promoted by the European Foundation for Quality Management (EFQM). For a hospitality company, the certification ISO 9001 is relevant. The quality criteria that are requested concern the following areas: customer orientation, leadership, employees, process orientation, continuous improvement, decision making and relationships with suppliers. The certification is valid for three years and will be renewed after external audits (SQS 2004, 2).

The aim of Carpe diem is to reach the highest level of the quality program of Switzerland Tourism.

4.3 Products and Services

In this subchapter, the products and services offered by Carpe diem will be described in detail. Furthermore, the competitive advantages will be pointed out and a unique selling proposition (USP) will be presented.

4.3.1 Detailed Description of Products and Services

Carpe diem provides three main offers:

1. Hotel
2. Apartments for assisted living and hospice
3. Assisted vacation

In the next paragraphs, these offers are described in detail.

Hotel

The hotel is operated as a three star hotel. The hotel welcomes all guests and offers innovative, attractive and holistic health offers. The quality of life of the guests is seen as the highest priority. The whole hotel is handicapped accessible. The spacious and modern rooms are equipped with bath or shower/WC, mini bar, TV, radio, safe, terrace or balcony. It is planned that the hotel will provide 50 – 60 rooms, but this will depend on the infrastructure which is not known yet. The hotel also offers a common room on every floor that can be used by all guests for various activities.

The main target group of the hotel are people that have any kind of handicap, or families that have children with a disability or a disadvantage.

The hotel will be classified as a health hotel according to Hotellerie Suisse. This is an additional category which helps to set apart from potential competition. To get this additional classification 29 criteria need to be fulfilled. Some of these criteria are that the infrastructure needs to be adapted to the guests/patients, 50% of all rooms need to be non-smoking, the restaurant needs to offer balanced menus and the garden facilities need to be handicapped accessible ([www.hotelleriesuisse.ch\[b\]](http://www.hotelleriesuisse.ch[b])). The whole list with the criteria can be found in appendix II.

Apartments for Assisted Living and Hospice

One part of the project will be apartments that can be rented. These apartments are supposed to be located on the upper floors of the building but this also depends on the infrastructure that will be available. People of all age, religion and health conditions have the possibility to have an autonomous and dignified living there. Carpe diem will provide the needed professional and personal assistance and support.

These apartments can be used for assisted living but also as a hospice for seriously ill and dying people. The quality criteria of palliative care will be used for this part of the company.

The following kind of apartments can be rented:

- 1½ room apartments with kitchen facilities and a storage room.
- 2½ room apartments with kitchenette/kitchen and a storage room.
- 3½ room apartments with kitchenette/kitchen and a storage room.

Additionally, there is a common room for all the guests on every floor that can be used for eating, playing etc. Furthermore, there is a bath/shower, an office, and rooms for the medical attendance and caring team on every floor.

All guests have the possibility to use the whole infrastructure of the building and they can also make use of the medical attendance and the caring team.

All in all, it is planned to have approximately 20 apartments, but the number of apartments depends on the infrastructure which is not known yet.

Assisted Vacation

This part of Carpe diem offers the possibility for people in need of care and assistance to spend their vacation in a hotel. These guests can either rent a room for themselves or they can come along with their families, friends or other reference persons and rent an apartment.

Also these guests are welcome to use the infrastructure of the whole building, inclusive the services of the medical attendance and the caring team.

Carpe diem also offers respite care. This offer makes it possible for persons that take care of their relatives which need permanent care to relax from their intensive and responsible task. During the stay in the hotel, they can still spend time with their relatives but the medical attendance and the caring team takes care of the person needing care and attention.

Additional Services

Carpe diem offers the following additional services:

- **Medical practice:** to guarantee that Carpe diem is able to offer all the needed medical services, a physician will be the head of the medical department and his medical practice is located within the building. The medical team will consist of physicians, gerontologists and therapists.
- **Wellness:** the wellness area consists of facilities for physiotherapy, a fitness room, and various wellness offers such as sauna, steam bath, massages, thermal bath, inside swimming pool and massage room. These offers are available for all the guests of Carpe diem and also for the public.
- **Restaurant:** there is a restaurant available which can also be used by the public. The restaurant has high quality standards and mainly uses regional products and also offers balanced, vegetarian and low calorie menus. The aim is that the restaurant is a meeting point for guests, residents and locals.
- **Bar/entertainment room:** the hotel also offers an additional meeting point, which is an entertainment room which is equipped with a bar. Guests, residents and locals have the possibility to spend time here and to get to know each other. A billiard table, a bowling alley, table football and various board and card games are provided to enable an unforgettable stay.

- Workshops: Carpe diem also offers workshops for their guests and residents. These workshops take place in the morning or in the afternoon. Suggestions for such workshops are pottery workshops, cocktail workshops, gardening workshops, painting workshops and cooking workshops.
- Advisory center: the advisory center offers the service to get neutral support and advise regarding questions concerning seniority and vital issues. Guests, residents and locals get a personal consultation and all the knowledge of Carpe diem is used to find a solution and existing offers will be coordinated.
- Internet corner: in the entrance area, an internet corner is available that can be used by all the guests and residents.
- Common rooms: a common room can be found on every floor. These rooms can be used by all the guests and residents for various activities. The common room on the ground floor also includes a library where the guests and residents can borrow literature.

4.3.2 Competitive Advantages and Unique Selling Proposition

The following points are the competitive advantages of Carpe diem:

- Care: Carpe diem takes care of people, whatever their needs are.
- Swiss standards: Carpe diem focuses highly on quality and guest satisfaction.
- Uniqueness: the various offers are unique in this combination.
- Location: Davos with its range of activities and good climate is a clear advantage.
- Being first: Carpe diem is the first project with these offers in the region of Davos. Therefore, it profits from being first in Davos.
- Medical personnel: the medical personnel are experts in their fields.
- Health hotel: Carpe diem is classified as a health hotel which also helps to differentiate from the competition.

The USP is that Carpe diem takes care of people irrespective of their age, religion or their state of health.

4.4 Market Analysis

In this subchapter, the industry Carpe diem works in will be described, the primary target markets will be characterized, and the competition will be analyzed. Finally, the location Davos will be introduced.

4.4.1 Description of the Industry

In this subchapter, the different industries Carpe diem works in will be looked at closely. The industry is mainly the hotel industry, but also facilities that offer assisted living and hospice, as well as assisted vacation are considered.

Hotel Industry

In general it can be said that the hotel industry is a huge business in Switzerland. Switzerland has 4'968 businesses that offer overnight stays and a total of 34'848'426 overnight stays were generated in Switzerland in the year 2006. The Canton of Grisons offers 685 hotels and health resorts and 5'706'535 overnight stays were generated in the year 2006 ([www.bfs.admin.ch\[a\]](http://www.bfs.admin.ch[a])). 44.4% of all overnight stays were generated by Swiss citizens. 55.6% of all guests in 2005 were guests from abroad, mainly from Germany (16.9%), United Kingdom (6.1%), France (3.7%) and Italy (3.1%). Swiss people travel on average three times a year privately and 0.3 times for business reasons ([www.bfs.admin.ch\[b\]](http://www.bfs.admin.ch[b])).

In total, 916 hotels are classified as three star hotels in Switzerland, and 20 of these hotels are located in Davos ([www.hotelleriesuisse.ch\[a\]](http://www.hotelleriesuisse.ch[a])).

Permanent Assisted Living and Hospice

There are no statistics about assisted living and hospices in Switzerland. Still, the following statistics help to get an overview of this market.

The statistic of the IV shows that 470'000 persons received payments by the IV in the year 2005 (BSV 2006, 5). Of course, not all these persons can be seen as potential customers for Carpe diem. But it still gives a feeling of the size of the industry.

An important fact that also needs to be considered within this market is the demography of the people living in Switzerland. It can be seen in the following illustration that the structure of the Swiss population changed tremendously over the last century. The proportion of young people decreased whereas the proportion of elderly people increased (www.bfs.admin.ch[c]).

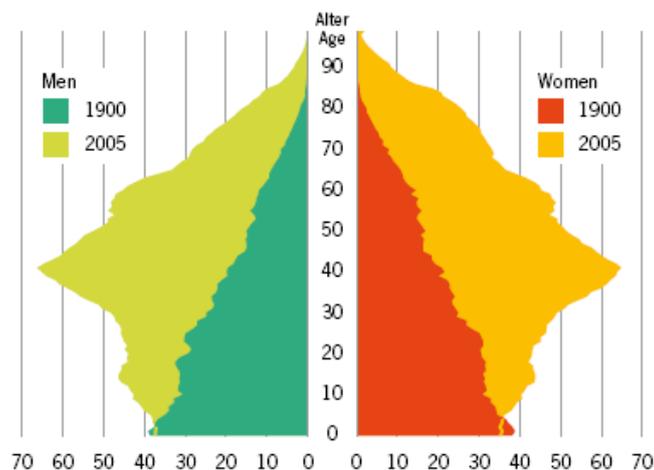


Illustration 7: Population Structure by Age (www.bfs.admin.ch[c])

Another important change in the population that needs to be mentioned is that the size of the households in Switzerland has decreased and therefore more and more people live by themselves (www.bfs.admin.ch[c]).

Another statistic that needs to be considered is the number of deaths. In total, 60'283 persons died in the year 2006 in Switzerland, many deaths were caused by serious illnesses (www.bfs.admin.ch[d]).

All the above mentioned facts confirm that there is a big industry with growth potential for assisted living and hospices in Switzerland.

But it is also important in a market research to consider the existing institutions. In 2005, 1'503 institutions existed that offered 86'798 beds for geriatric persons or persons with a chronic illness. For disabled persons, 515 institutions existed in the year 2005 which offered 20'752 beds (www.bfs.admin.ch[e]).

Assisted Vacation

For the assisted vacation, the same arguments and statistics can be considered as in the case of the assisted living.

There are no statistics of how many institutions offer assisted vacation or by how many persons these offers are used. But there are travel agencies that concentrate on offers for disabled persons. Some examples of travel agencies are Roth Travel, which offers assisted vacation for small groups (www.roth-travel.ch), and Procap Reisen which also offers assisted vacations (www.procap-reisen.ch).

