

SAC Aarau 2030

Bachelor Thesis 2021

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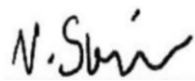
Declaration of Authenticity

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We declare that all statements and information contained herein are true, correct, and accurate to the best of our knowledge and belief.

This paper or part of it have not been published to date. It has thus not been made available to other interested parties or examination boards.

Brugg-Windisch, July 22, 2021



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Management Summary

In Switzerland, clubs today face a diminishing willingness to volunteer and are also challenged by increasingly strict requirements concerning nature conservancy. Especially clubs in close touch with nature, such as the Swiss Alpine Club Aarau (SAC Aarau), are pressured to rethink their purpose, vision, and strategy.

The above-mentioned leads to the objective to develop a new mission and strategies so that the SAC Aarau in 10 years still is well integrated into society, maintaining a culture and structure that meet its stakeholder's needs and desires. But in what direction should the SAC Aarau develop? Are there any pain points or hidden needs among the stakeholders? And how is the club perceived internally and externally? To know in what direction the club should develop, and to decide on an appropriate strategy, it is crucial to fully understand the needs and pain points of the stakeholders. This bachelor thesis aims at developing appropriate measures implementable by the SAC Aarau and corresponding potential future scenarios these measures could trigger.

The measures and future scenarios are developed by the means of the Integrated Brand and Purpose - Guided Stakeholder management model and a SWOT analysis. The data for the analysis are sourced differently. At first, two surveys were conducted. One survey circulated among the members of the SAC Aarau. The second survey was performed outside the club and aimed at figuring out how the club is perceived outside club life. Besides the surveys, two focus groups were organized and conducted. In the focus groups, SAC Aarau members were provided room to express and discuss their thoughts, desires, and pain points concerning the club. The data from the primary research was underlaid by secondary data from the SAC Aarau website and internal data about membership structures.

A comprehensive understanding of how the club is perceived by its internal and external stakeholders was elaborated. Then three potential future scenarios, including operational measures, were created. The first scenario shows the SAC Aarau as a club that pursues a strategy focusing on community and an above-average welcoming culture. Furthermore, it represents the club as a pioneer in fellowship and community. Everyone joining the SAC Aarau would feel in good hands, quickly make new friends, and dedicate their free time to the club with pleasure. The second future scenario focuses on strategic development specializing in the youth. It describes the SAC Aarau as a club having a strong junior section and supporting the youth. Furthermore, the SAC Aarau, in this scenario, is well known as a club with an active club life for the younger generations. The third future scenario reflects the SAC Aarau as a smaller club, with active club life and a friendly, open community besides their professional outdoor sports school. The SAC Aarau as an outdoor sports school does offer different activities and training for all interested people independently of their level.

The people book the activity they are interested in whenever they want without having any other obligation.

When choosing a new strategy, the SAC Aarau should carefully consider its choice by using different methods and controlling processes to ensure future success. Moreover, the knowledge that the responses internally were not representing the mindset of all club members and that the feedback from the external environment to the survey is biased can be helpful when considering several strategic directions.

On behalf of the authors, no financial expenditures concerning the realization of the project were made. However, the club incurred several costs: Firstly, a flipchart for conducting the two focus groups needed to be acquired. Also, the food for the barbeque prior to the focus groups had to be organized and bought. Furthermore, under the survey participants, each five vouchers for overnight stays in the mountain cottage Chelenalphütte were raffled. One night in the Chelenalphütte values CHF 68.- for active SAC members and CHF 78.- for adult externals. Lastly, four hard copies of the thesis were made and financed by the club.

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1 Introduction

Cambridge Dictionary defines a club as follows: “An organization of people with a common purpose or interest, who meet regularly and take part in shared activities” (n.d.). Clubs today face various problems. Not only diminishing willingness to volunteer but also increasingly strict requirements concerning nature conservancy challenge clubs. Especially clubs in close touch with nature, such as the Swiss Alpine Club Aarau (SAC Aarau), are pressured to rethink their purpose, vision, and strategy.

The above-mentioned leads to the objective to develop a new mission and strategies so that the SAC Aarau in 10 years still is well integrated into society, maintaining a culture and structure that meet its stakeholder’s needs and desires. But in what direction should the SAC Aarau develop? Are there any pain points or hidden needs among the stakeholders? And how is the club perceived internally and externally? To know exactly what changes and measures the club needs, it is crucial to fully understand the needs and pain points of the stakeholders. This bachelor thesis aims at developing appropriate measures the SAC Aarau could implement and the corresponding potential future scenarios these measures could trigger.

The measures and future scenarios are developed by the means of the Integrated Brand and Purpose - Guided Stakeholder management model developed by Casanova (2018) and a SWOT analysis based on Künzli (2012). The data for the analysis are sourced differently. At first, two surveys were conducted. One survey circulated among the members of the SAC Aarau. The second survey was performed outside the club and aimed at figuring out how the club is perceived outside club life. Besides the surveys, two focus groups were organized and conducted. In the focus groups, SAC Aarau members were provided room to express and discuss their thoughts, desires, and pain points concerning the club. The data from the primary research was underlaid by secondary data from the SAC Aarau website and internal data about membership structures.

The paper starts with an introduction to Swiss club life and the history of the Swiss Alpine Club (SAC). At a second stage, the methodology, including survey and focus group design, the Corporate Brand Based View, and the SWOT analysis are explained. This explanation is followed by the description of the results from the primary research. This description builds then the base for the application of both models described in the methodology part. To conclude, three potential future scenarios, including the corresponding measures, are presented.

2 Problem Statement and Literature Review

2.1 Introduction to Swiss Club Life

The history of associations in Switzerland goes back to the 17th century (Erne & Gull, 2014). Their story started as institutions of enlightenment, voluntarily formed aiming at reforming the state, church, and corporate society (Erne & Gull, 2014). Members of these clubs merely descended from the social elite and critically reasoned issues of their time (Erne & Gull, 2014). The most important club of the 18th century was the Helvetic Society (Erne & Gull, 2014). Its purpose encompassed the entire spectrum of the Swiss' enlightened discussion (Erne & Gull, 2014).

As a result of the increasing movements, laws were formulated (Erne & Gull, 2014). These laws established the rights and obligations of the members, the purpose of the club, accessing and funding practice, as well as the bodies and the distribution of offices (Erne & Gull, 2014). By establishing the statutes, the founding act of clubs was developed (Erne & Gull, 2014). Office rotation counteracted the concentration of power and aristocratization (Erne & Gull, 2014). Besides that, larger clubs started to differentiate between different kinds of club members. They began to distinguish between active, full-fledged members (*membra ordinaria*) and between external or honorary members (*membra honoraria*) (Erne & Gull, 2014). In terms of organizational history, this development indicated the signal of opening the clubs not only for the social elite but also for the whole populace (Erne & Gull, 2014).

Erne and Gull (2014) declare the 19th century as the century of clubs. They explain that in the 19th century, clubs, and associations as a new form of sociability emerged in large numbers in the developing bourgeois society (2014). Now, clubs and associations cover a large spectrum of activities: it ranges from shooting, student, singing, and music clubs to missionary associations (Erne & Gull, 2014). The peak of clubs was reached around the turn of the century to the 20th century (Erne & Gull, 2014). At this time, there were about 10 clubs for every 1'000 residents (Erne & Gull, 2014). Throughout the 19th century, at least 30'000 clubs were founded in Switzerland (Erne & Gull, 2014). The figure continued to grow in the 20th century. At the end of the 20th century, about 100'000 active clubs existed in Switzerland (Erne & Gull, 2014).

In 2019, 56.9 percent of the Swiss population took part in or supported club activities (Swiss Federal Statistical Office [SFSO], 2021). Swiss women slightly were less involved in clubs than Swiss men (SFSO, 2021). 68.0 percent of all Swiss men and 59.9 of all Swiss women were engaged in club activities, which resulted in a ratio of 54.3 percent to 45.1 percent (SFSO, 2021).

Student Project

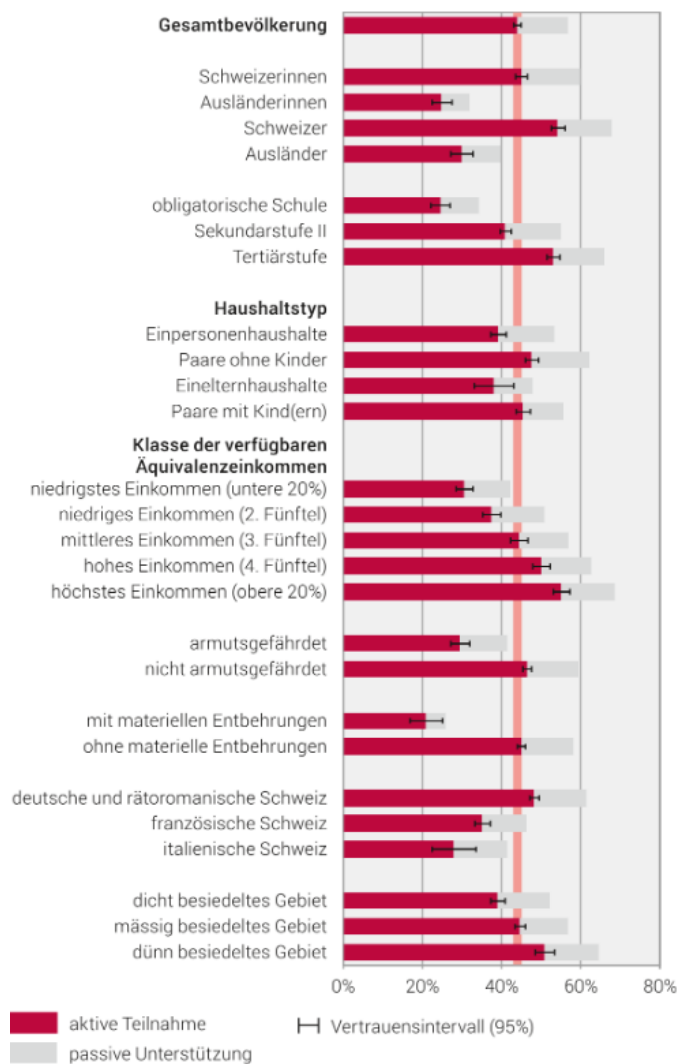


Figure 1: Active and passive involvement of Swiss residents above the age of 16 in clubs based on different characteristics (SFSO, 2021)

Figure 1 illustrates the active and passive involvement of Swiss residents above the age of 16 in clubs based on different characteristics. It inter alia shows a disparity between Swiss nationals and foreign nationals. Foreign nationals tend to be less involved in club activities than Swiss nationals. Also, passive, or active involvement is affected by education level, income, and familiar situations. The higher the education level and income, the higher the active or passive involvement. Couples, with and without children, tend to be more involved in club life than persons living alone and in single-parent households.

According to the Swiss Federal Statistical Office (SFSO) (2021), in Switzerland, volunteering in clubs and formal groups is higher than in the European average. SFSO (2021) stated that in 2015, almost

half (44.8 percent) of Swiss citizens over 16 years old performed voluntary work in clubs that is 22.2 percent above the European average.

