

Business Case

The Problem at Hand

Regenerative Tourism strengthens an ecosystem, a place in four dimensions: ecologically, socially, culturally, but also economically. The difficult challenge of creating an offer that creates value for the common good but also enables own financial security is central. So what does a regenerative business case look like and what are regenerative business practices in tourism?

At Moverence, we gained insights into the businesses of Peter Durrer & Andres Lietha, Michil Costa and Daniele Kihlgren: the Culinarium Alpinum, the Hotel La Perla and Sextantio.

Core findings / Tools

All the examples of regenerative transformation and business practice presented at Moverence show strong motives for intensive and conscious engagement with one's own place, role and impact. It can be emphasized: Regenerative Tourism starts with the mindset. The apparent dichotomy of renunciation and indulgence is a pervasive approach that is played out very consciously. Regenerative Tourism means deliberately setting accents and, at the same time, offensively renouncing.

Creating a leitmotif for your destination and your community:

- **Occupy niches systematically** - instead of offering everything to everyone: Develop a clear profile and deliberately avoid tourist standards (for example, no international dishes, no classic wellness area). The clearer your identity, the stronger the bond with your target group.
- **Sell stories instead of products:** Develop a personal story for each core product or service: Who, where, how - and what is special about it. Use these stories in the menu card, in the room design, in sales pitches and in digital communication.
- Actively involve guests - **from listener to co-creator:** Create formats in which guests can participate: Baking bread, helping to make sausages, harvesting vegetables, talking to producers. This increases identification, extends the length of stay and increases recommendations
- Don't build a brand, **build trust:** Develop your offering from the place - not from the marketing. No logo on the bedding, no "experience" language, no brand identity over place.
- Ask yourself: How can I create spaces where guests connect with themselves and the world?

Understand and re-interpret your place and your community

- **Make reduction visible** - through clarity in the room and on the plate: Design your dishes, your offer and your rooms in such a way that concentration is possible: clear forms, few ingredients, simple processes. This promotes mindfulness, depth and an experience of quality.
- Understand **the location as a teacher:** Use architecture, history and materiality as an active part of the experience. Leave spaces raw and honest. Don't stage authenticity - allow it: Let what already exists exist - even if it looks raw, simple or imperfect. Avoid cosmetic interventions (e.g. modern surfaces, LED lighting, fake vintage design).
- **Avoid standardization** - even when it comes to comfort: Avoid modern hotel standards if they contradict the location. No two rooms are the same. Comfort is simple - but sufficient: water, light, warmth.
- **Don't hide poverty - show history:** Show what life was really like. Use original objects and forms. Preserve patina, leave old traces of use, maintain historical simplicity.
- Work with local craftsmanship: **Use local materials and traditional building techniques** - even if they are more expensive or slower. Award contracts to local businesses. Seek advice from older craftsmen, historians and archaeologists

Books

- Dominik Flammer, Sylvan Müller: [The culinary heritage of the Alps](#)
- John Thackara: [How to Thrive in the Next Economy – Designing Tomorrow's World Today](#)

Build a long term business model based on positive dependencies

- Think long-term - **sacrifice short-term profit**: Don't calculate in months, but in generations. Invest with purpose, not with an exit strategy. Measure impact not just in booking figures.
- Anchor your business model in the history of the place
- Build **networks of real and long-term partnerships**, not supply chains
- Create **appreciation through price transparency**: Communicate consciously why your price is the way it is - with facts and emotions. Examples: Small boards, postcards or QR codes with information on production, delivery routes or working hours.

Understand Gastfreundschaft (hospitality) as mindset and leadership principle

- Enable relationships - instead of just providing services: Put real connection at the center. Give guests space for encounters, not just consumption. **Avoid standardized procedures**, plan time for conversations, recognize guests as individuals.
- Leadership means leading by example, not control: lead through trust, openness and purpose. **Let employees think, decide and help shape things.** Systematically provide space for feedback and further development.
- Employees are the heart of the company: **don't see your team as a resource, but as a community.** Promote personal development. Offer meaningful tasks instead of pure service roles.
- Take a political and cultural stance: **Use your business as a platform** for issues that are important to you. Support projects, speak out, be visible - even beyond the industry.
- Live the common good as the basis of your business: **Reinvest in the region, in education, in the environment.** Profits are not a goal, but a means. Share transparently where your economic success goes.
- Evaluate your organization: Which **internal processes promote meaning, self-efficacy and participation?**

Quotes of our contributors

"You don't just get cheese from us - you find out who makes it, why, and where the cows are kept."

Peter Durrer, CULINARIUM ALPINUM Host

"When someone asks why a menu costs 85 francs - we tell them about the people behind it."

Andres Lietha, CULINARIUM ALPINUM CEO

"Tourism often destroys what it seeks. Our answer: don't add anything, just preserve it."

Daniele Kihlgren, Sextantio Project Founder

"Tourism must not level everything. It must protect places - not beautify them."

Michil Costa, Hotel La Perla Managing Director & Owner

Useful further information

- Culinarium Alpinum – Competence Center for Alpine Cuisine: culinarium-alpinum.ch
- Sextantio (Daniele Kihlgren) – Authentic Preservation of Historic Villages: sextantio.it and project in Rwanda: sextantiorwanda.com
- Michil Costa & Hotel La Perla – Gastfreundschaft as a Mindset: laperlacorvara.it
- Costa Family Foundation: costafoundation.org