4.4.2 Characteristics of the Primary Target Markets

Our primary target groups are split up into the following segments:

1. Hotel

In the hotel, generally all guests are welcome. The main target group of the hotel are people that need special care, either because of a physical or mental disability or because of an illness. These can also be families that have children with disabilities or disadvantages. The family members can spend the vacation together and are relieved from their daily caring tasks, as it will also be described in the segment assisted vacation. It is expected that the biggest part of the guests will come from Switzerland and a diverse age group with many different interests is predicted.

2. Assisted living and hospice

In the area of the assisted living, the guests are expected to need special care, either because of a physical or mental disability or due to geriatric illnesses. Guests from all nations are welcome, but it is expected that 90% of all guests come from Switzerland. It is expected that these guests spend a longer period of time in the hotel Carpe diem. The age group is not defined precisely here, because it is very diverse. Children as well as retired persons are welcome. It is expected that there will be an equal amount of male and female guests. Due to the different age groups, it is also difficult to define the interest of this target group. The common interest is to get good care.

In the area of the hospice, guests that are seriously ill or are dying will use these services. Also here, guests from all nations are welcome, but the majority of guests is expected to come from Switzerland. The age group is not defined here, because guests of all age groups are welcome. But it is expected to serve rather elderly guests in this area. It is expected to have an equal amount of male and female guests. The interest of these guests is to receive professional and fond care and to be able to create this part of their lives as autonomous and dignified as possible.

3. Assisted vacation

In this area, the guests need special attention during their vacation either because of a physical or mental disability, due to geriatric illnesses or other illnesses. Regarding the nationality of the guests, all nations are welcome. But it is expected to generate mainly Swiss guests. The age group is expected to be diverse and it is supposed to have an equal amount of male and female guests. The interests of the guests are various, but the common interest is to get good and professional care and to be able to spend a carefree vacation.

Relatives that accompany the person that needs special care expect to get a break from the caring tasks they fulfill on a daily basis. They expect to relax and recover from these challenging tasks but still to be able to spend their vacation together.

4.4.3 Competition Analysis

In this subchapter, the competitors of Carpe diem are going to be analyzed to find out which advantages the project has and which points have to be paid attention to. The competitive analysis is divided into three different parts: hotels in Davos which operate in the same price segment, institutions that offer permanent assisted living/hospice and companies that offer assisted vacations.

Hotel Industry

The competition within the hotel industry is tough. As Carpe diem is a three star hotel, all the three star hotels in Davos are generally seen as competition and are therefore listed here:

Three Star Hotel in Davos						
Hotel	Address	Postcode	Handicapped accessible	Rooms for handicapped persons	Specialties according to Hotellerie Suisse	Homepage
Arthaushotel	Platzstrasse 5	7270 Davos Platz	Hindered access			www.arthaushotel.ch
Bünda	Museumstrasse 4	7260 Davos Dorf	Handicapped accessible			www.buendadavos.ch
Bünderhof	Sportweg 3	7270 Davos Platz				www.buendnerhof.ch
Casanna	Alteinstrasse 6	7270 Davos Platz				www.casanna.ch
Chalet-Hotel Larix	Obere Albertstrasse 9	7270 Davos Platz			Holiday hotel	www.hotel-larix.ch
Club Hotel Davos	Promenade 23	7270 Davos Platz				www.clubhotel.ch
Concordia	Promenade 124	7260 Davos Dorf				www.concordia-davos.ch
Cresta Hotel	Talstrasse 57	7270 Davos Platz				www.cresta-hotels.ch
Crystal	Eisbahnstrasse 2	7270 Davos Platz				www.crystal-davos.ch
Davoserhof	Berglistutz 2	7270 Davos Platz				www.davosklosters.ch
Hotel Bahnhof-Terminus	Talstrasse 3	7270 Davos Platz	Handicapped accessible	4 rooms	Congress hotel, bike hotel, excellent cuisine	www.bahnhof-terminus.ch
Kessler's Kulm	Kulm	7265 Davos Wolfgang	Handicapped accessible		Holiday hotel, bike hotel, hiking hotel	www.kessler-kulm.ch
Lengmatta	Lengmattastrasse 19	7276 Davos Frauenkirch			Country guest house, bike hotel	www.lengmatta.ch
Panorama	Promenade 80	7270 Davos Platz				www.panoramahotels.com
Parsenn	Promenade 152	7260 Davos Dorf			Holiday hotel, hiking hotel	www.hotelparsenn.ch
Pischa	Strelastrasse 2	7270 Davos Platz			Holiday hotel	www.hotel-pischa.ch

Rinaldi	Promenade 115	7270 Davos Platz	Hindered access			www.hotel-rinaldi.ch
Sonnenberg	Horlaubenstrasse 13	7260 Davos Dorf			Holiday hotel	www.sonnenberg.ch
Strela	Obere Strasse 39	7270 Davos Platz				www.davosklosters.ch
Zum alten Rössli	Dorfstrasse 19	7260 Davos Dorf				www.garnihotel-roessli.ch

Table 4: Three Star Hotel in Davos (based on www.hotelleriesuisse.ch[b])

Most of the hotels in table 4 concentrate on sports tourists, and therefore have a totally different target group in comparison with Carpe diem. As Carpe diem focuses on health and the target group mainly needs assistance and care, there cannot be seen any direct competition of other hotels in the same segment in Davos. As it can be seen in the table above, only one hotel offers rooms that are handicapped accessible. This is a main advantage of Carpe diem, because the whole infrastructure is handicapped accessible. Furthermore, Carpe diem also sets itself apart from these hotels because of the health classification.

But there are hotels in higher segments in Davos which offer rooms that are handicapped accessible. These are the following:

Hotels in Davos That Offer Rooms for Handicapped Persons						
Hotel	Address	Postcode	Handicapped accessible	Rooms for handicapped persons	Specialties according to Hotellerie Suisse	Homepage
Turmhotel Viktoria	Alte Flüelastrasse 2	7260 Davos Dorf	Handicapped accessible	5 double rooms (special rooms)	Holiday hotel, congress hotel	www.victoria-davos.ch
Kongress-Hotel Davos	Promenade 94	7270 Davos Platz	Handicapped accessible	10 rooms	Congress hotel, business hotel	www.hotelkongress.ch
Sunstar	Parkstrasse 1	7270 Davos Platz	Handicapped accessible	214 rooms	Sport hotel, family hotel, hiking hotel	www.sunstar.ch
Ferien- und Kurszentrum Seebüel		7265 Davos Wolfgang	Handicapped accessible	2 double rooms (special rooms)	Vacation center	

Table 5: Hotels in Davos That Offer Rooms for Handicapped Persons (Karlen 2007)

These hotels can be considered as competition due to the reason that their facilities are handicapped accessible and special equipped rooms for disabled persons are available. But these hotels have another target group and thus another core competence than Carpe diem. Moreover, these hotels are placed in a higher price segment.

All in all it can be said that there is no competition in Davos regarding the hotel industry. This is the case because Carpe diem concentrates on a specific segment, namely to serve customers that need assistance and care. Most of the existing three star hotels in Davos generate their guests through sports – either through snowboarding or skiing in winter and hiking in summer. No other hotel in Davos has a target group that is similar to the target group of Carpe diem.

Permanent Assisted Living/Hospice

In this segment, the following institutions are seen as competitors: old people’s homes, clinics and homes for the physically and mentally challenged people.

The competition of the old people’s homes is only considered in Davos, as people mainly want to stay in a location they are familiar with and therefore other old people’s homes are not seen as direct competition.

The following table shows the old people’s homes that exist in Davos.

Old People’s Homes in Davos			
Old people’s homes	Address	Postcode	Homepage
Spital und Pflegeheim	Promenade 4	7270 Davos Platz	www.spitaldavos.ch
Alterszentrum Guggerbach	Obere Strasse 20	7270 Davos Platz	www.guggerbach.ch

Table 6: Old People’s Homes in Davos (www.gesundheitsamt.gr.ch)

These two institutions can be seen as direct competition, because Carpe diem offers permanent assisted living for elderly people. On the one hand it is important to differentiate the offers of Carpe diem from those of the old people’s homes but on the other hand, it is advisable to establish good relationships with these institutions as good collaboration is important to be able to reach high customer satisfaction.

The following table shows the clinics that are located in Davos and are therefore seen as competition. This competition is mainly seen in the areas of the hospice and the geriatrics.

Non-local clinics as well as spa hotels are not considered as competition because they have a different target group than Carpe diem and are therefore neglected in this competitor analysis.

Clinics in Davos			
Clinics	Address	Postcode	Homepage
Hochgebirgsklinik Davos Wolfgang	Herman-Burchard-Str. 1	7265 Davos Wolfgang	www.hochgebirgsklinik.ch
Allergieklinik Davos - Zentrum für Kinder und Jugendliche	Herman-Burchard-Str. 1	7265 Davos Wolfgang	www.allergieklinik.ch
Nederlands Astmacentrum Davos	Herman-Burchard-Str. 1	7265 Davos Wolfgang	www.nad.ch
Alpine Kinderklinik Davos	Scalettastr. 5	7270 Davos Platz	www.kinder-klinik.ch
Spital Davos	Promenade 4	7270 Davos Platz	www.spitaldavos.ch
Zürcher Höhenklinik	Klinikstrasse 6	7272 Davos Clavadel	www.zhw.ch

Table 7: Clinics in Davos (www.gemeinde-davos.ch)

Not all of these institutions can be seen as competition, as some of them have a different target group, such as the allergy clinic and the asthma center.

Due to the reason that many clinics exist in Davos, it can be said that there can be seen a small cluster effect. Carpe diem can benefit from this cluster effect as there is already a qualified labor market available in Davos and Carpe diem might also profit from lower supply costs. Further-

more, it is important to work closely with these institutions and clinics, share knowledge and support each other in order to be able to offer the best service to the guests.