Despite the good results in the European comparison, Switzerland's clubs face the challenge of decreasing willingness to work voluntarily. Figure 2 shows overall a tendency of diminishing commitment for clubs. It shows that, especially in other clubs and in culture clubs, commitment is decreasing (SFSO, 2020). However, sports and leisure clubs experienced a slight increase from 2014 to 2019 (SFSO, 2020). The increased willingness to commit to sports and leisure clubs indicates a good starting position for the Swiss Alpine Club Aarau to better the situation in its organization, as this club counts to this category.

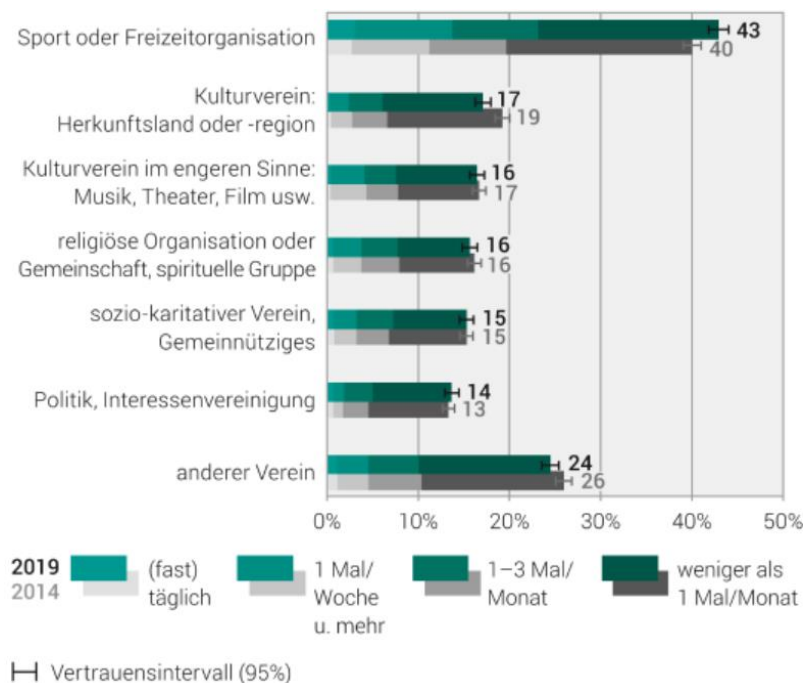


Figure 2: Voluntary commitment in clubs and organizations (SFSO, 2020)

But clubs are not only facing challenges to motivate members to do voluntary work. Lamprecht, Bürgi, Gebert, and Stamm (2017) state in a publication of the Federal Office for Sport (BASPO) that member recruitment and junior members also belong to the main concerns of clubs (p. 36). Only a minority of clubs face no problems recruiting junior members and motivating members for voluntary work (Lamprecht et al., 2017, p. 36). According to Lamprecht et al. (2017), member recruitment and problems with voluntary work are often closely correlated: clubs that fail to integrate members long-term often miss the reservoir of voluntary workers (p. 36).

Additionally, increasing requirements concerning nature conservancy challenge clubs. Especially clubs in close touch with nature, such as the SAC Aarau, are pressured to rethink their purpose, vision, and strategy. The SAC states that the alps are particularly sensitive to climate change and

that the Swiss landscape is changing dramatically (2021d). The mountains are affected by glacier shrinkage, a shortened snow season, and thawing permafrost are evident (SAC, 2021d). This change affects many areas such as biodiversity, tourism, hiking routes, and energy production (SAC, 2021d).

2.2 Swiss Alpine Club

The SAC was founded in 1863 by 35 men from all over Switzerland (SAC, 2021c). The idea came up because Rudolf Theodor Simler, a geologist, and chemist from Zurich, warned the Swiss from the foreigners who wanted to conquer the alps (SAC, 2021c). A British and Austrian alpine club was already existing before the Swiss founded one (SAC, 2021c). One year after the foundation of the SAC, the club already contained seven sections and a total of 358 members (SAC, 2021c). During this time, the exploration and investigation in the alps was their main focus. In 1907, women were excluded from the club which ended up in the foundation of the Swiss women alpine club 10 years later (SAC, 2021c). The SAC then was a club more driven by political background. If people wanted to be part of the club, they needed to be accepted at the general assembly. In addition, the majority of the members were part of the elite. In 1980, the women section was merged again with the overall SAC and since then, anybody can be a member independently of their gender, status, age, or origin (SAC, 2021c). In 2016, the SAC hit the mark of 150'000 members (SAC, 2021c). Today, the central association SAC comprises 111 independent sections (SAC, 2021b).

The association and the independent sections are working closely together (SAC, 2021b). Guidelines and transparency ensure cohesion as well as the achievement of goals (SAC, 2021b). Sections act independently on the operational level (SAC, 2021b). SAC is a non-profit association that primarily finances itself through membership fees as well as donations and sponsors (SAC, 2021b).

The SAC is aiming at connecting people and mountain activities (SAC, 2021a). Not only classical and more modern forms of mountain sports but also cultural events are part of the program (SAC, 2021a). The activities are available for anybody interested in mountains and the corresponding activities (SAC, 2021b). The sections are dependent on primarily volunteer work (SAC, 2021b). Responsibility and activities as a community to keep the alps accessible and natural are in the centre (SAC, 2021b). The SAC has the goal to stand up for the interests of mountain sports and the alps in public without being politically influenced (SAC, 2021b). The offered education helps to improve the security and individual responsibility in the mountains (SAC, 2021b). The members treat each other with respect, friendliness, openness, and tolerance (SAC, 2021b). Mostly, activities are dependent

upon the needs of the SAC members and potential new members (SAC, 2021b). Partnerships between the SAC and private and public institutions as well as national and international organizations and the exchange of knowledge between each other help to accomplish goals (SAC, 2021b).

The main SAC activities are mountain sports, education, cottages, the environment, and professional sports (SAC, 2021b). The focus lies in mountain sports in general (SAC, 2021b). SAC experts ensure secure, well-planned tours (SAC, 2021b). The information is available in digital or written form (SAC, 2021b). The risks should be weighted responsibly, and unnecessary danger prevented (SAC, 2021b). There are different offers to allow participation to anybody independent of their level of knowledge (SAC, 2021b). In addition, education possibilities for all kinds of activities and levels are available (SAC, 2021b). The exchange of information throughout all functions helps to profit from each other (SAC, 2021b). Cottages operated by the SAC section are important to secure possibilities to perform mountain sports (SAC, 2021b). The cottages are open for anybody (SAC, 2021b). During tours or hiking, the cottages serve as breakpoints with a small restaurant and give the possibility for an overnight stay. In addition, cottages act as an identification symbol with their simple infrastructure (SAC, 2021b). Already existing cottages are renovated and operated economically and ecologically (SAC, 2021b). However, SAC will not construct any new cottages in the unassessed area of the alps (SAC, 2021b). In order to act as environmentally friendly as possible, activities are constructed accordingly (SAC, 2021b). In addition, members are encouraged to consider the climatic impacts of their actions as well as to use public transports when traveling to the alps (SAC, 2021b). The SAC supports professional sport and events in all age and level categories (SAC, 2021b). Additionally, the SAC also organizes competitions and has each one national team in the disciplines of sports climbing, ski tour racing, and ice climbing (SAC, 2021b).

The SAC ethics codex should give answers in unclear situations and on how to prevent them (SAC, 2021a). Since its foundation in 1863, the SAC aims at treating the alps responsible and keeping them as various as possible (SAC, 2021a). The ethics codex contains 10 important topics: mountain sports, environment and spatial development, cottage and infrastructure, conflict of interest, dealing with partners, placing of tasks, financial resources management, donation and sponsorship, data security, and gifts and fees (SAC, 2021a). The responsible people for the segments are obliged to act according to this codex (SAC, 2021a). In addition, the SAC acts and spreads the ethics-charter of Swiss Olympic, which focuses on nine principles of how members should act and be treated (SAC, 2021a).

2.3 Swiss Alpine Club Section Aarau

The SAC Aarau is one of the 111 independent sections of the central association (SAC, 2021b). The section Aarau was founded in 1863 (SAC Aarau, 2021a). Currently, there are more than 80 tour guides part of the SAC Aarau, offering more than 100 tour and community events (SAC Aarau, 2021a). Additionally, the SAC Aarau maintains two cottages: The Irehägeli based in Biberstein next to Aarau and the Chelenalphütte in the high mountains (SAC Aarau, 2021a). Besides the section itself, there are different categories offered (SAC Aarau, 2021a). Part of the offering is three different senior groups, a group exclusively for women, climbing for kids, and climbing for families (SAC Aarau, 2021a). The SAC Aarau operates within the mission statement of the central association, SAC.

The president of the SAC Aarau provided us with an internal data file showing the total number of members, membership years, age, and type of membership. Since 2009, the membership number increased from 1376 members up to 3320 members in the summer of 2021 (SAC Aarau, 2009 – 2021). That corresponds to an increase in members of 241.0 percent in the last 12 years. In the year 2020, 159 new entrees were registered (SAC Aarau, 2009 – 2021). Overall, it shows that the entrees are fluctuating between 50 to 300 each year (SAC Aarau, 2009 – 2021).

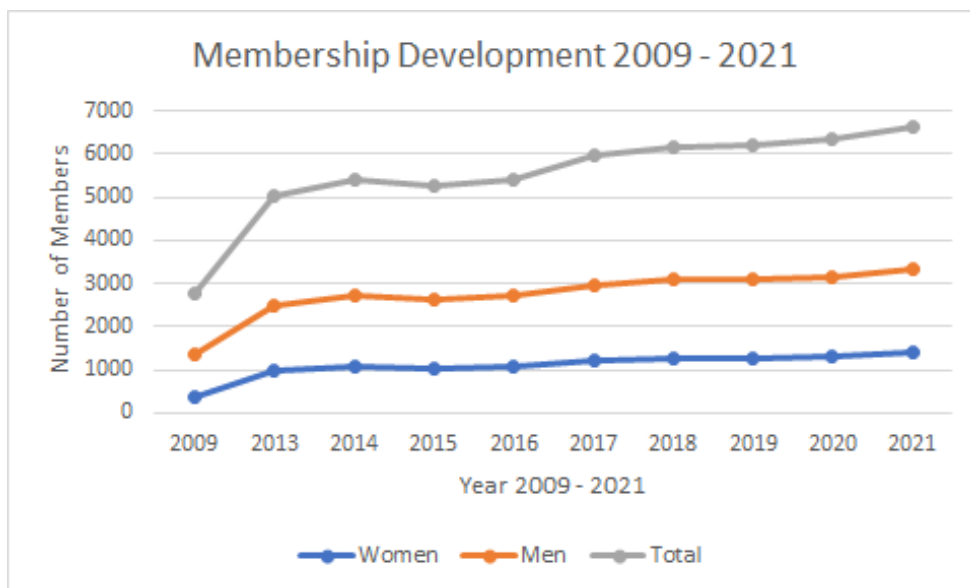


Figure 3: Membership Development 2009 - 2021 (SAC Aarau, 2009 - 2012)

In the data file, a change in the gender structure can be recognized as in Figure 3. In 2009, over 73.0 percent of the total 1376 members were male and only 17.0 percent female. Already five years later, the number of female members increased up to 40.0 percent of the total 2706 memberships

(SAC Aarau, 2009 – 2021). In summer 2021, 42.0 percent of the 3320 members were female and 58.0 percent were male.