Regarding the institutions for physically and mentally challenged people, there are 16 residential accommodations in the Canton of Grisons. Additionally, there are several decentralized living communities that help these people to prepare for the living on their own (www.sozialamt.gr.ch). In Davos itself, the institution Argo offers residential accommodations for physically and mentally challenged people (www.argo-gr.ch). It is the same situation here as with the clinics. These institutions can generally be seen as competition. But as this business cares about people it is important to build partnerships and work closely together and benefit from each other instead of competing.

Assisted Vacation

Companies that offer assisted vacation are also seen as competitors. This competition is looked at within the whole country as the potential guests set a higher priority on the hotel or company that offers these vacations and the place of the vacation is only the second priority. These companies are seen as direct competition.

Assisted Vacation for Mentally Challenged People			
Companies	Postcode	Offers	Homepage
Au fil du Doubs	2882 St-Ursanne	Families, 12 places, hospital beds	
Bed & Breakfast Hübeli	3537 Eggwil	2 rooms handicapped accessible	www.huebe.li
Birkenweid	4242 Laufen	For groups or individuals	www.birkenweid.ch
Blaukreuz Ferienzentrum Aeschiried	3703 Aeschiried	Active vacation, parts of the infrastructure is handicapped accessible	www.ferienzentrum-aeschiried.ch
Casa Domenica	6575 San Nazzaro	Familiar atmosphere, 7 - 8 places	www.casa-domenica.ch
Casa Serena	6951 Signôre	Familiar atmosphere, vacation or weekends, respite care	
Chasa Flurina	7543 Lavin	Recreation and vacation	
Ferien in Sent	7554 Sent	Assistance is harmonized with the need of the guests, max. 4 guests	www.betreute-ferien.ch
Ferienheim "Zigerstöggli"	8775 Hätzingen	For individuals or small groups	www.zigerstoeggli.ch
Gwatt-Zentrum am Thunersee	3645 Gwatt	All infrastructure handicapped accessible, 3 hospital beds	www.gwatt-zentrum.ch
Haus Sunnestüble	9056 Gais	6 places, not handicapped accessible	
Haus Surya 104	2610 Mont Soleil	For groups, 4 handicapped accessible rooms, 2 hospital beds, respite care	
Herberge zum kleinen Glück	9043 Trogen	10 place, most of the infrastructure is handicapped accessible	www.kleinesglueck.ch
Hof Schmeli	3900 Brig	Vacations on farm, infrastructure is handicapped accessible, social pedagogic care	www.hofschmeli.ch
Im "Ruedeli"	8874 Mühlehorn	Vacation and respite care, infrastructure is not handicapped accessible	
Rägeboge	6390 Engelberg	Familiar atmosphere, infrastructure is not handicapped accessible	www.margret.ch
Reiterhof	8342 Wernetshausen	2 -3 places, remedial pedagogic horseback riding	
Vacanza in Traversa	6723 Marolta	For seniors and families, respite care	www.vacanza-traversa.ch
Wohn und Pflegeheim Linde	4914 Roggwil	Minimum stay 2 - 3 weeks	

Table 8: Assisted Vacation for Mentally Challenged People ([www.mis-ch.ch\[a\]](http://www.mis-ch.ch[a]))

Assisted Vacation for Physically Challenged People			
Companies	Postcode	Offers	Homepage
Au fil du Doubs	2882 St-Ursanne	Families, 12 places, hospital beds	
Bed & Breakfast Hübeli	3537 Eggwil	2 rooms handicapped accessible	www.huebe.li
Blaukreuz Ferienzentrum Aeschiried	3703 Aeschi b. Spiez	Active vacation, parts of the infrastructure is handicapped accessible	www.ferienzentrum-aeschiried.ch
Gwatt-Zentrum am Thunersee	3645 Gwatt	All infrastructure handicapped accessible, 3 hospital beds	www.gwatt-zentrum.ch
Herberge zum kleinen Glück	9043 Trogen	For individuals, pairs, families, groups, most of the infrastructure is handicapped accessible	www.kleinesglueck.ch

Table 9: Assisted Vacation for Physically Challenged People (www.mis-ch.ch[b])

As it can be seen in tables 8 and 9, according to the organization Mobility international Switzerland, there are 19 companies that offer assisted vacation for mentally challenged people and five organizations for physically challenged people. This seems to be a very small offering when considering that there are 470'000 persons that receive payments by the IV (BSV 2006, 5).

As it can be recognized in tables 8 and 9, none of the companies that offer assisted vacation are located in the region of Davos. This is a positive aspect for Carpe diem as they have the advantage of being first in this region.

Still, these companies compete with Carpe diem. It is therefore important to make Carpe diem known through a marketing campaign and to offer professional care, so that a customer base can be built which will come back to the hotel and also spread positive word of mouth.

To summarize, it can be said that there is competition for the project Carpe diem. But the direct competition is very small, as only a small amount of companies offer products that are similar to those of Carpe diem. It is advisable to observe these competitors closely, to watch the market to make sure no new trends and offerings are missed and to launch new innovative offers regularly.

4.4.4 Market Research

Four experts were asked to answer a few questions regarding the existing offers for persons that need care. The following paragraphs will show how these experts judge the situation in Switzerland.

Andreas Schapowal from the Swiss Academy of Medicine and Ethics mentioned that there is a lot to do in Switzerland in the areas of permanent assisted living, assisted vacation/respice care as well as in the hospice area (Schapowal 2007).

Max Moor from the association ParaHelp in Nottwil said that the offers for permanent assisted living in Switzerland have been developed continuously within the last years and he claimed that the geriatric offers in Switzerland are quite good. But the offers for young disabled people are not satisfying. He also mentioned that there is a need for additional offers for permanent assisted living, especially for younger people. Another topic here is that the regional spreading should be improved and that these accommodations should be located in the center with good access to shops, restaurants and public transportation. This also increases the integration in the society as disabled and not disabled people get in contact (Moor 2007).

Max Moor thinks that the offers for assisted vacation and respice care are not sufficiently developed yet. It is especially difficult to find suitable places for young people that need care. There are many travel offers for disabled people, but the problem there is often the finance and the organization of the persons that provide care. Max Moor has the opinion that respice care is especially important for the relatives and the existing possibilities could also develop further. Max Moor generally thinks that respice care should be available faster as it is often needed in a case of emergency. Today, there are often long waiting lists and this is a point for improvement. Max Moor also noted that it is essential to provide professional competence and knowledge regarding the particular disability (Moor 2007).

Concerning hospices, Max Moor is less experienced (Moor 2007).

Esther Zinsli from the association Davos Solidarisch also provided some information. She said that there are good offers for permanent assisted living for people that are older than 65 years. But she also mentioned that for young people there are only the residential accommodation Argo and the living community Argo in Davos available. She clearly sees need for action here (Zinsli 2007).

Concerning assisted vacation and respice care, Esther Zinsli informed that Davos Health provides an offer for disabled people in collaboration with Davos Solidarisch. But she criticized that the offers of the hotels in Davos are often not satisfying as most of these guests would need a more protected environment. She also mentioned that the old people's home Guggersbach offers one room that can be booked and also the nursing home has such an offer. So generally there are very little offers in the area of assisted vacation and respice care in Davos (Zinsli 2007).

Regarding the topic hospice, Esther Zinsli stated that the nursing home is ideal for elderly people and that the hospital Davos also offers palliative care. But there are no offers for younger people in Davos (Zinsli 2007).

Esther Zinsli clearly stated that there are further offers needed in all three areas; permanent assisted living, assisted vacation and respice care as well as in the hospice area. She thinks that the planned project Carpe diem will be ideal for all the mentioned areas (Zinsli 2007).

Ursula Diethelm, deputy of the general manager of the foundation Cerebral, stated concerning the permanent assisted living that there are not enough residential accommodations for severely disabled persons. These persons therefore often live in nursing homes or with their parents (Diethelm 2007).

Ursula Diethelm mentioned that there are also too few offers regarding assisted vacation and respite care in Switzerland. She explained that good hotel offers are missing, where the disabled child or adult is taken care of for a few hours so that the parents can spend some time with their healthy children (Diethelm 2007).

Ursula Diethelm has the opinion that further offers in Switzerland are needed in the sector of permanent assisted living and assisted vacation/respite care (Diethelm 2007).

According to her, severely disabled persons need one to one care in a home for physically challenged people. For persons with less severe disabilities, she suggests to offer apartments with the additional care of Spitex or also residential communities. She sees hotel offers with respite care as an additional possibility to relieve the relatives and says that these offers need to be available in all regions of Switzerland (Diethelm 2007).

Regarding the topic hospice, Ursula Diethelm could not provide any information (Diethelm 2007).

So all in all it can be said that all experts agreed that there is still a lot to do in the areas of permanent assisted living, assisted vacation/respite care and hospice in Switzerland as well as in the region of Davos. This shows that the project Carpe diem is needed and that it has a good chance to be successful.

4.4.5 Location Analysis

Carpe diem is located in Davos. The main reason for this is that the project developed from a co-operation between Caritas Graubünden and Davos Solidarisch, whereas the latter organization is situated in Davos. Esther Zinsli of Davos Solidarisch has had the idea to enable such a project for a long period of time and therefore it was decided to open Carpe diem in Davos.



Illustration 8: Davos (www.swissgolfhotels.ch)

Davos is located in the Canton of Grisons as it can be seen in illustration 8 and is both countryside and town. Davos with an altitude of 1560 m above sea level is mainly famous for ski tourism – but it also has a lot to offer during summer. Thanks to its altitude Davos is fog-free and it offers a pleasant climate, which guarantees snow security in winter and coolish temperatures in summer. Davos is also famous for its beautiful landscape and for the World Economic Forum WEF which is held yearly in Davos. Davos has 13'000 inhabitants which are open-minded as they are used to foreign people because Davos has been a tourist destination for a long period of time ([www.davos.ch\[a\]](http://www.davos.ch[a])). This is an important characteristic because all the guests of Carpe diem should feel welcome in Davos.

Davos developed to an internationally known health resort between 1850 and 1890. The reason that it became famous were the tuberculosis treatments. Then, at the beginning of the 20th century, fewer guests came to Davos because other treatment methods were devised and therefore Davos shifted more and more to leisure tourism (Davos media documentation 2006, 6).

Davos is easily accessible by public transportation, it takes about 2.5 hours to get to Zurich. By car, this distance can be made within 1.5 – 2 hours. The bus system within Davos offers the possibility to get easily from one location to the next one.

Davos offers various activities in the summer months such as hiking, climbing, nordic walking, biking, water sports, tennis, wellness, shopping, and it also offers excursions such as getting to know a cheese factory or train adventures with the Glacier Express (www.davos.ch[b]).



Illustration 9: Hiking in Davos (www.davos.ch[b])

There are also many possibilities during the winter, mainly skiing, snowboarding, nordic walking, sledging, curling, watching ice hockey and also shopping and wellness (www.davos.ch[c]).

Culture is also an important term in Davos. The guests can visit the famous Kirchner Museum, the winter sport museum, toy museum, different art galleries, and the casino. Further ideas are to visit a concert of “Davos sounds good” or watch a movie in the open air cinema (www.davos.ch[d]).

Davos itself is relatively flat which makes it very easy for people in wheelchairs and elderly people to get around. The beautiful landscape offers the possibility to go for a walk and to get in touch with nature which is a great chance to relax.

As it can be seen, the possibilities in Davos to spend time are various. There are many offers for more active people, but also persons that are restricted because of their health conditions are offered many activities. Therefore, Davos is considered a well chosen destination for the project Carpe diem.

4.5 Marketing and Sales Strategy

This subchapter will provide an overview of the marketing mix and shortly inform about the penetration and the growth strategy. It is important to realize that Carpe diem concentrates on the product and the quality in its marketing concept. It does not market itself with the social firm because the employees need to be protected.

4.5.1 Marketing Mix

This subchapter will present the marketing mix of Carpe diem, which consists of the product, the price, the promotion and the place.

4.5.1.1 Product

The general product was already defined in chapter 4.3. Therefore, this part will concentrate on the product levels.

Hospitality managers need to think about the product on the following four levels (Kotler 2006, 304):

- 1. Core product**

The core product is the product that the buyer really buys. In the case of Carpe diem, there are two core products. On the one hand, the guests buy an overnight stay or several overnight stays, and on the other hand, the guests purchase the needed care.

2. Facilitating products

Facilitating products are products or services that must be available so that the consumer can use the core product. In Carpe diem, the following products such as check-in and check-out services, the restaurant, the entertainment room as well as the medical facilities are seen as facilitating product.

3. Supporting products

Supporting products support the core product, add value and help to differentiate. In Carpe diem, the room-service, the wellness facilities and the free internet access are considered supporting products.

4. Augmented products

The most important part of the augmented product is the atmosphere of the physical product. The augmented product is the familiar atmosphere that the company offers. The employees contribute an enormous part to this atmosphere.

4.5.1.2 Price

Carpe diem offers a room rate that is comparable to the prices of other three star hotels in Davos. These prices will include the wellness area as well as half board catering. The nursing care will be accounted separately.

The apartments can be rented weekly for prices which are also comparable to the prices of similar offers in Davos. These prices also include the wellness area. The nursing care will be accounted separately.

Due to the reason that this diploma thesis does not cope with financial issues, no prices are indicated.

4.5.1.3 Promotion

According to the USP and competitive advantages, Carpe diem focuses on health, quality and care and convinces with the location. According to the profile of the target group, people that need assistance and care need to be attracted.

The main instruments to reach this target group will be advertisements in well-known Swiss daily newspapers and in special magazines that are read by this target group. Furthermore, brochures will be distributed to partners and send to potential customers on request. Another sales channel is the webpage where all the necessary information will be available and the opening event increases the awareness of Carpe diem. Furthermore, co-operations with other institutions strengthen the image of Carpe diem. Lastly, a customer relationship management helps to establish long-term relationships with the guests.

Brochures/Mailings

At the beginning of the marketing campaign, information brochures will be printed. These brochures serve to spread information about Carpe diem. They content information about Carpe diem and its different offers, but also further information about the location Davos as well as about leisure possibilities in this region. These brochures will be sent to partners of Carpe diem, such as family doctors in the region and to organizations such as Spitex. The family doctors and the organization Spitex are seen as contact persons of potential guests and therefore it is important to inform them about the products and services that are offered by Carpe diem. The brochures will also be sent out on request to potential guests.

Mailings are sent to all guests to inform them about news of Carpe diem and to remind them again of the services and products that are offered. Also special arrangements are offered through these mailings.

Advertisement

Advertisement is an important topic in the marketing and sales strategy. To reach the awareness of potential customers, advertisements will be placed in the following magazines:

- Glückspost
- Gesundheitssprechstunde
- Eltern
- Familie + Co
- Schweizer Familie
- Soziale Medizin
- Zeitschrift der Paraplegiker Stiftung
- Zeitlupe

It is assumed that these magazines are read by the target group of Carpe diem.

Additionally, advertising will be made in the following daily newspapers:

- Südostschweiz
- Neue Zürcher Zeitung
- St. Galler Tagblatt
- Berner Zeitung
- Aargauer Zeitung
- Basler Zeitung

These daily newspapers sell a big number of copies and are therefore considered in this marketing strategy to inform potential customers but also the broad public about Carpe diem.

Webpage

Today, it is essential to have a webpage. The address must be easy to remember for potential and actual customers, such as for example www.carpediem-davos.ch. The webpage needs to contain information regarding the products and services, contact data, location and leisure activities, price lists, news and a guestbook. A reservation form where guests can easily make reservations or book rooms also belongs to today's standard.

Furthermore, it is important that the design of the homepage is clear and that the navigation is easy to handle. An appealing design also helps to attract guests and an absolute must is to keep the homepage updated.

Another point to mention here is that the reservations and offers that come in through the online platform have to be answered within a short period of time. Moreover, the homepage should be available in several languages like German, French, Italian and English as not all potential and actual guests might be Swiss or speak German.

Opening Event

The opening event will be used as a marketing instrument. A big opening event will be planned where potential customers, partners, the neighborhood as well as suppliers are invited. All the employees as well as the owners and the management will take part at this event and all the invited guests have the chance to get to know the products and to get to know the personnel. The show around will offer the possibility to see the rooms and the apartments but also the backstage area of Carpe diem will be shown so that the guests get an overall impression. Furthermore, drinks and snacks are offered and a raffle is organized where small prizes can be won, e.g. a voucher for a free entrance for the wellness area or a voucher for a free drink.

The media is also invited to this event, mainly the local press such as the Davoser Zeitung, but also established Swiss newspapers like Südostschweiz, Basler Zeitung and Neue Zürcher Zeitung are invited to take part and to report about this opening.

Co-operations with Davos Health and Davos Tourismus

It is an aim to cooperate with Davos Health and Davos Tourismus. These two organizations are important regarding marketing activities in Davos and it is therefore essential to have them as partners and to be able to make use of their marketing experiences and their marketing platforms.

Customer Relationship Management

The customer relationship management consists of various activities that help to build and enhance the relationships with the guests. The guests receive Christmas cards and birthday cards to remind them of their last stay in the hotel Carpe diem. Furthermore, all guests receive a survey during their stay where they can evaluate the performance of Carpe diem. These surveys are analyzed carefully and the critical areas are improved. The complaint handling also belongs to the customer relationship management. It is important to take every complaint seriously, to react fast and to solve the issues unconventionally. This increases the customer satisfaction and leads to more positive word of mouth (Kotler 2006, 396 ff.).

4.5.1.4 Place

The direct and the indirect distribution channels are chosen for Carpe diem. It is assumed that most rooms and apartments are sold directly to the end consumers. These direct sales are made through telephone, e-mail, and the webpage. The indirect sales are made through intermediaries. Intermediaries are partners such as Davos Health, Davos Tourismus and Mobility international Schweiz.

4.5.2 Penetration Strategy

It is expected that there is a high demand for assisted living and assisted vacation and that this demand is still growing. Carpe diem wants to offer customized products and services and therefore concentrates on a niche market. It is rather a small hotel and wants to provide a familiar atmosphere.

4.5.3 Growth Strategy

First, Carpe diem will concentrate on the Swiss market and put much emphasis on relationship building with return customers and try to build up a customer base in Switzerland. Later, the hotel might also focus on foreign guests and try to get well known beyond the borders of Switzerland. There are no plans to grow but in case the demand exceeds the supply possibilities such as expanding the building or opening up other hotels with the same concept in other locations could be considered.

4.6 Human Resources

The employees are the most important and vital capital of a company, especially in the tourism industry where the employees are in very close contact with the guests. This subchapter focuses on the recruitment, on the human resource development and on psychosocial support. Further topics that are discussed in this subchapter are the wage system, the organizational chart and the areas for employees with limited working capabilities.

4.6.1 Recruitment

The following illustration shows what needs to be considered in the personnel recruitment.

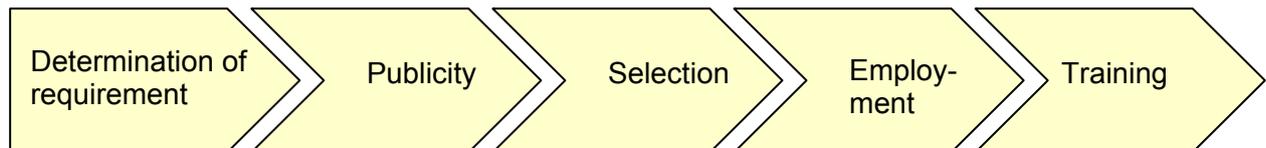


Illustration 10: Sub-functions of the Personnel Recruitment (Based on Kres 2007, 141)

Before the foundation of Carpe diem, the management needs to determine how much personnel is needed in which areas and also the qualifications need to be determined. Later, this process will proceed continuously.

Publicity is an important topic, especially because Carpe diem is new on the market and does not have a positive image on the market yet. Therefore, it is essential to pursue active networking (Kres 2007, 144).

The next step is the selection of the employees. The employees that are limited in their capabilities are found through job advertisements that are placed in institutions such as the clinics and homes for disabled people in the region of Davos. It is expected that the IV informs potential employees about Carpe diem and that the IV procures these people to Carpe diem. Furthermore, co-operation with Procap Davos and Pro Infirmis help to get in contact with potential employees.