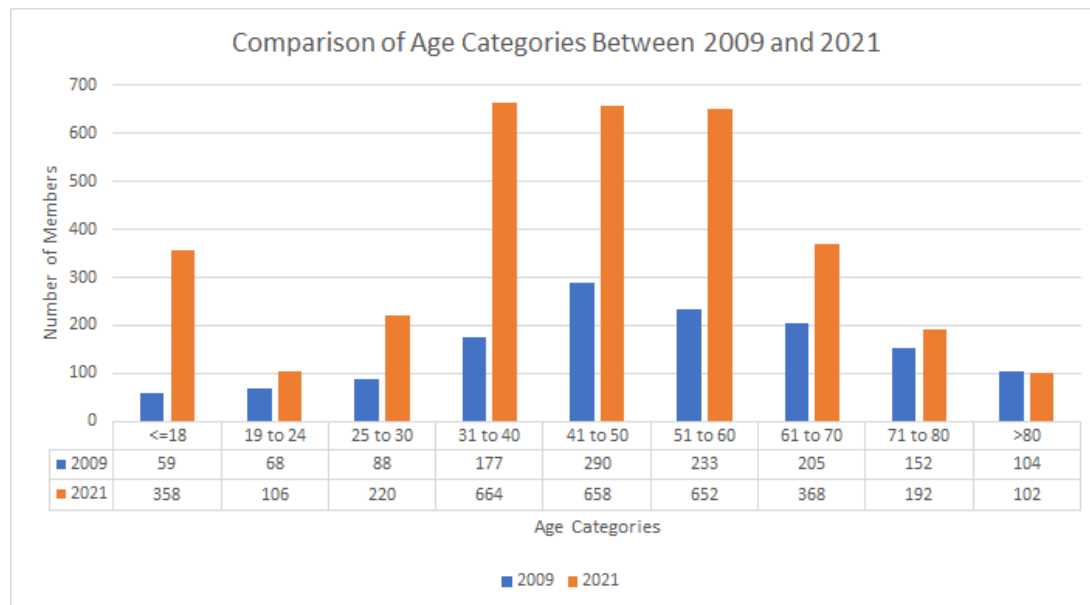


Figure 4: Comparison of Age Categories Between 2009 and 2021 (based on SAC Aarau data file 2009 – 2021)

Considering the age groups, Figure 4 shows that in 2009 most members were aged between 41 to 50 years (SAC Aarau, 2009 – 2021). This number corresponds to 21.0 percent of total memberships. The age categories of 51 to 60 years and 61 to 70 years are following the group before, with memberships of 17.0 and 14.0 percent referring to this age group (SAC Aarau, 2009 – 2021). Members aged younger than 30 years correspond to 15.0 percent of the total memberships in the year of 2009 (SAC Aarau, 2009 – 2021). Comparing the numbers of 2009 to the ones of summer 2021, the following changes can be recognized: The under 30 years old members increased up to a total of 20.0 percent of the memberships (SAC Aarau, 2009 – 2021).

Especially the under 18 years old group increased a lot as it is shown in Figure 4. In 2009, only four percent referred to this group, whereas in summer 2021, already 10.0 percent of total members were underaged (SAC Aarau, 2009 – 2021). However, the members aged 19 to 24 years did even decrease by one percentage point down to three percent in summer 2021 compared to the data from 2009 (SAC Aarau, 2009 – 2021).

The age category 31 to 40 years is the most common one in summer 2021, referring to 20.0 percent of total memberships (SAC Aarau, 2009 – 2021). Closely followed is this age group by the people aged from 41 to 50 years and from 51 to 60 years old (SAC Aarau, 2009 – 2021). There is only a 0.20 percent difference between these three age groups (SAC Aarau, 2009 – 2021).

The following pie charts, Figure 5 and Figure 6, provide each further overview of the age proportions of the years 2009 and 2021.

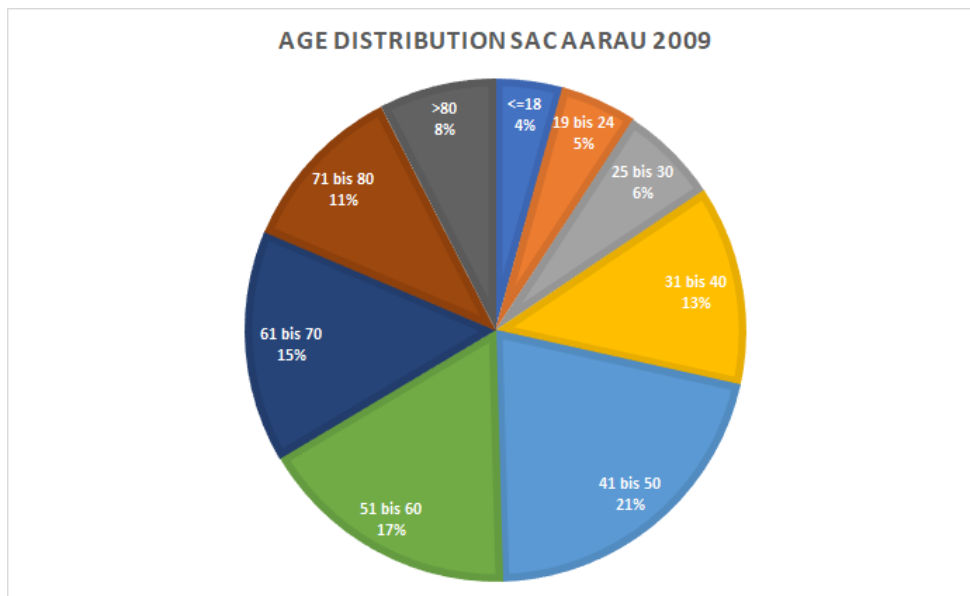


Figure 5: Age distribution SAC Aarau 2009 (based on SAC Aarau data file 2009 – 2021)

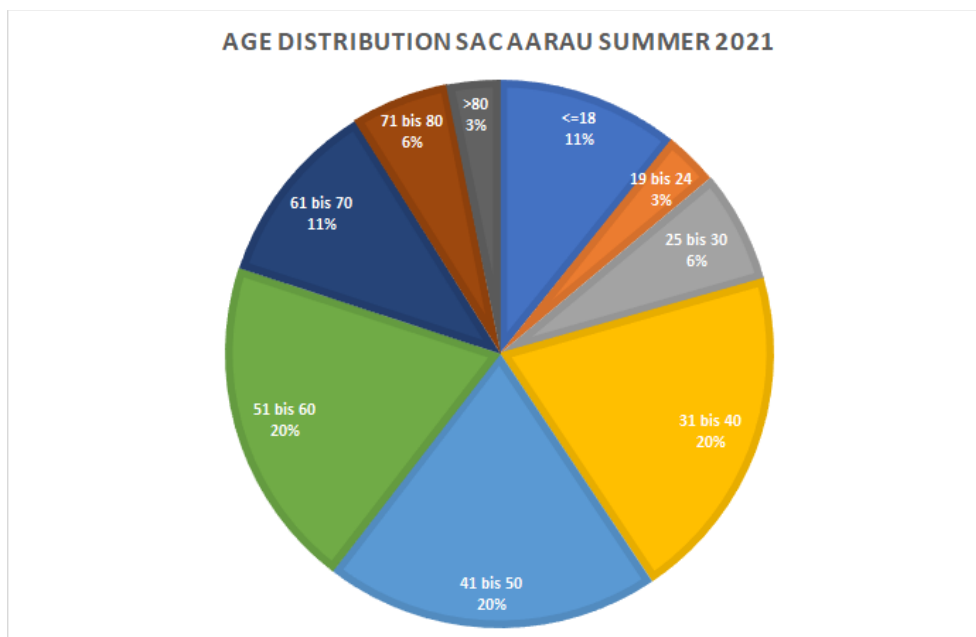


Figure 6: Age distribution SAC Aarau 2021 (based on SAC Aarau data file 2009 – 2021)

Regarding the number of total membership years, a common aspect can be found in all years of the data file (SAC Aarau, 2009 – 2021). In every year since 2009, most members are less than 10 years in the club (SAC Aarau, 2009 – 2021). As shown in Figure 7, in 2009, 52.0 percent were members for less than 10 years, while this number increased up to 64.0 percent in summer 2021 (SAC Aarau,

2009 – 2021). However, this increase can also be justified with the corresponding increase of members by over 240.0 percent since 2009.

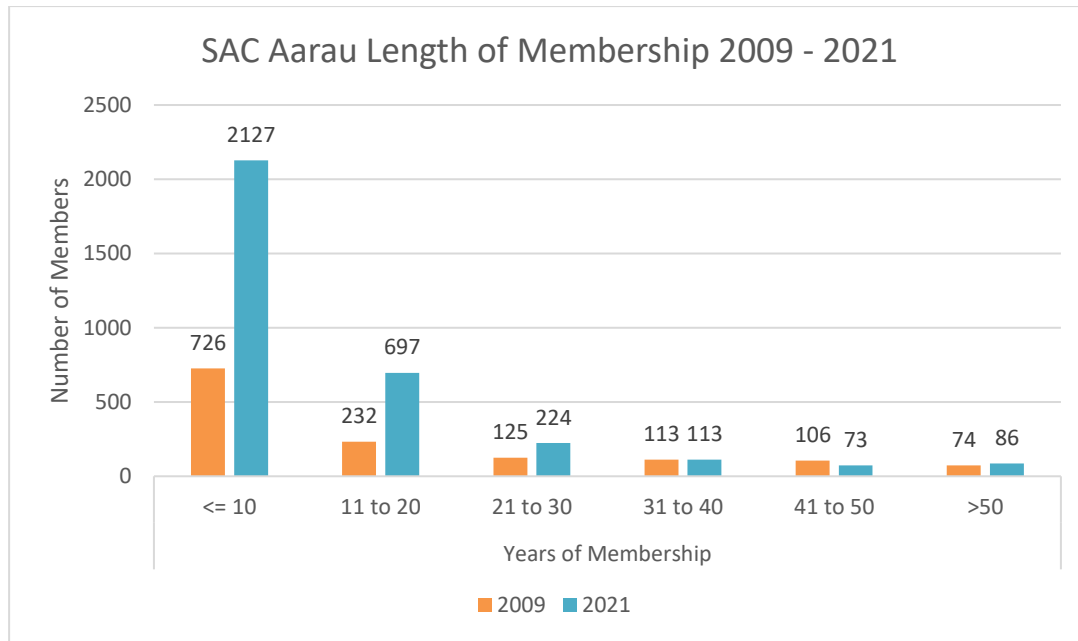


Figure 7: SAC Aarau Length of Membership 2009 -2021

The members are divided into different membership types (SAC Aarau, 2009 – 2021). That leads to a distortion of the total member numbers because a couple or a family is registered as one member under the member type attribute “Family” (SAC Aarau, 2009 – 2021).