Of course, potential employees with interest in Carpe diem can also contact the company directly.

The selection process and the employment are described in this paragraph. The first contact between Carpe diem and the potential employee with limited working capabilities takes place on the phone. The person that is responsible for the human resources tries to get a general picture of the person and informs shortly about Carpe diem and the vacant position. Afterwards, the potential employee can take some time to think about the job and then get in contact again with Carpe diem. This procedure is helpful for Carpe diem because the potential employee has to show interest in the vacant position. If the potential employee gets in contact again, he or she will be invited for a job interview. During this job interview, the company will describe itself as well as the vacant position in detail. If the employee is still interested and the human resource responsible has a positive impression, he or she will get the possibility of working for Carpe diem for a trial of one week. During this week, the human resource person will find out if the potential employee is suitable for the job. It is also important that this person fits into the existing team. Finally, when everything fits, a work contract on the basis of the Swiss Code of Obligations is provided.

At the beginning, the new employee will get individual job training so that this person can get used to the new tasks and get to know everything. Step by step the new employee will get more familiar with the job, more independent and therefore does not need constant support anymore.

It is expected that almost all of the employees will work part-time. Furthermore, it is important that fluctuations due to employee absences can be compensated by the team. In a social firm, absenteeism and late arrivals are rather tolerated than on the first labor market.

Employees without disability or disadvantage are found through job advertisements in newspapers and online platforms. The job applications are checked carefully by the person that is responsible for the human resources and the potential employees that match to the vacant job are invited for a job interview. Afterwards, the preferred candidate is employed on the basis of the Swiss Code of Obligations. Also these employees get training at the beginning.

4.6.2 Human Resource Development

Human resource development is a chance for the company as well as for the employees. It means that the abilities and skills of the employees are recognized, developed and used as efficiently as possible. Moreover, it is important that all employees are integrated in the development and not just the managing team (Stadler/Gredig 2005, 179).

The main aims from the point of view of a company to focus on human resource development are to assure that there are enough qualified persons, as this is often a problem in social firms (Stadler/Gredig 2005, 180). Social firms need two kinds of qualified personnel; they need qualified personnel for different hotel areas, and qualified personnel for the support of the employees with limited capabilities. Other reasons for human resource development are to preserve and enhance the skills of the employees and to improve the social behavior (Stadler/Gredig 2005, 180). The social behavior is especially important in the hospitality industry as the personnel has to work closely together and the guests often get in touch with the employees. Therefore, it has become indispensable to have a positive working atmosphere.

From the point of view of the employees, human resource development helps to fulfill the wishes and expectations of the employees regarding their occupational advancement. A positive development also increases job satisfaction (Stadler/Gredig 2005, 181).

It is suggested to have a development strategy with four different levels. The performance appraisal is the main instrument of the human resource development and it helps to define the level for each employee. The management has to define the specifications of every job. After this is done, the employees can be appraised on a regular basis and they can move up level for level when they fulfill the necessary specifications.

The new employees start at the lowest level, and the idea is that they get on to the next level until they reach the highest level. If the employees have reached the highest level, it means that they are ready to look for a job in the first labor market.

The first level is the entry level, where the employee will learn to execute simple tasks under the guidance of trained employees. The criteria that the employee needs to meet are to participate and to work regularly. During this first level, the employee will get used to his/her job and *Carpe diem* will give him/her the possibility to integrate.

After the probationary period, the employee has the chance to move up to the second level. The performance appraisal will be filled in by the supervisor to see if the employee reached the next level.

Six month later, another appraisal will take place that will show if the employee can move up to the next level. As this time period is very short, the employees are motivated to perform well in order to move up to the next higher level.

The fourth level shows that the employee is able to work under pressure, that the employee uses careful and efficient working methods, is autonomous and is therefore ready to find a job in the first labor market. The employees will get the support of *Carpe diem* during this phase as

well, mainly with support that concerns the job search (e.g. support with job applications, letter of references, and trainings for job interviews).

To move up within this system also means that the wage increases. The wages are to be decided by Caritas.

The main requirements of such a performance appraisal are acceptance, practical method and objectivity (Franke et al. 2006, 10). The following performance appraisal is a suggestion for Carpe diem:

Performance Appraisal				
Name:				
Position:				
Area:				
Assessor:				
Date:				
	++	+	-	--
Professional competence				
Expertise				
Abidance by the rules and instructions				
Skills				
Quality/performance				
Pace of work				
Methodical skills				
Tidiness				
Focus on aim				
Diligence				
Ability to work under pressure				
Acceptance of responsibility				
Concentration/persistence				
Willingness to work				
Self-reliance				
Customer focus				
Flexibility				
Punctuality				
Proactive				
Social competence				
Empathy				
Teamwork				
Supports group decisions				
Helpfulness				
Being able to take criticism				
Openness				

Illustration 11: Performance Appraisal for Carpe Diem
(based on Becker 2003, 146 and Förderraum 2007)

The different criteria are split into the areas professional competence, methodical skills and social competence. The assessor appraises all criteria and discusses this performance appraisal with the employee.

First, it was thought that the same performance appraisal can be used for all employees. But this does not seem to be appropriate, as the employees with limited working capabilities have very different needs. So a second performance appraisal must be created that fits to the needs of the employees without disabilities and disadvantages.

Generally, the same areas can be used, such as professional competence, methodical skills, and social competence. An additional area that must be added is the leadership, which contains criteria such as recognition of potential, acceptance of responsibility, capacity for enthusiasm, delegation, information and control (Böhme 2003, 145).

4.6.3 Psychosocial Support

Social firms have two possibilities to deal with the topic psychosocial support. Either they act just as a workplace and do not provide any support or they support their employees and offer them psychosocial support. Carpe diem wants to be more than just the employer and therefore engages an employee with an according education that will take care of the psychosocial matters of the employees.

Furthermore, it is important to have an open communication within the company and the respect is seen as basic principle for all communication. Regular team meetings will be held where everybody is invited to express their concerns and thoughts. To get a positive working climate, some activities outside the working environment will be planned, such as a Christmas dinner, summer barbecues and similar events.

4.6.4 Wage System

The wages will be determined according to the different levels. The suggestion is that the employees get an hourly based payment during the first two levels and then a monthly salary on the third and forth level.

Carpe diem will operate with a part wage system. This means that Carpe diem pays wages according to the efficiency of the employees. In this model, the collaborative institution pays the support payment reduced by the wage the employee receives by Carpe diem.

4.6.5 Organizational Chart

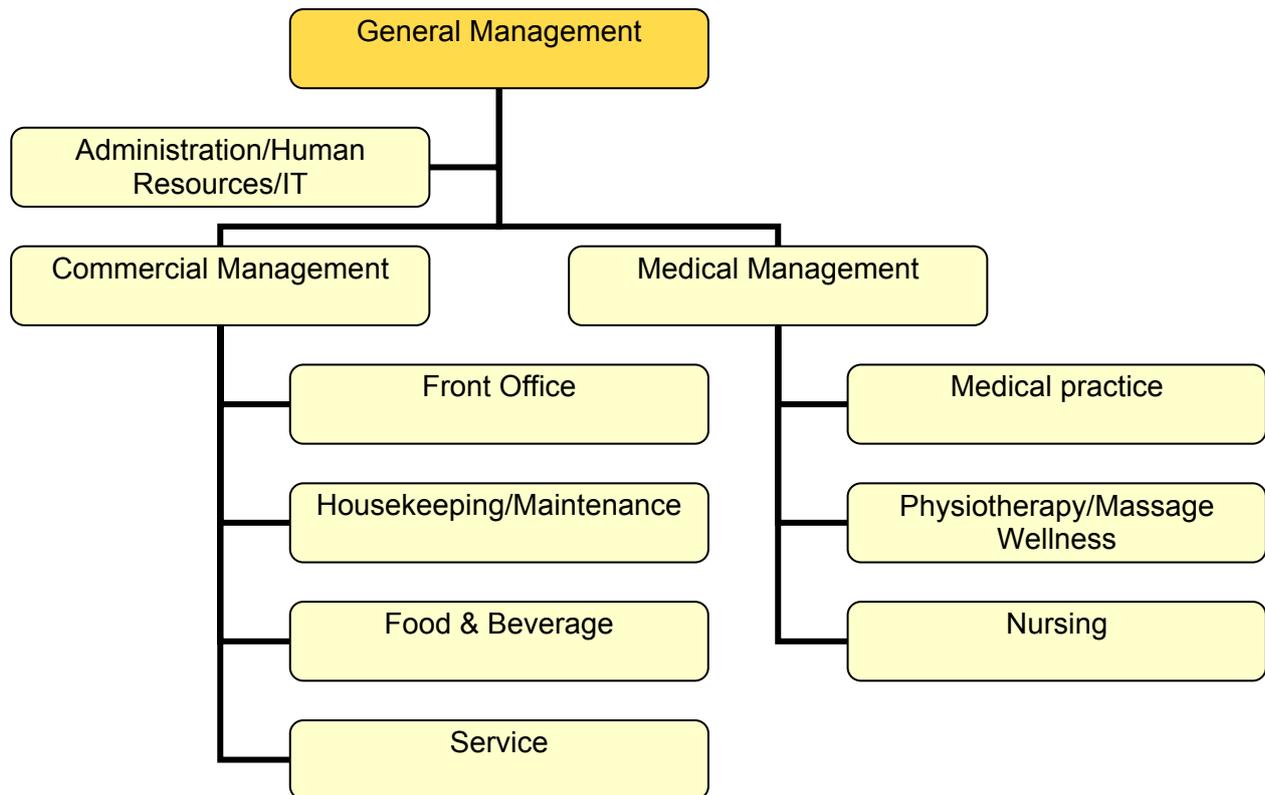


Illustration 12: Organizational Chart for Carpe Diem

Illustration 12 is a suggestion for the organizational chart for Carpe diem. In the following paragraphs, the different divisions will be described shortly.

The flat functional organization has the advantage that information flows fast, the structure is clear, clear separation of competences and liabilities and there are no ambiguous roles (Thommen 2005, 1062).

The general management consists on the one hand of the commercial management and on the other hand of the medical management. As both areas need specialists, it was decided to split the general management into two parts.

The general management is responsible for all the strategic decisions, such as setting the long-term strategy, building the company's culture as well as building and leading the management teams. The general management is responsible for the success or the failure of Carpe diem.

The administrative department administration/human resources/IT is responsible for the administration of the general management as well as for all the IT functions. Furthermore, this division is responsible for the human resource management, which means developing plans for the long-term human resource strategy, recruiting of staff, training of new employees and executing the performance appraisal. The psychosocial support is included in the human resources management as a close collaboration is essential.

The commercial management is responsible for all financial issues, such as planning the budget, monitoring the performance and efficiency of Carpe diem, providing and interpreting financial data. Another task of the commercial management is the marketing. The marketing duties are to create and update the marketing plan, to create brochures, to work closely with the media, and to define a sales strategy and distribution channels according to this strategy.

Moreover, the commercial management is in charge of the departments front office, house-keeping/maintenance, food and beverage, and service.

Then, the medical manager is the head of the divisions medical practice, physiotherapy/massage/wellness, and nursing. The medical management is responsible for the wellbeing of all the guests that come to Carpe diem.

The front office is responsible for all the tasks that are directly in contact with the customer. The main responsibility here is the reception, where the main tasks are taking reservations from guests, checking in and checking out of the guests, making reservations for massages and therapies, and providing information to the guests.

The housekeeping/maintenance is in charge of cleaning the rooms, controlling the furnishing, cleaning the meeting rooms and the medical facilities. Furthermore, the maintenance of the infrastructure, the maintenance of the garden as well as the laundry are attached to this division.

The food and beverage manager is in charge of the kitchen. He is responsible of maintaining the standards regarding quality of the food, safety and health. The food and beverage manager plans and supervises the shifts of the employees, plans the menus, checks the inventory and places orders accordingly.

The service manager is responsible that the service in the restaurant flows smoothly. The service manager and the food and beverage manager work together closely to ensure a flawless visit for the guests. This division is in charge of preparing the restaurant for breakfast, lunch and dinner, the serving of guests, and cleaning and maintaining the restaurant.

As already mentioned, the medical management is in charge of the divisions medical practice, physiotherapy/massage/wellness and nursing. These divisions are going to be described in the next paragraphs. The medical management is also responsible that the medical services and assistance can be provided 24 hours/day.

The medical practice is responsible for the wellbeing of the guest. The practice is open for the public as well and not just for the guests or residents of Carpe diem. The medical team will consist of physicians, gerontologists and therapists.

The division physiotherapy/massage/wellness is responsible for the wellbeing of the guests in these areas. The physiotherapist is in charge of the according rooms and the bookings. The massage therapist is responsible for the according rooms and the bookings. In the wellness area, the hygiene must be guaranteed and the fitness room is also supervised by this division.

The nursing division is responsible to assist and care for the guests. Allocating of the employee's shifts is an important duty as the nursing service has to be provided 24 hours/day. The nursing division works closely with the medical practice as well as with the physiotherapy/massage/wellness to provide the best service to the guests.

4.6.6 Areas for Employees with Limited Working Capabilities

Generally, there are no restrictions in which areas the employees with limited working capabilities can work. The working area always depends on the skills and the state of health of the employee. Basically, all employees must fulfill the following requirements:

- Enjoy providing services
- Enjoy contact with guests
- Psychic stability
- Well-groomed appearance
- Honest
- Reliable
- Able to work in a team

The following illustration shows an overview of the working areas as well as the requirements that are needed to work in the corresponding area.

Areas and Requirements for Employees with Limited Working Capabilities	
Area	Requirements
Front office	<ul style="list-style-type: none"> • Enjoyment of contact with guests • Language skills • Elaborateness • Organizational skills • Stress resistant • Knowledge of Davos and the region
Housekeeping/ Maintenance	<ul style="list-style-type: none"> • Ability for manual labor • Ability to work careful and clean • Operate machines (mainly for the maintenance area) • Stress resistant
Food & Beverage	<ul style="list-style-type: none"> • Stress resistant • Elaborateness • Responsible performance • Interest in working with food • Ability for manual labor
Service	<ul style="list-style-type: none"> • Enjoyment of contact with guests • Stress resistant • Enjoyment of recommending and selling • Interest in working with food • Ability for manual labor • Language skills
Medical practice	<ul style="list-style-type: none"> • Enjoyment of contact with guests/patients • Organizational skills • Elaborateness • Language skills
Physiotherapy/Massage/ Wellness	<ul style="list-style-type: none"> • Enjoyment of contact with guests/patients • Responsible performance
Nursing	<ul style="list-style-type: none"> • Enjoyment of contact with guests/patients • Empathy • Responsible performance • Interest in working with people that need care

Illustration 13: Areas and Requirements for Employees with Limited Working Capabilities

It is clear that for certain positions it is necessary to have a qualified education, e.g. a chef must have the culinary training to be a chef as well as a message therapist needs to have the according education. But there are also positions where no specific education is needed, for example in the housekeeping area, where the necessary knowledge can be learnt on the job.

4.7 Value Chain

This subchapter explains the value chain of Carpe diem.

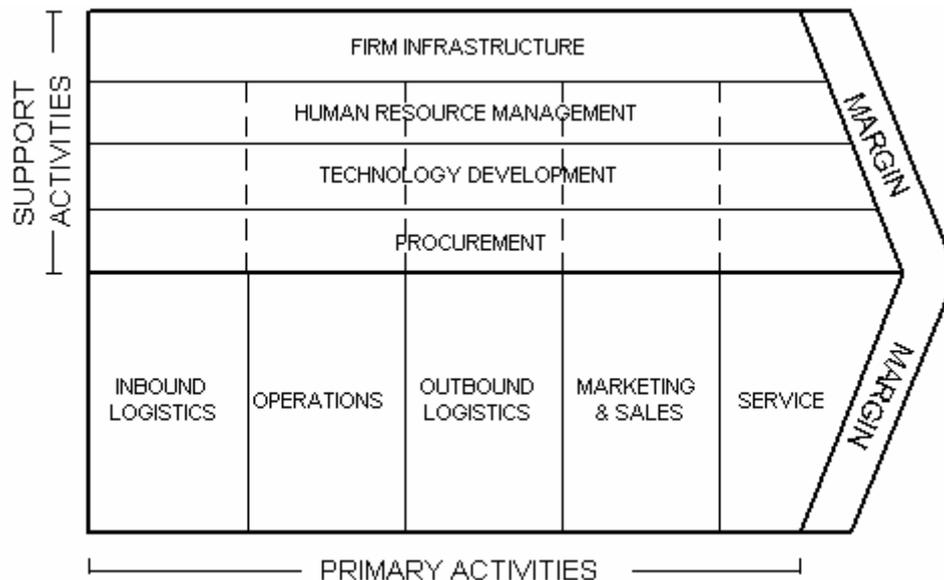


Illustration 14: The Value Chain by Porter (www.berg-marketing.dk)

The value chain that is shown in illustration 14 helps to analyze the activities that produce value for the company. These activities are split into primary activities and support activities. The primary activities are divided into the following areas (Porter 1996, 63 ff.):

- **Inbound logistics**
The inbound logistics comprises all the activities that are in connection with receiving, storing and distributing (Porter 1996, 66).

For Carpe diem, the inbound logistics include the reception, the check-in, the reservation as well as the transportation logistics, which includes for example the pick-up of guests from the train station.

- **Operations**
The operations include activities that deal with the transformation of the inputs into the final product, such as machining, packaging, assembly, maintenance and testing (Porter 1996, 66).

The operations of Carpe diem include all the services for the guests, such as the food preparation, maintenance of the rooms, wellness, and additional offers, for example the offering and booking of excursions.

- Outbound logistics

The outbound logistics comprise all the activities in connection with the distribution to consumers, such as the warehousing, transportation and distribution management (Porter 1996, 67).

The outbound logistics in Carpe diem include the check-out services, billing, and the farewell of the guests. Further activities are the baggage and transportation service and handling of waste.

- Marketing and sales

The marketing and sales associate with all the activities that are taken to get buyers to purchase the product or service. Examples here are advertising, promoting, merchandising, offers, selection of the distribution channels and pricing (Porter 1996, 67).

The marketing and sales activities of Carpe diem are the brochures, the homepage as well as mailings and the whole customer relationship management.

- Service

The service includes all the activities that maintain and enhance the value of the product including installation, repair services, spare parts management, training and product adaptation (Porter 1996, 67).

The service area of Carpe diem includes the maintenance, customer surveys, feedback and complaint handling.

The support activities are split into four categories: firm infrastructure, human resource management, technology development and procurement.

Regarding the firm infrastructure, this includes the whole equipment of Carpe diem, for example the kitchen, the media installations (TV, radio and internet), as well as the wellness equipment. Furthermore, it is mentioned here that the entire infrastructure is handicapped accessible.

The human resource management includes all the training on the job and further educations. Detailed information to the human resources management can be found in subchapter 4.6.

Concerning the technology development, all the infrastructure is noted again as it is important to provide state-of-the-art infrastructure.

In the category procurement, the purchasing of food and beverage as well as the purchasing of other operating supplies is located.

All in all, the value chain gives a good overview of all the processes and activities within a company. Furthermore, the value chain helps to determine competitive advantages and it helps to set the focus on specific areas. For Carpe diem, the most important areas are the human resources management as well as the infrastructure and the marketing.

5 Definition of Infrastructure Based on the Strategic Approach

In this chapter, it will be highlighted which requirements are needed in order to get the classification of the three star hotel. Moreover, it will be shown how the infrastructure of Carpe diem will look. Furthermore, all the requirements regarding the infrastructure are pointed out. This list makes it easier for Caritas Graubünden and Davos Solidarisches to find the adequate infrastructure for the project Carpe diem. Last, short information regarding possible infrastructure in Davos is given.