3 Method and Data Used

For this project, primary and secondary research methods have been used. We began our research with an analysis of the member data of the club. We gathered information about the average age, gender, and length of club membership. We then summarized this information in the literature review (section 2.3). Additionally, we read into the club's website and guidelines to get an overview, understanding, and starting point of the project.

Based on this information, we then started to elaborate a survey that had the goal to uncover information about which direction the club should develop. The survey design is mainly based on Fundamentals of Survey Research Methodology (Glasow, 2005) and Improving Survey Questions (Fowler, 1995). Complementary to the surveys, we performed two focus groups that relied on the theory of "Quick and easy!?! Fokusgruppen in der angewandten Sozialwissenschaft" (Schulz, 2012).

The analysis of the gathered data was then investigated and interpreted based on the corporate brand view (Casanova, 2018) and a SWOT analysis. These interpretations served as the basis of the future scenarios of the club.

3.1 Survey Design

According to Glasgow, written surveys are the best method to gather confidential information (2005, p. 4). They require minimal resources such as time, executors, and cost, and at the same time delimit interviewer and respondent errors (Glasgow, 2005, p. 4).

Fowler defines a good question as one that "produces answers that are reliable and valid measures of something we want to describe" (1995, p. 2). That means that a good survey considers question-wording, feasibility, and ethics (racist questions may not be answered) (Glasgow, 2005, p. 6; Fowler, 1995). Fowler describes that the wording of a survey must not be overcomplicated. All respondents must be able to understand it (1995, p. 2). Fowler further stated that the words must not be interpreted or have several meanings (1995, p. 3). Also, survey questions must not be combined where the respondents wish to confirm for one part but to reject for another part of the question (Glasgow, 2005, p. 6).

The survey of this project contains open and closed questions. Reasons for this are that open-ended questions allow the respondent to formulate ideas in their own words, which then allows the researcher to explore a bigger range of answers and maybe unexpected solutions (Salant & Dillman, 1994, p. 81, as cited in Glasgow, 2005, p. 7). However, open questions are more time intensive for

the respondent, and the results may also be more difficult to be analysed by the researcher (Salant & Dillman, 1994, pp. 79 - 80, as cited in Glasgow, 2005, p. 7).

Closed questions presuppose that the respondent carefully examines all possible answers, but it is the easiest type of question for the researcher to analyse (Glasgow, 2005, pp. 7 - 8). Adding "other" and an empty field in the possible answer solution permits the respondent to share its own thoughts if no sample answer applies (Glasgow, 2005, p. 8).

The following enumeration is based on Glasgow (2005, p. 8). Closed-ended questions may be split into three types:

1. questions that gather information about people, places, and events
2. measuring responses to ideas, analyses, and proposals
3. questions that assess knowledge

The first type of survey question defines continua. A continuum aims to gather self-reflection and assessment by the respondent (Fowler, 1995, p. 48). Evaluating continua such as multiple-choice questions should offer five to seven scaling possibilities (Glasgow, 2005, p. 8). Taherdoost (2019, p. 7) suggests using a seven-point rating scale if there is no need to have the respondents tend to one side. In the case of wishing to direct the respondents to one side, a six-point scale is the most suitable. We decided to use a six-point rating scale. The danger about scaling is, in the case of numerical answers, responses might be misinterpreted and chosen opposite to the intended answer (Glasgow, 2005, p. 8). Other types of continua questions are the choice between "agree" and "disagree" and ranking continua (Glasgow, 2005, p. 8).

To measure responses to ideas, analyses, or proposals, in this project's case, for example, proposals about environment protection measures, are best asked by modifiers (Glasgow, 2005, p. 9). But Glasgow alerts about using response options with emotional content such as "strongly agree" (2005, p. 9). The survey should be limited by options such as "completely", "generally", or "mostly" (Fowler, 1995, p. 66). Fowler also suggests adding a "no response" and a "not enough information" option (1995, p. 66).

Measuring knowledge can be done in many ways via surveys. Suitable are true-false, no-yes, and multiple-choice questions (Fowler, 1995, p. 68).

For this research, all the categories are crucial. The goal of the surveys is, inter alia, to get to know more about the club members and other stakeholders, the ideas they have, and what they know about the SAC Aarau. To gather the data and to prepare it for the data analysis, the survey is built via Google Forms. This system allowed us to uncomplicatedly send the link via E-Mail and to have the optimal overview of the entered data.

We performed two different surveys. The first was sent to SAC Aarau members and forms the main research, referred to as segment A. The goal was to collect 200 completed questionnaires. This figure was elaborated by our clients and relied on experience and the estimation that from the around 2000 valid Email accounts of the club members, 10.0 percent participate. But using the Cochran formula (Cochran, 1963), and taking a confidence interval of 95.0 percent, makes the figure of 200 as well reasonable. Taking the population size of 3000 (3000 club members), results in a margin of error of seven percent, as the following calculation proves:

$$\sqrt{n} = \frac{1.96\sqrt{p(1-p)}}{ME} = \frac{1.96\sqrt{0.5(1-0.5)}}{0.07} \rightarrow n = 196 \approx 200 \text{ completed questionnaires}$$

However, given that the population of 3000 is a rather small number, compared to the world population, and that the ratio of population and sample is more than five percent, namely, about 6.5 percent, we can apply the finite population correction (Israel, 1992, pp. 3-4). This is because a sample provides pro-rata more information for a small population size than for large population size. Taking these thoughts into account results in a sample size of 184:

$$n_c = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}} = \frac{196}{1 + \frac{(196 - 1)}{3000}} = 184 \text{ completed questionnaires}$$

As we needed to take nonresponses into account, we sent the survey to all 3000 SAC Aarau members. Additionally, about 1000 email addresses are invalid or absent. Thus, the number of mailed surveys is considerably higher than the number required for the desired precision. Sending the survey to the whole SAC Aarau population affects that, in case of nonresponses, there is no option to appoint further club members to join the survey. If we gathered too few filled-out questionnaires, we only could encourage joining by sending an e-mail reminder or by diminishing the risk of nonresponses by an inviting survey design. Convenience sampling was applied as this is the most feasible technique for this survey. We decided that it is the quickest and most economical technique for sampling in our project. However, there is the risk that the random sample does not represent the whole population, which could lead to biases in the results. To counteract this, we statistically underlaid the sample size to minimize errors.

The second survey was sent to external persons that are not members of any SAC section but are close to the countryside. We sent the survey to scout associations, Jungwacht Blauring organizations, and hiking clubs. The second survey participants, referred to as segment B, had the main function as the control group. The goal was to collect around 50 completed questionnaires. The client and we came up with this figure, as 50 is a quarter of segment A questionnaires. We decided to include an external control group because one of the SAC Aarau's goals is to attract new active members beyond SAC. Additionally, we could identify whether the attitude, view, and awareness about different offers comply with segment A.

3.2 Focus Group Design

As stated by Schulze (2012), a focus group should be a discussion in small groups, based on given information through a moderator. The aim is to generate new ideas and data, focused and followed on a specific topic led by the moderator (Morgan, 1997). Focus groups are useful for making decisions based on the individual members' opinions (Schulze, 2012). The starting point is a stimulus that can be any information - orally or in pictures - provided by the moderator (Schulze, 2012). The structure of the following group discussion is quite similar to the guidelines of qualitative interviews which ensures that all relevant topics are covered at the end (Schulze, 2012). However, focus groups need fewer resources than individual interviews (Breitenfelder et al., 2004). In addition, the dynamic in a group has a positive impact on the participants' involvement and interest (Schulze, 2012). It makes sense to have several focus groups with similar or differing participants to compare the results (Schulze, 2012). In one focus group, there should be six to 12 people (Schulze, 2012).

We will have two focus groups. Both groups should help us to find out possible improvements and unarticulated needs. In addition, the interests of the participants in the SAC Aarau as a club should be captured. Furthermore, new paths in the development of the whole club should be debated, according to advantages and disadvantages. To capture different viewpoints, we involve some younger members in one group. The goal is not to miss any needs of the different age groups. Usually, the participants are chosen according to their fit in the project (Schulze, 2012). Sometimes, it can be difficult to find people willing to join the group as it is very dependent upon the topic and their personal relation to it (Schulze, 2012). As the willingness to be part of any SAC Aarau club activities is not very high, the president and vice president helped us to recruit possible participants for the focus groups. In our case, we use the focus groups as a tool to evaluate new activities. During the group discussion, new ideas can be debated according to their potential, and possible improvements can be generated (Schulze, 2012). Therefore, we see focus groups as a fitting method

for generating primary data in our project by creating ideas in which direction the SAC Aarau should be developed.

The procedure of one focus group can be divided into three parts (Bürki, 2000). Firstly, the concrete and defined problem statement, as well as the topic and organization of the group, are in focus (Schulze, 2012). The guidelines and the stimulus need to be clarified and the participants and moderators need to be selected (Schulze, 2012). Secondly, the discussion takes place (Schulze, 2012). The main challenge is to make sure all participants are active and no one is taking over the lead (Schulze, 2012). This is the critical task of the moderator (Schulze, 2012). In addition, one assistant who protocols the most important points according to each individual is needed or the discussion can be recorded orally or on video (Schulze, 2012). Schulze (2012) claims that video recordings can make participants insecure. We decided to protocol our two focus groups in order not to make any participant feel uncomfortable during the session. In addition, we can leave unnecessary information already out when writing the protocol. The length of the discussion should not be longer than three hours in maximum (Schulze, 2012). In the last phase, the data will be analysed, interpreted, and presented (Schulze, 2012). However, group dynamics, relationships, and body language are ignored in the data analysis (Schulze, 2012).

The moderator has a very important role, as he is responsible to keep the discussion rolling and guiding the participants in the desired direction without disturbing the dynamics (Schulze, 2012). The idea is that the participants have an active discussion that does not need constant intervention by the moderator (Schulze, 2012). The moderator should not share any personal opinions and ask the whole group and not individual participants (Bohnsack & Schäffer, 2001). A small effect of the moderator on the discussion results cannot be prevented but through proper schooling, it can be minimized (Schulze, 2012).

However, due to a lack of time, focus groups often do not catch the whole depth of each participant's individual experiences and situations (Schulze, 2012). Therefore, individual interviews may give more in-depth information when personal opinions and experiences are important as there is more talking time for the person than they would have in a group (Morgan, 1997). In addition, when looking for general opinions over a whole population or when professional experience is needed, other procedures can be more suitable than focus groups (Schulze, 2012).

3.3 Corporate Brand-Based View

To find out more about the club's current culture, purpose, brand identity, and core image we apply the corporate brand-based view. Through the Integrated Brand and Purpose - guided Stakeholder

management model, which was developed by Marco Casanova (2018), we go through five steps and analyse the relevant interdependencies. We analyse the current situation of the club to figure out how to enhance the relationship between the SAC Aarau and its stakeholders, particularly its members. This chapter provides an overview of the Integrated Brand and Purpose - guided Stakeholder management model and its methodology behind it.