5.1 Needed Infrastructure in a Three Star Hotel

As it was explained in subchapter 4.3, the hotel Carpe diem wants to be categorized as a three star hotel. This subchapter will show which infrastructure is needed to be able to get the according category provided by Hotellerie Suisse.

Generally, a three star hotel is a middle-class hotel with a multilingual and functional reception. Normally, all the rooms have a bathroom or shower/WC. The rooms are conveniently furnished and also provide a TV, a radio and a phone. The hotel needs to be well equipped and make a great visual impact. The most important criteria are mentioned here.

- **Personal safety in the room and in the hotel area**
An alarm organization for emergencies must be available which can be reached 24 hours/day. A security officer has to be chosen and this person is equipped with the according performance specifications. Furthermore, all the employees are informed in written form about the security measurements. The entrance areas of the hotel must be monitored and the evacuation plan must be provided in every room so that it is well visible. Furthermore, a competent person must be reachable 24 hours/day in case of emergencies (www.hotelleriesuisse.ch).
- **State of the infrastructure**
Here, the state of all the infrastructure is checked, namely the main building, the adjoining buildings, the parking lot as well as the garden (www.hotelleriesuisse.ch).
- **Reception**
Within the criteria reception, the following areas are evaluated: reception hall, front-office, and the guest elevators (www.hotelleriesuisse.ch).
- **Common rooms, halls, corridors, stairways and sanitary facilities**
Here, the infrastructure of the common rooms, the halls, the corridors, the stairways and the sanitary facilities are checked. Some criteria are the lighting, furnishing, flooring, the curtains and the quality of the air (www.hotelleriesuisse.ch).
- **Rooms**
The size of the rooms is considered here. A single room must at least be 10 m² and a double rooms 14 m². Furthermore, there are many regulations regarding the furnishing. The rooms needs to be equipped with the following furniture: bed, bedside table, reading lamp, desk, comfortable seats, wardrobe, shelf for suitcase, mirror, radio, TV, small refrigerator, telephone, possibility to darken the room and a safe. Further criteria exist regarding the frequency of the change of the laundry, the state of the room infrastructure, and additional room services (www.hotelleriesuisse.ch).
- **Bathrooms**
This area contains criteria regarding the equipment of the bathroom, accessories, consumable supplies, and the state of the bathroom (www.hotelleriesuisse.ch).

- **Restaurant**
The hotel needs to provide at least one restaurant or one dining room. In this room, many criteria such as the lighting, the furniture, the appearance of the employees, the presentation of the menu and the cleanliness have to be considered (www.hotelleriesuisse.ch).

Further areas that are checked by Hotellerie Suisse are the breakfast service, room service, dinner service, further special services, guest assistance, quality assurance, and the leisure and sport infrastructure (www.hotelleriesuisse.ch).

All these criteria need to be fulfilled in order to receive the three stars by Hotellerie Suisse.

5.2 Planned Infrastructure for Carpe Diem

As already described in subchapter 4.3 it is planned to have approximately 50 – 60 rooms and approximately 20 apartments. Furthermore, the wellness area, the medical practice, as well as the restaurant are integrated in the hotel. An infrastructure in Davos that fits the project is not found yet.

It is planned to arrange the building as follows:

On the ground floor, the reception, the restaurant, the kitchen facilities, the internet corner as well as the entertainment room with the bar can be found. A common room is also situated on the ground floor where a library is placed where the guests can borrow literature. Furthermore, the offices of the management and the administration are located on the ground floor.

In the basement, the following infrastructure can be found: the wellness area which consists of a thermal bath, a fitness room, sauna, steam bath, indoor swimming pool and rooms for massages and the physiotherapist. Also changing rooms, showers and bathrooms are provided. The laundry is also located in the basement, as well as the cellar, the garage and the technical infrastructure such as heating installation.

On the first floor, the facilities of the medical practice are to be found. The medical practice consists of two rooms and an additional room that is used for therapies. There is also a common room for the medical personnel and a storeroom for the material that is needed for the medical practice. Moreover, rooms that can be used for the workshops and also for meetings are placed on the first floor and the advisory center also gets a room on this floor. It might also be possible for a hair stylist to rent a room and to provide the services to the guests and residents of Carpe diem.

The hotel rooms are placed on the second and third floor of the building. Both floors also provide a common room that can be used for various activities and each floor offers rooms for the caring team and an additional bathroom.

On the fourth, fifth and sixth floor it is planned to offer apartments for permanent assisted living and rooms for the hospice. These three floors also provide a common room each that can be used for various activities as well as rooms for the caring team and an additional bathroom.

Furthermore, Carpe diem offers a garden that can be used for recreation.

As already mentioned in the product description, the whole infrastructure is handicapped accessible. This includes all the rooms, the garden as well as the backstage area of the hotel, as also the employees might be in need of handicapped accessible infrastructure.

5.3 Requirements for Infrastructure

This subchapter collects all the requirements that are needed regarding the infrastructure for the project Carpe diem.

It is essential to find a building that is large enough so that all the products and services that are planned can be offered within this building. It would also be an alternative to have two buildings next to each other, whereas the main building would contain all the services except the apartments, which could be located in the adjoining building.

For such a project as Carpe diem it is important that the whole infrastructure is handicapped accessible. As not many hotels can offer this standard, this can also be seen as a competitive advantage. There are many things that need to be taken into consideration when a whole infrastructure needs to be handicapped accessible. The most important points will be described in the following paragraphs.

Generally, it can be said that unobstructed building does not mean to find solutions for a group of people with a special disability. It rather means to find a universal standard that makes it possible for various people to access and use the building. So this standard makes the access and the usage of the building convenient for families with children in strollers as well as for geriatric persons (Brazerol 2006, 2).

Still, there are many areas that need special attention. The most important areas are mentioned here. To take all details into account would go beyond the scope of this individual diploma thesis.

- **Access**
The parking spaces for disabled persons must be 3.50 m wide and these parking spaces must be located near the entrance. The spaces must be marked accordingly and have a transversal gradient of max. 2% (Brazerol 2006, 3). The access path must be at least 1.20 m wide and the floor covering must be flat, hard and non-skid (Brazerol 2006, 3). An intercom system and a roofed-over construction enhance the comfort (Bertels/Manser 1999, 17).
- **Entrance**
It is advisable that the entrance can be reached without a ramp. The width of the entrance door must be at least 95 cm and the door must be smooth running so that also an elderly person can open the door easily (≤ 40 N). To facilitate the identification of the main entrance, the door or the door frame should have a colorful contrast to the adjoining wall (Loeschke/Pourat 1994, 48 f.). If a ramp is needed for the access of the entrance door, the gradient of the ramp is 6% and the width is 1.20 m (Brazerol 2006, 3). It is essential that the disabled persons can reach the entrance autonomously and are not dependant on help. Furthermore, the entrance hall needs to be stepless, the reception is well-adjusted to the needs of persons in wheelchairs and the guest information must be easy to find and written in big and high contrast letters (Bertels/Manser 1999, 10 ff.).
- **In the hotel**
In the building are also many points that need to be considered. Generally, it can be said that every room must be accessible for a person in a wheelchair (Bertels/Maser 1999, 11). The doors must have a width of at least 80 cm and the corridor a width of at least 1.20 m. The turn-around area must be 1.40 m. Vertical areas that must be taken into consideration are thresholds which should have a height of max. 2.5 cm (Brazerol 2006, 4 f.). Further regulations exist concerning elevators, which need to have a cabin area of at least 1.10 m x 1.40 m. To be able to transport hospital beds, the elevators must possess a size of at least 2.40 m x 1.40 m (Loeschke/Pourat 1994, 49 f.). Furthermore, all staircases are equipped with an elevator or with a ramp (Brazerol 2006, 5).

- Rooms

The most important point in the room are the sanitary facilities. The bathroom needs to have anti-skid flooring and it must be possible to move the door from the inside out (Brazerol 2006, 6). The different measures for the bathroom can be found in the following illustration.

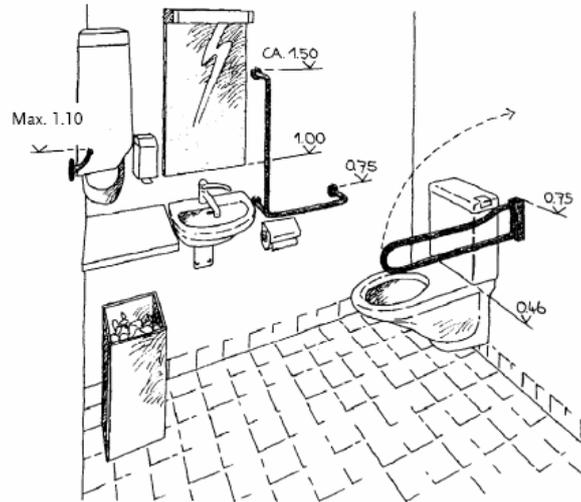


Illustration 15: Construction of Restroom (Brazerol 2006, 6)

The showers also need to have specific measurements. The gradient must not be more than 2% and the sprinkler must be vertically adjustable. Furthermore, grab handles need to be installed and it must be possible to operate the armature from the seat (Brazerol 2006, 7). Other important areas within the rooms are the doors that need to be wide enough and there needs to be enough space within the room to maneuver. Furthermore, the furniture is well accessible and the beds should be height-adjustable. Moreover, an emergency call system needs to be installed in every room and also the balcony needs to be handicapped accessible (Bertels/Manser 1999, 11 ff.).

- Restaurant

In the restaurant enough space must be provided between the tables and also at the buffet. The aisle width between the tables should at least be 90 cm, so that somebody in a wheelchair can pass easily (Loeschke/Pourat 1994, 194). Regarding the tables needs to be considered that square tables are favorable and that somebody in a wheelchair needs at least 80 cm space to sit at a table (Loeschke/Pourat 1994, 195). Even better are tables that are adjustable in height. Furthermore, the restaurant has to provide restrooms that are handicapped accessible (Bertels/Manser 1999, 22).

- Wellness area

The wellness area also needs to have particular specifications. The changing rooms need to be big enough and the pool should have a size of at least 8 m x 12.5 m. The space around the pool needs to be 1.5 m to 2 m, so that there is enough room to circulate and enough seating places should be provided around the pool. Furthermore, the depth of water should be variable. Then, a special entry to the pool needs to be provided and the paving tiles need to be picked out carefully (Schüle 2003, 329 ff.).

- Further areas

There are many other areas that need to be taken into account when planning a building that is handicapped accessible.

An orientation system makes it possible that the guests can find their ways easily. Visual aids are writings, icons, colors and visual guiding lines. Tactile aids are different materials that are used for the flooring and the walls as well as special guiding lines that can be gripped with a stick (Loeschke/Pourat 1994, 78). Other important topics are the lighting and the flooring. Furthermore, the signage needs to be clear and big enough, especially for people with visual impairment. For blind persons, obstacles such as stairways and glass doors must be marked and high-contrast colors facilitate the orientation. For people that are hearing impaired or deaf it is essential to have a regular and non-reflective lighting (Brazerol 2006, 9).

It is also important that the potential infrastructure for the project offers a recreation zone, for example a garden around the building where the guests can spend time and recreate.

Moreover, the guests do not just stay in the hotel during the vacation, they also want to spend some time in the surrounding area. Therefore, it is essential that the destination is also handicapped accessible so that for example somebody in a wheelchair or an elderly person can get around in Davos without having major difficulties.

According to Davos Tourismus, most of the stores in Davos are handicapped accessible and also many restaurants that are handicapped accessible are available (Weber 2007). Some examples for restaurants in Davos that are handicapped accessible are the Bistro Gentiana, Restaurant Pöstli, Arabella Sheraton, Walserhuus Sertig, Hänggi's, Restaurant Mignon, and the Morosani Schweizerhof (Gastroführer 2007, 6 ff.). Furthermore, there are also hiking trails available that are handicapped accessible. In total, Davos offers ten different hiking trails that are handicapped accessible and that have lengths between 700 m and 6 km (Rollstuhlgängige Wanderwege 2007).

Furthermore, the location has to be attractive. As it was described in subchapter 4.4 Davos has so many different offers and everybody can find something that pleases him or her. Furthermore, Davos offers beautiful scenery and a perfect climate for elderly people that cannot cope with the heat anymore.

Due to the reasons that Davos offers many attractions, has a beautiful landscape and most of the infrastructure is handicapped accessible, the location Davos is seen as a well chosen destination for the project Carpe diem.

5.4 Potential Infrastructure in Davos

Caritas Graubünden is looking for an infrastructure in Davos that suits the project Carpe diem. At the moment, there are several possibilities. One possibility is the hotel Rinaldi. This hotel is planned to be reconstructed and Caritas Graubünden is in contact with the construction company (Thaler 2007). The second possibility is the Kinderklinik, which will move to the clinic Valbella that closed in the year 2004. The removal is planned for September 2008. There are approximately 20 potential buyers at the moment that are interested in the parcels of the Kinderklinik. A further possibility is the clinic Alexanderhaus, which was also closed in the year 2004 (Zier 2007, 3). Caritas Graubünden is also in contact with the owner of this property (Thaler 2007).

6 Closing Word

I look back on an exciting and educational individual diploma thesis. First, I would like to thank everybody that supported me during the last five weeks in which I wrote this individual diploma thesis. Namely, I would like to thank my advisor Peter Tromm, my co-advisor Sandra Copeland Jörg as well as Claudia Thaler from Caritas Graubünden. Furthermore, I would like to thank all the interview partners that provided interesting information and introduced their companies to me. These expert interviews helped me to understand the whole topic. The experts were very helpful and gave me a lot of advices regarding what needs to be considered in a social firm. Also the written interviews were very useful as the interviewed partners were able to provide information which made it possible to look at the topic from a different point of view. They also showed me quite clearly that the demand for such a project is existent.

During writing this individual diploma thesis, I had the chance to get to know a new and interesting topic which can be seen as a combination of two totally different industries. On the one hand, I learnt about social firms and on the other hands, I dealt with the topic of establishing a hotel. I was able to gain a deeper inside into the situation of people that are limited in their working capabilities. Through occupying me more closely with this interesting topic I realized that there is a lot that needs to be done in the future. Also the hotel industry is a topic which I had not looked at before in such a close way as I did it now. To analyze it in a practical oriented way was even more exciting than just to look at it in theory. It can be stated that these two topics are very different from each other. This means that many distinct inputs are necessary to be considered which made the whole individual diploma thesis very challenging, diversified and interesting.

The planned concept that was set up worked quite well and only small changes had to be made to adapt it to different circumstances. The successful concept also influenced the timetable. Therefore, the time management is another success factor of this individual diploma thesis. I was able to follow my timetable which made it possible to work stress-free on this thesis.

I hope that Caritas Graubünden can benefit from my work and is able to use this individual diploma thesis as an input to the further planning of the project. It would be great to know that they are able to transfer some of the proposals and suggestions into reality. I wish Caritas Graubünden all the best for the future and I am excited to see the development of this challenging project.

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Abbreviation Index

ALV	Arbeitslosenversicherung	Unemployment insurance
CEFEC	Confederation of European social firms, Employment initiatives and social Co-operatives	
EFQM	European Foundation for Quality Management	
EMES	European Research Network	
IV	Invalidenversicherung	Disability insurance
OR	Obligationenrecht	Swiss Code of Obligations
RAV	Regionale Arbeitsvermittlungszentren	Regional employment center
Seco	Staatssekretariat für Wirtschaft	State secretariat for economic affairs
SH	Sozialhilfe	Social welfare
USP	Unique Selling Proposition	
WSH	Wirtschaftliche Sozialhilfe	Economic social welfare

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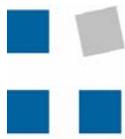
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Appendix I: Assignment Sheet



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Subtopics	<ul style="list-style-type: none">- Analysis of the present situation in Switzerland- Development of a strategic business model- Definition of infrastructure based on the strategic approach
Methods	<ul style="list-style-type: none">- Spoken interviews- Written interviews- Literature analysis
Official interviews	With a responsible person of caritas GR With a manger of another company in the same field
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Expenses	To be defined by the client (co-advisor)
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Chur, 27th August 2007

A handwritten signature in black ink, appearing to read 'U. Kuhnenn'.

Ulrike Kuhnenn
Dean of Studies Tourism and Hospitality

Appendix II: Criteria Health Hotel by Hotellerie Suisse

Gesundheits-Hotel

1. Mindestens in der Kategorie 3-Stern eingestuft.
2. Folgende Bereiche sind den Gästen/Patienten angepasst: Zugangsweg, Hauseingang, Réception, Speisesaal, Aufenthaltsraum, WC-Anlagen.
3. Den Gästen angepasste Zimmer mit entsprechendem Badezimmer und Mobiliar.
4. Gleitsichere Bodenbeläge.
5. Mindestens 50% Nichtraucherzimmer.
6. Rauchfreier Aufenthaltsraum mit Tageslicht, welcher Ruhe und Erholung garantiert.
7. Umgebung/Lage des Hauses: ruhig, gut begehbar und für Freiluftaufenthalte geeignet.
8. Baulich oder zumindest optisch gut abgetrennte Raucherzone im Speisesaal (ansonsten rauchfrei).
9. Zweckmässiges Orientierungs-System (Wegweiser im Haus).
10. Falls vorhanden: Öffnungszeiten der Wellness-Anlagen: täglich mind. 8 – 10 Uhr und 15 – 20 Uhr.
11. Falls angeboten: Schriftliche Informationen über Benutzung der Wellness-Angebote / Sportgeräte.
12. Falls Wellness-Infrastruktur angeboten: Bademantel, Badeschlappen und Fön auf Wunsch des Gastes kostenlos zur Verfügung stellen.
13. Beschäftigungs-Möglichkeiten (z.B. vorbereitete Handarbeiten, Spiele, Zeitschriften) werden angeboten.
14. Täglich mind. 1 Entspannungsangebot im Haus oder in Hausnähe (Massage, Yoga, Meditation, Autogenes Training, Atemübungen usw.).
15. Gäste werden mündlich und schriftlich darauf aufmerksam gemacht, das auf Wunsch Angebote zur Bewegung, Gesundheitsbildung oder kulturelle Aktivitäten organisiert werden.
16. Information über Bewegungs-, Entspannungs-, Kultur-Angebote im Ort/in der Region (Infowand oder Mappe).
17. Mind. 1 Kur-Verantwortliche/r steht täglich für Gesundheits-Fragen zur Verfügung.
18. Ausgewogene Menüs (Kohlenhydrate, Eiweiss, Früchte/Gemüse): fettarm, salzarm, frisch, regionale und saisonale Produkte.
19. Mind. 1 vegetarische gleichwertige Alternative (nebst Salat- oder Gemüseteller).
20. Mind. 1 kalorienreduzierte Alternative.
21. Kostenloses oder günstiges Angebot von nicht-alkoholischen Getränken.
22. Frühstücksbuffet: verschiedene Brotsorten, Müesli, frische Früchte.
23. Möglichkeit für ein leichtes Mittagessen, Angebot an kleinen Zwischenverpflegungen (kleine Speisekarte oder Salatbuffet oder Früchtekorb)
24. Bedürfnisse der Patienten werden nach Möglichkeit vor der Reservation mit Hilfe eines Fragebogens abgeklärt.
25. Therapie-Räume: pro 30 Zimmer mind. 1 abtrennbarer, möglichst schalldichter Raum à 10 m².
26. In den Badezimmern müssen erreichbare Duschen vorhanden sein (keine Badewannen).
27. Rollstuhlgängige Gartenanlage (nur bei Aufnahme von gehbehinderten Patienten und Rollstuhlfahrer/innen).
28. Der Betrieb ist mind. mit dem Qualitätsgütesiegel des Schweizer Tourismus Stufe 1 oder einem gleichwertigen System ausgezeichnet oder auf der kantonalen Spital oder Pflegeheimliste aufgeführt.
29. Informationen über die Gesundheits-Philosophie des Betriebes werden bereitgestellt (Gästezeitung oder Gästemappe auf dem Zimmer oder Plakate oder Veranstaltungen).

Es müssen alle Anforderungen erfüllt werden.