3.3.1 Introduction to Corporate Brand-Based View

After the turn of the millennium, a rethink of corporate brands began (Casanova, 2018, p. 52). It was no longer enough to generate shareholder value and satisfy customers through convincing products (Casanova, 2018, p. 52). Society now expects that society as a whole is benefitting through corporate activities (Casanova, 2018, p. 52). So, corporations included more focus on stakeholder value in their purely shareholder-centred approach (Casanova, 2018, p. 52). Casanova (2018) stresses the importance of brands to create confidence in all stakeholders (p. 12). A brand, in this case the SAC Aarau, conveys confidence when there is a coherence of emotional and rational messages in all contact points to stakeholders (Casanova, 2018, p. 12). A brand is not only an organization, symbol, or service, but also the promise, perception, and emotional connection which it transfers to the stakeholders (Casanova, 2018, p. 13).

Addressing the problems (section 2.1) that need to be solved in the project, the following main stakeholder groups are relevant:

1. Club members (active, passive)
2. Junior members (they are the future of the club)
3. Instructors/guides (hired externally/volunteering members)
4. External individuals (affected i.e. by limitation of hiking routes through the alps, in case of stricter rules and they are potential club members)
5. Competitors (clubs that operate in a similar context such as the Alpenfreunde)

This project focuses on regular and junior club members, and external individuals. Junior members form their own stakeholder group as one of the project goals is to identify their needs in particular. Especially club members, including juniors, have an impact on the club brand. They use its services, and the entire purpose of the SAC Aarau has to focus on the member's and potential member's needs and shift away from focusing on what the club is currently doing, from its current services, and habits (Casanova, 2018, p. 22). Casanova (2018) states that the better the brand purpose is perceived by its customers (in this project: members) the more positive the company (in this project: club) is valued by its stakeholders (p. 17). As the focus of this project lies on members and potential

members, one can disregard competitors. However, they are indirectly involved in the survey for the externals as they are not excluded from participation when being members of another club.

According to Casanova (2018), the essence of a brand's purpose is the aspects of identity and vision & mission (p. 19). Identity treats the question of "who are we?" and vision & mission involve examining the club's aspiration (Casanova, 2018, p. 19).

3.3.2 Four-Field Matrix Strategic Analysis

As this project does not aim at maximizing profit or finding its sustainable advantage in a competitive market, but to figure out how to reposition and which services and activities are no longer desired by its members, we apply the BCG four-field matrix. Utilizing this model, one can categorize each different activity and service upon each activity and service relative potential. Originally this model was developed to analyse each business unit's market share and growth rate in the market (Casanova, 2018, p. 23). As the SAC Aarau is a club that does not aim at a high profitability, we focus less on market share but more on the wants and desires of its members. Therefore, we rename market share to current use and growth rate of Market to expandability, as shown in Figure 8 below.

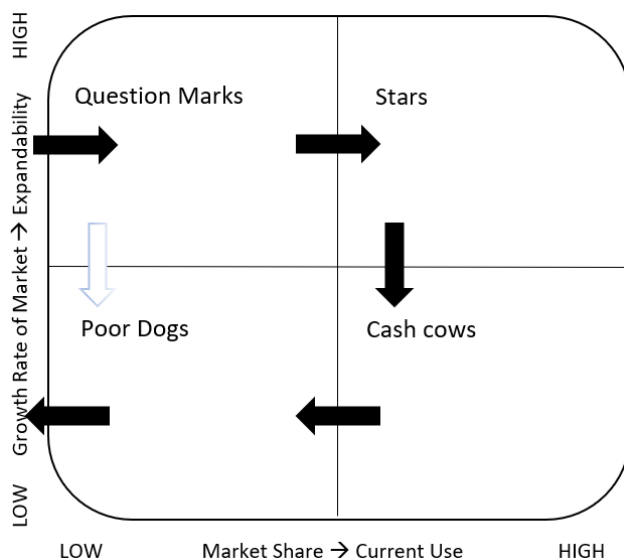


Figure 8: Modified BCG four-field matrix (Based on Casanova, 2018, p.23)

Where Question Marks are desired by the members but not yet established. Activities and services in this quadrant need to be analysed, whether it makes sense to launch it and shift it to Stars. After launching a new service or activity, there is always the risk that it will not be accepted and used as well as assumed after the analysis. Then the launch directly shifts to Poor Dog (light arrow). The Poor Dogs, in the lower-left quadrant, are not worth investing time and money in. They are weak and

should be taken out of the program (Casanova, 2018, p. 24). On the other hand, Stars, in the upper right quadrant, are very attractive and frequently used activities and services (Casanova, 2018, p. 24). Cash Cow activities and services, in the lower right quadrant, are established and accepted, but they have no potential to develop.

After placing all services and activities in one of the quadrants, one can decide whether to keep, dismiss, or develop the service or activity. By addressing the member's needs, one can find new opportunities for new services, which will then positively affect the SAC Aarau's member involvement in voluntary work and the recruitment of new members.

3.3.3 Brand and Purpose - Guided Stakeholder Management Model

As already mentioned in section 3.3.1, it is crucial that the brand identity and the brand image are consistent (Casanova, 2018, p. 54). The brand identity describes the internal image of the organization and how it mirrors images based on that identity (Casanova, 2018, p. 55). The brand image defines how the company is perceived by its different stakeholders (Casanova, 2018, p. 55). It also includes emotions transmitted to its stakeholders and its rational attachments (Casanova, 2018, p. 55). The brand identity can be influenced by its brand image through feedback, expectations, and behaviours by its stakeholders (Casanova, 2018, p. 55). The brand identity in turn influences the brand image by organizational behaviour and communication (Casanova, 2018, p. 55).

Corporate branding also focuses on building a higher reputation for stakeholders because a higher reputation results in a higher value and strengthens the club's capacity (Casanova, 2018, p. 56). A better reputation of the SAC Aarau influences its members to trust in activities. For example, an offered tour through the alps is a worthwhile excursion to participate in, and that the trip within the club is better than doing it alone (Casanova, 2018, p. 56). Also, a good reputation enhances repetitive participation in activities (loyalty) (Casanova, 2018, p. 56). Additionally, recruitment of new members enhances. Loyalty in terms of the SAC Aarau also means a higher willingness to do voluntary work. On the tour when guides get a good reputation causes pride and motivation to be contributory (Casanova, 2018, p. 56).

The Brand and Purpose - Guided Stakeholder Management Model focuses on all substantial questions of corporate brand management (Casanova, 2018, p. 57). It ensures to always keep interdependencies of the different questions in mind (Casanova, 2018, p. 57). It is based on the St. Gallen Management Model, but it treats the corporate brand aspects more detailed and underlines the relevant objectives and measures to identify the relationship between the brand, in this case the

SAC Aarau, and its stakeholders (Casanova, 2018, p. 59). As can be seen in Table 1, the model contains five levels. The five levels are interlinked and allow both approaches, bottom-up and top-down.

Steps	Topics	Questions	
1. Corporate mission	1.1 Identity 1.2 Vision & Mission statement 1.3 Business Strategy 1.4 Stakeholder needs orientation	Who are we? What is our aspiration and purpose? What is our business, now & in the future? What do we offer?	From the strategy to the realization
2. Brand mission	2.1 Reputation measurements & analysis 2.2 Brand positioning & purpose 2.3 Gap analysis (stakeholder specific)	How are we perceived? (Brand perception) How do we want to be perceived? How is our behavior perceived at the various touchpoints?	
3. Impression Management	3.1 Brand architecture (scenarios) 3.2 Evolvement of the brand positioning 3.3 Emerging into a brand & purpose guided company	How do we reach the perception we envisaged to achieve?	
4. Corporate Identity	4.1 Creating a fitting visual style (look&feel) 4.2 Defining stakeholder specific messages 4.3 Developing consisting guidelines	Corporate design Corporate communication Corporate behavior	
5. Integrated Communication	5.1 Segmenting target groups 5.2 Centralization vs. decentralization 5.3 Communication & marketing 5.4 Using of tools	Communication concept Question coherence: "Who communicates with whom and how, here, about what and why?"	

Table 1: The Integrated Brand and Purpose - Guided Stakeholder Management Model (Based on Casanova, 2018, p. 59)

The first level, the corporate mission stage, makes sure that a brand applies a more stakeholder-focused approach (Casanova, 2018, p. 60). It helps to concentrate more on the emotional benefit of the service/activity, which then increases the self-estimation of the stakeholders (Casanova, 2018, p. 60). It is important to know the expectations of the members towards the activities and services (Casanova, 2018, p. 60). A brand today must offer more besides the functions and quality (Casanova, 2018, p. 60). And it is crucial to establish an emotional contribution to enhance the brand perception (Casanova, 2018, p. 60). As the name of the level suggests, the starting point of this level is the mission statement of the club (Casanova, 2018, p. 60). Based on this, it is to analyse

who the club is and what it stands for (Casanova, 2018, p. 60). Also, the look in the future is as well important one must ask about aspirations and purpose of the club. Not to be neglected is the strategy, what it is today, and what it will be in the future (Casanova, 2018, p. 60). And finally, the stakeholder perspective, and what is offered to them, gets involved (Casanova, 2018, p. 60). Summarized, Casanova (2018) comes up with the following questions (p. 60):

- Who are we?
- What is our aspiration and purpose?
- What is our business, now and in the future?
- What do we offer?

The second stage is called Brand Mission (Casanova, 2018, p. 60). The Brand Mission mainly discusses how Brand Positioning (Identity) complies with the actual Brand Perception (image) (Casanova, 2018, p. 60). Also, the stage discusses how the stakeholders believe in the future success of the brand and why yes and if no, why they do not (Casanova, 2018, p. 61). Also, the stage aims at figuring out what the stakeholders expect the brand to be in the future and how they would act to potential developments of the brand, such as diversification (Casanova, 2018, p. 61). Together with the first stage Corporate Mission, Brand Mission defines the Corporate Brand Position (Casanova, 2018, p. 61). The position must be revised and controlled regularly (Casanova, 2018, p. 61). The bigger the imbalance between the image and the identity of the brand, the bigger need for action is claimed (Casanova, 2018, p. 61). Questions to be analysed in this level are (Casanova, 2018, p. 59):

- How are we perceived? (Brand perception)
- How do we want to be perceived?
- How is our behaviour perceived at the various touchpoints?

As third, Impression Management takes place (Casanova, 2018, p. 65). This level completes the second stage of Brand Mission (Casanova, 2018, p. 65). Furthermore, it builds the basis for level four (Casanova, 2018, p. 65). The main goal of Impression Management is to find out why the stakeholders perceive what in which way (Casanova, 2018, p. 65). Only when it is known what triggers the perception, the club can start to act on and communicate about it (Casanova, 2018, p. 65). Taking emotional factors into the communication process fosters emotional closeness and trust

in the brand (Casanova, 2018, p. 65). Casanova (2018) describes the reason why it is important as follows: "... products and services are bought and consumed, but only the brand and its relationship towards its stakeholders can conquer the hearts" (p. 65). The main question to consider at this stake is (Casanova, 2018, p. 59):

- How do we reach the perception we envisaged to achieve?

The fourth level defines Corporate Identity (Casanova, 2018, p. 65). Through Corporate Identity, corporate branding is carried out, because everything in an organization does its part of the brand-building process (Casanova, 2018, p. 65). Corporate Identity aims to ultimately control the organization's image (Casanova, 2018, p. 65). Through the communication, at stage five, it is then transmitted to all stakeholders (Casanova, 2018, p. 65). The fourth stage is built on the issues of stages one to three (Casanova, 2018, p. 65). It takes the topic dealt with into consideration and prioritizes them (Casanova, 2018, p. 65). It then suggests developing a visual design, developing stakeholder group-specific messages, and guidance to employee behaviour (Casanova, 2018, p. 65). According to Casanova (2018), the club identity is perceived in three different areas (p. 66). Namely through the corporate design (appearance), corporate communication (communication), and corporate behaviour (behaviour) (Casanova, 2018, p. 66). These three levels must be dovetailed and strategically compliant (Casanova, 2018, p. 66). The following paragraph identifies the three components of Corporate Identity.

The design of the organization provides an identity through visual appearance (Casanova, 2018, p. 66). It transmits the organizational identity but is not involved in creating it, therefore it is the shape but not the content (Casanova, 2018, p. 66). The communication internally and externally carries out strategic and consistent communication (Casanova, 2018, p. 66). Its instruments are inter alia social media, advertising, public relations, and exhibitions (Casanova, 2018, p. 66). Ultimately, organizational behaviour defines how the members of the organization act and whether it is aligned to the identity of the company (Casanova, 2018, p. 66). One must ensure that the behaviour of the members is also perceived genuinely by its stakeholders (Casanova, 2018, p. 66). Therefore, internal branding is crucial (Casanova, 2018, p. 66). If the organization fails to establish compliance between the just elucidated factors, the risk of reputation loss arises, which then negatively impacts the organization's performance (Casanova, 2018, p. 67). Factors to analyse at this level are (Casanova, 2018, p. 59):

- Corporate design
- Corporate communication

- Corporate behaviour

How to implement the corporate identity is explained at the fifth and last level of the Integrated Brand and Purpose-Guided Stakeholder Management Model (Casanova, 2018, p. 67). The stage of Integrated Communication aims at communicating the organization's strategy to all internal and external stakeholders (Casanova, 2018, p. 67). It especially targets to anchor the organization's brand as trustworthy and reliable as possible to the stakeholder "head and Hearts" (Casanova, 2018, p. 67). It is based on all four preceding stages, and the more reliable it is perceived by the stakeholders, the higher the level of trust in the organization results (Casanova, 2018, p. 68). Integrated Communication also includes relationship management and the determination of the perception of the brand (Casanova, 2018, p. 67). It is important to orchestrate customer (member) touchpoints accordingly to ensure achieving the desired results of the communication with the different stakeholders (Casanova, 2018, p. 68). Hence, the last stage of the Integrated Brand and Purpose - Guided Stakeholder Management Model treats the topics of (Casanova, 2018, p. 68):

- Communication concept
- Question coherence: "Who communicates with whom and how, here, about what and why?"

The Integrated Brand and Purpose - Guided Stakeholder Management Model, which was elaborated by Casanova (2018), provides the ideal theoretical methodology as it ensures that the corporate culture of the SAC Aarau meets the culture of its members. We are confident that only a brand that meets its community on eye level has the chance to survive and flourish in a competitive environment. One of the strong advantages of the model happens to be that it not only concentrates on either internal or external factors but both. The model encourages customer (member) empowerment which is the ideal starting position for generating long-term value to both stakeholders and the club. Nonetheless, we should not forget about the financial factors that determine the leeway to meet the expectations of its members. Also, as this model was built for companies and not for leisure clubs, slight adjustments of terminology might shift the framework away from its original appearance. As the employees of the club are not professionals but voluntary workers, we cannot expect the same level of skills and time capacity to implement, for example, communication processes the same as professional workers would. But this model can serve as a guideline and theoretical support to them.

3.4 SWOT-Analysis Methodology

The SWOT analysis was created in the 1960s and belongs to one of the most powerful tools used in strategy development with great potential but seldomly used to its full extent (Künzli, 2012). SWOT stands for strengths, weaknesses, opportunities, and threats (Künzli, 2012). The analysis catches the starting point but does also show options for the future (Künzli, 2012). Strengths and weaknesses are analysed within an organization, opportunities and threats lie in its external environment (Künzli, 2012). These internal and external factors should be compared in relation (Künzli, 2012).

Before starting a SWOT analysis, the user needs to be clear on what his or her focus will be and how deep the analysis should reach (Künzli, 2012). The environment needs to be inspected and understood in order to comprehend the positioning of the organization on the market (Künzli, 2012). To get an understanding of the closer environment, a PESTEL analysis can be helpful (Künzli, 2012). Furthermore, the organization itself needs to be examined according to its services, and strategic potential in comparison to its competition (Künzli, 2012). The understanding of the organization's competencies, products and services, and resources is essential to compare if the organization is faster than its competition when being given a chance on the market (Künzli, 2012).

Afterward, the SWOT analysis will take place (Künzli, 2012). Dates, facts, figures, and numbers should be used to not get lost in a subjective mindset (Künzli, 2012). Options for the future strategy can be developed in this stage with the support of the previous analysis (Künzli, 2012). The most important findings from the previous environment and internal organization investigation will be used for the four fields of the SWOT analysis (Künzli, 2012). Usually, around six topics for each field are enough to bring meaning to these findings (Künzli, 2012). According to Künzli (2012), the following questions are fundamental for the development of strategies:

- Which strengths are helpful in taking opportunities in our environment?
- Which strengths are useful to prevent the organization of threats in our environment?
- How do weaknesses influence our ability to take opportunities? What can we do against them?
- Are there weaknesses that increase certain threats? What can we do to reduce them?

Künzli (2012) states that by answering these questions the user will be able to filter out the aspects and implications relevant to the strategy. However, every single idea should be taken into account to allow a broad and creative view of the situation (Künzli, 2012). Besides a SWOT analysis, other

approaches should be used to create as many options as possible and to not miss important facts (Künzli, 2012).

Eventually, the generated ideas for the strategy development will be evaluated according to its risks, feasibility, and acceptance (Künzli, 2012). In addition, the options will be compared to today's strategy (Künzli, 2012). Lastly, the best strategy option will be picked, and a new strategy will be defined (Künzli, 2012). The SWOT analysis should always take place in well-structured strategy development and controlling processes (Künzli, 2012). Like this, the SWOT analysis gets connected to the practical tasks in an organization, and the process will be controlled and optimized in every step (Künzli, 2012). Not only strategic but also operational aspects can be analysed and optimized even though they are not part of the strategy itself (Künzli, 2012). Therefore, operational tasks need to be handled separately besides the strategy (Künzli, 2012).

A SWOT analysis can be useful for example for start-ups in giving them guidance on how to get into the profitable zone (Fortuny & Fayos-Solà, 2016). Still, more developed organizations can make use of this analysis tool (Fortuny & Fayos-Solà, 2016). "Competitiveness results from the interplay of two variables: operational effectiveness and perceived differentiation in quality" (Fortuny & Fayos-Solà, 2016). This means, as least as possible should be invested by generating an achievable quality level (Fortuny & Fayos-Solà, 2016). Considering that the clients can be biased in their mindset, a SWOT analysis must be aware of this fact when searching for a competitive advantage (Fortuny & Fayos-Solà, 2016).

However, there are advantages and disadvantages. To prevent choosing a strategy option that is likely to fail, a SWOT analysis should always be used in combination with other methods (Teece, 2018). In this paper, the SWOT analysis is combined with the CBBV by Casanova (2018). When used correctly, a SWOT analysis can give valuable information about the acceptance of the new strategy and helps to get an overview of the whole situation (Künzli, 2012). Additionally, it is a simple and understandable tool that will guide the user on the way to new strategic options (Künzli, 2012). Hand in hand, usually operational improvements can be recognized (Künzli, 2012). Furthermore, a SWOT analysis can be adapted easily to any changes and any organization form (Teece, 2018). However, if the SWOT analysis is incorrectly used in a not enough systematic way, the analysis can create wrong impressions for its user (Künzli, 2012). Due to its open structure, the analysis can tempt a user to be not critical enough and just deny that there is a need for a new strategic orientation (Künzli, 2012). Additionally, SWOT analysis is often implemented by using a prepared catalogue (Teece, 2018). Thus, generalizing and not thinking out of the box will be encouraged (Teece, 2018). On the other hand, the analysis can be too deep or too much on the surface (Künzli, 2012). A too

overanalysed case can lead to deciding very late or eventually not at all (Künzli, 2012). When only touching the surface of the organization and its environment, the analysis can lead to wrong impressions (Künzli, 2012). Furthermore, there is a risk that operational tasks are not separated from the strategy which will end in a mixture of both (Künzli, 2012). Therefore, the focus is not solely on the strategy which can end in prioritizing tasks or action wrong (Künzli, 2012).

4 Analysis

4.1 Description of Results Internal Survey

In the survey within the SAC Aarau, 303 answers were collected. This figure outshines our initial goal, to collect 200 answers, by 51.5 percent. The initial margin of error of seven percent was, therefore, reduced to 5.19 percent, as the following calculation proves:

$$\text{MOE} = 1.96 * \sqrt{0.5 * (1 - 0.5) / \sqrt{(2000 - 1) * 303 / (2000 - 303)}}$$

$$\text{MOE} = 0.98 / 18.892 * 100 = 5.187\%$$

4.1.1 Demographics of Results Internal Survey

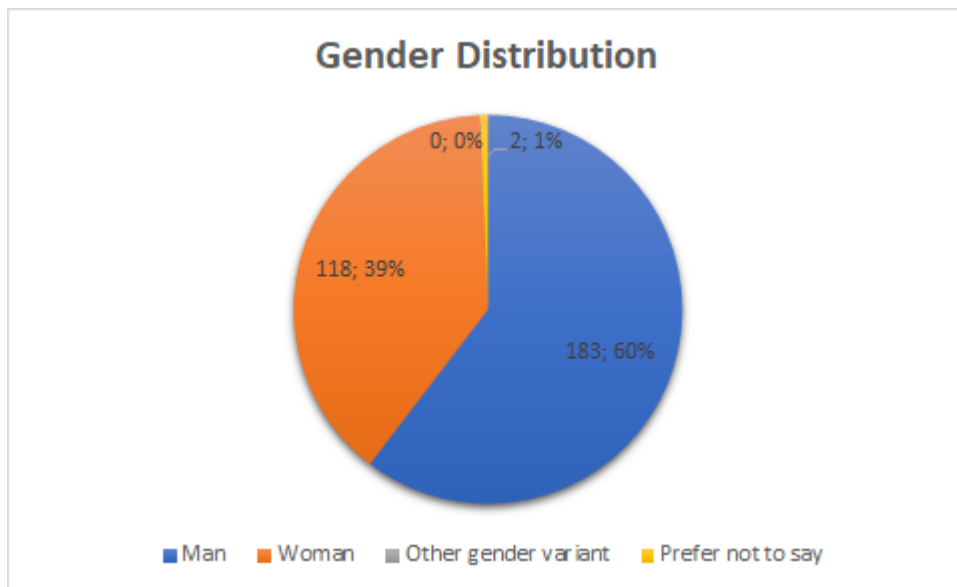


Figure 9: Gender Distribution Internal Survey

As shown in Figure 9, out of the 303 survey participants, 60.0 percent identified themselves as men. 39.0 percent identified themselves as women, and one percent preferred not to disclose. None of the participants stated themselves in another gender variant.

The reason why our survey sample consists of more men than women may result from the fact that there are more men than women members of the SAC Aarau. In Summer 2021, 42.0 percent of the members defined themselves as woman and 58.0 percent defined themselves as man (SAC Aarau, 2009 – 2021).

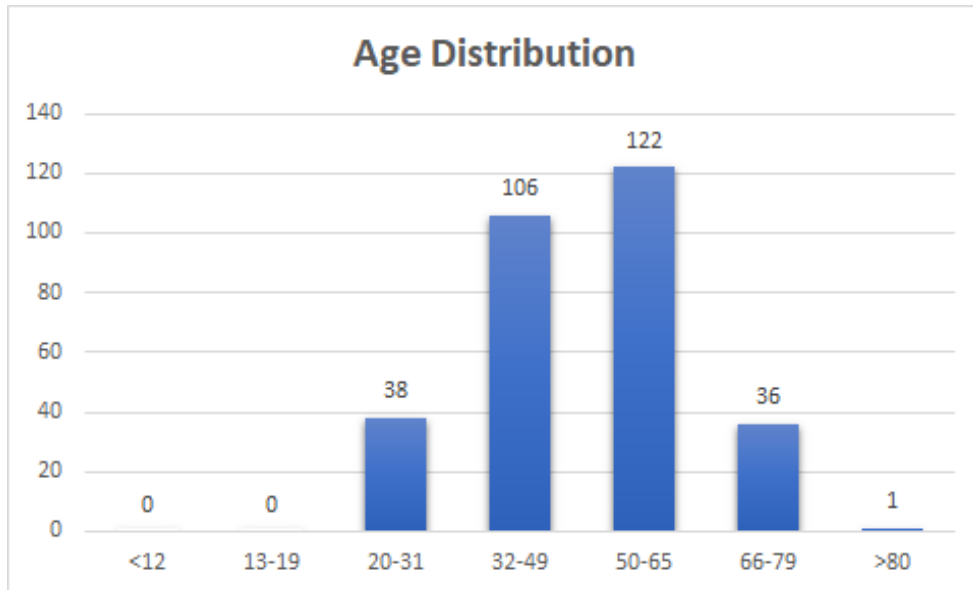


Figure 10: Age Distribution Internal Survey

Figure 10 represents the age distribution among the survey participants. The distribution is skewed to the left. 40.3 percent (122/303) of the participants are between the age of 50 and 65 years. They represent the largest age category in the survey. The age between 50 and 65 years is followed by the age category of 32- and 49-years. This category is represented by 106 participants and makes up 35.0 percent (106/303). There were no participants under the age of 20 and only one participant above the age of 80.

This age distribution results as expected as in Summer 2021, fewer members were in the younger age category than 32 years old and older (SAC Aarau, 2009 – 2021).

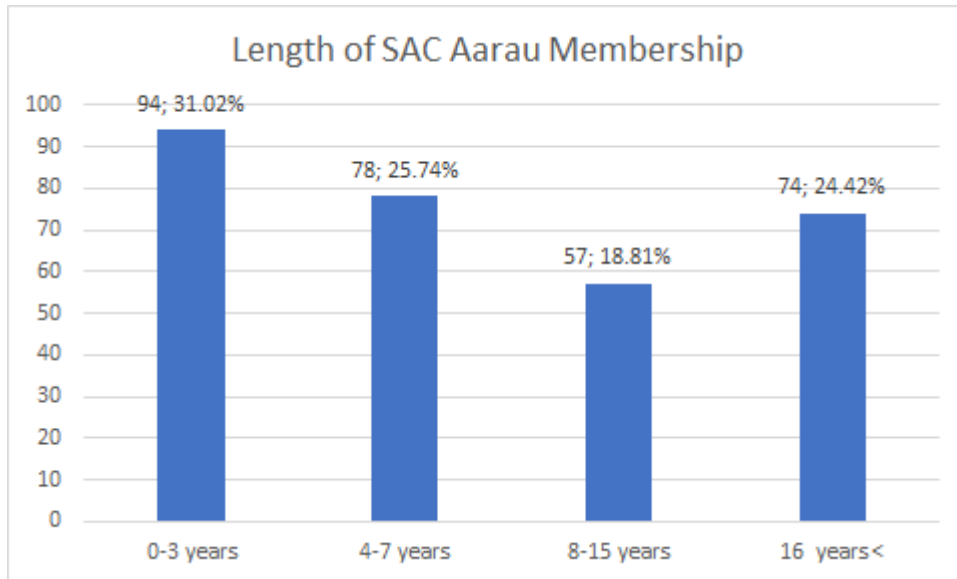


Figure 11: Length of SAC Aarau Membership

Figure 11 indicates for how many years the respective survey participants are members of the club. Most of the participants were members for three or fewer years. That is a good basis for the analysis, as new members are more likely to have an unbiased perspective. There is a slight drop among the participants who were members for eight to fifteen years. But established members who were members for more than 16 years actively participated in the survey. This category consists of 74 members and makes up 24.4 percent.

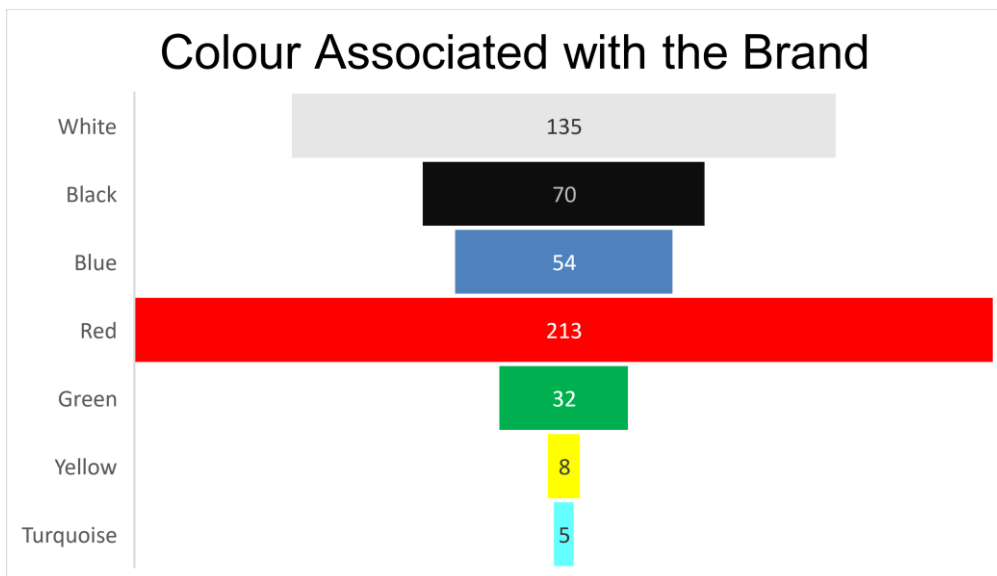


Figure 12: Colour Associated with the Brand

Figure 12 represents the different colours the SAC Aarau brand is associated with. Most survey participants (213/303) associate the colour red with the SAC Aarau. The second most mentioned is

white. That might result from the brand logo that is red, white, and black. But also, blue is mentioned frequently. What effects brand colours have on the emotion of consumers will be discussed at a later stage.

4.1.2 Youth

To analyse the needs and pain points of the younger club members, one section in the survey was dedicated only to the age group 31 and younger. 38 SAC Aarau members participated in this sub survey. Figure 13 Satisfaction Level represents the answers to the question of whether they generally are satisfied with the offers for younger club members. A rank of six means that they are fully satisfied, whereas a rank of one means that they are not at all satisfied with the offers for younger club members.

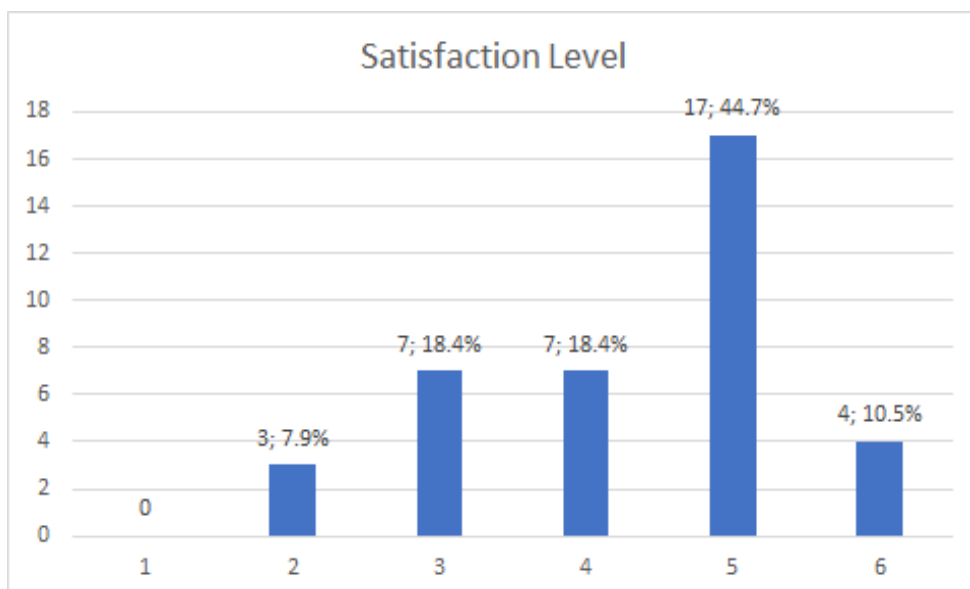


Figure 13: Satisfaction Level

As shown in Figure 13, when asked if they are generally satisfied with the offers for younger club members, 44.7 percent rated five out of six possible points. 10.5 percent are completely satisfied with the offers for younger and rated the question with six points. 36.8 percent of the participants are somewhat satisfied and rated the offers with three or four points. 7.9 percent stated that they are rather not satisfied with the offers for younger persons.

For better comprehension and an enhanced understanding of the reason behind the result, an open question was added to the ranking. In this open question, it was asked what offers they would wish in the SAC Aarau to enhance the satisfaction level. Often mentioned is the idea of frequent and regular climbing meetings. For example, one member stated: "Wöchentliches Klettern / Bouldern im

Kraftreaktor Lenzburg.” (Weekly climbing / bouldering in the Kraftreaktor Lenzburg). Another idea stated by one club member was: “Ein Fitness - Angebot für regelmässiges Training um fit zu bleiben.” (A fitness centre - offer for regular training to stay fit).

As a pain point, we analysed the difficulty of transitioning from the youth organization to the regular active's training and tours: “etwas zwischen JO und danach, sonst schwierig, gleichaltrige kennenzulernen auf Touren” (something between youth organization and afterwards, as it is difficult to get to know peers on tours), and: “Zwischenlösung trotz zu Alt für JO noch mit auf JO Touren zu gehen.” (an interim solution when you are too old to join youth tours).

Another pain point related to the transitioning problem was the desire to live a more open culture with an enhanced open-mindedness. One club member described the problem as following: “Dass man eine Willkommenskultur lebt anstatt eine geschlossene Gruppe von eingeschworenen, langjährigen Freunden zu sein.” (That one lives in a welcoming culture instead of being a closed group of sworn, long-term friends.).

As expectation regarding the youth organization, again the wish for regular meetings and training was mentioned often: “Gute Betreuung, dass man viel lernt mit einem wöchentlichen Training und Ausflügen ab und zu” (good care, so that one can learn a lot through weekly training and trips from time to time).

4.1.3 Engagement and Social

This section aims at analysing the setup, practice, and reasons why and why not club members engage in activities and volunteer work. Additionally, it analyses the focus club members set in their club membership and the reasons why club members thought about resigning from the club.

We analysed the following focuses a club member can set on its membership: the importance to engage with volunteer work such as board member, to be trained as a tour leader, social factors, the professional offers of the SAC Aarau, and discount offers for the climbing hall in Lenzburg and SAC cottages.

The data of the survey shows that the most important factor of being a SAC Aarau member is the professional offers. 66.7 percent rated this question with five or six out of six possible points. Also, an important factor is the social factors. In this category, 35.0 percent rated with five or six points out of six possible points.

Less important is the possibility of being trained as a tour leader. 56.4 percent rated this category with one or two points out of six possible points. Only 21.8 percent rated it with five or six points. Also, a less important focus of club members towards their SAC Aarau membership is the possibility

to engage in volunteer work. In this category, 70.9 percent of the survey participants award one or two points, and only 10.3 percent award five or six points.

However, a neutral attitude towards discount offers is noticed. 42.0 percent rated this category with one or two points, 29.4 percent with three or five, and 29.7 percent with five or six points.

To summarize the description above, this ranking is elaborated (from most positive attitude to least positive attitude):

1. Professional offers
2. Social factors
3. Discount offers
4. To be trained as a tour leader
5. Volunteer work

When investigating social factors more specifically, the data shows that three-quarters of the participants would like to find new acquaintances within the SAC Aarau. However, it is restricted to friendships, as 85.5 percent mention that they do not want to find a partner within the club. Also, the idea to conduct non-sporting events has not been well received as Figure 14 shows.

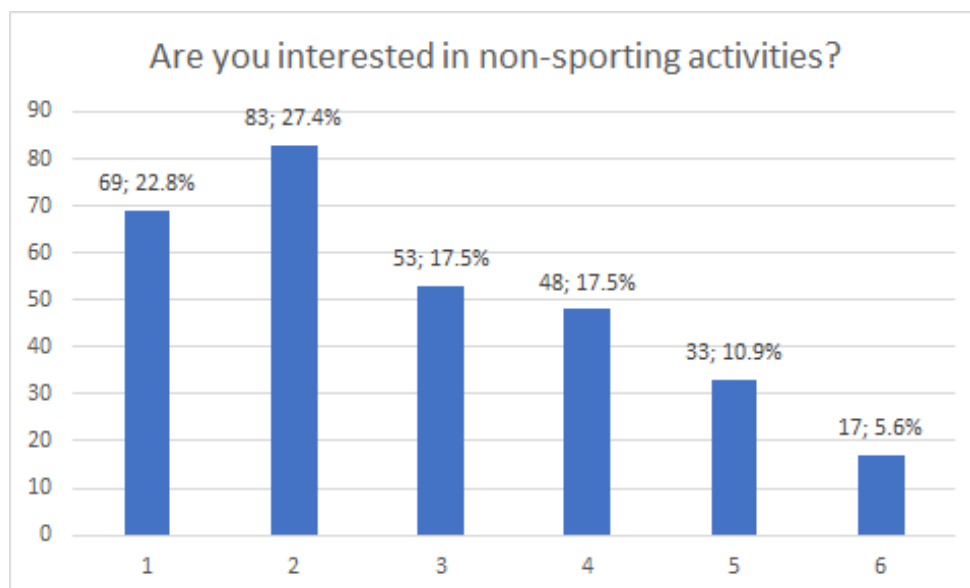


Figure 14: Are you interested in non-sporting activities?

Figure 14 shows that the majority of participants rated the question with three or fewer points, where six means that there is a high interest, and one means only little interest. Despite the result, in case the SAC Aarau board decides to conduct non-sporting activities, the data shows that 61.9 percent of members wish lectures (non-defined topic), 47.4 percent a barbecue event in the clubhouse Irehägeli, and 46.4 percent also ticked Club Festival.

11.6 percent of the survey participants already thought at least once to resign from the SAC Aarau. The reasons mentioned are that they did not use the activities frequently. As well mentioned, were aging and physical problems and too little time. Answers why they did not resign nevertheless, were inter alia: solidarity/loyalty, support of environmental protection, the delivery of the club paper Die Alpen, and simply because they think that the SAC, in general, is a good thing.

When inspecting the topic of volunteer work more in detail, the survey shows that 75.2 percent do not feel that they would contribute to club life. Several state in the open space that the membership fee is enough contribution. Also, 63.7 percent rate the question of whether they would work voluntarily when it is compensated with CHF 15.- with only one or two out of six possible points. That indicates that the club members are merely not motivated to work for the club by financial incentives.

4.1.4 Environment

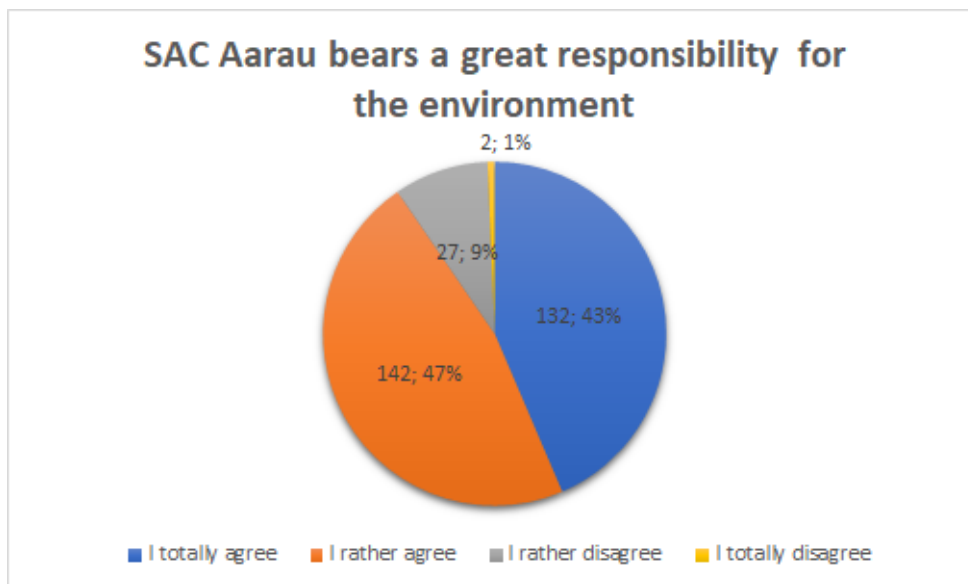


Figure 15: SAC Aarau bears a great responsibility for the environment

Figure 15 displays the answer to the following question: How do you rate the following statement - SAC Aarau bears a great responsibility for the environment. The data shows that 43.0 percent of the survey participants fully agree with the statement. Another 47.0 percent rather agree with the statement that SAC Aarau bears a great responsibility for the environment. Nine percent state that they rather disagree with the statement. Only two persons, hence one percent, state that they fully disagree with the statement. Additionally, 93.8 percent agree with the statement that the club must be a role model when it comes to natural conversation. Furthermore, 86.8 percent of the survey participants fully agree or rather agree with the statement that SAC Aarau already is committed

enough to the environment. However, the data shows that there is still room for improvement in the following categories:

- Recycled paper for information letters
- Avoiding tours in sensitive areas
- Collective clean-ups
- Support of environmental initiatives
- Ecological renovation of SAC Aarau buildings

Notably, members could express themselves in the open section. Several critical participants stated that the SAC Aarau should act as a role model but not be involved in political actions: "Vorbild sein, politisch aber zurückhaltend" (act as a role model but stay restrained in politics). Also: "SAC ist keine Umweltschutzorganisation, soll aber Umweltbewusstes Bergsteigen fördern, aber nicht erzwingen" (SAC is not an environmental protection organization, but aims at promoting, but not force, environmentally conscious mountaineering).

4.1.5 Social Media Appearance/ Marketing

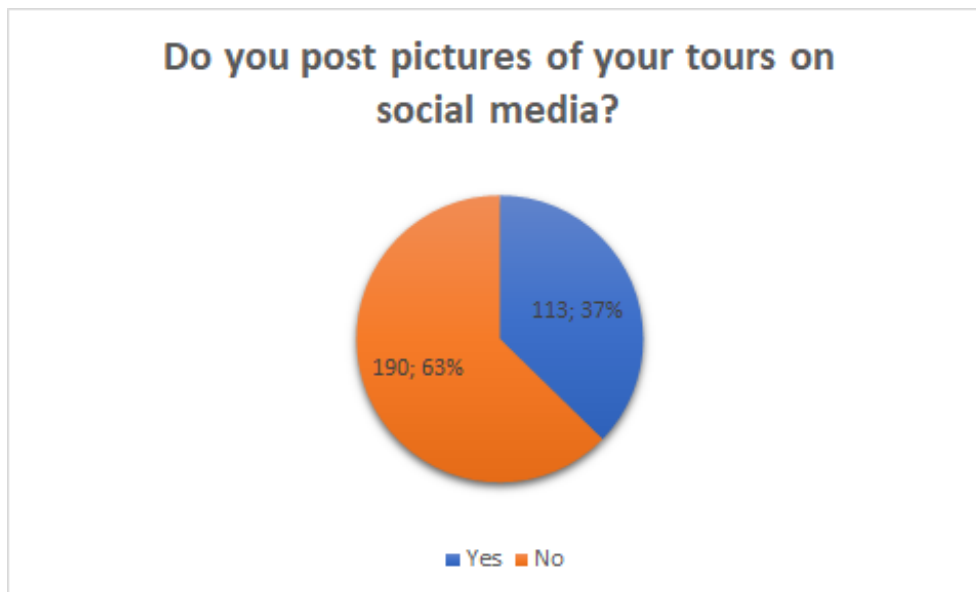


Figure 16: Do you post pictures of your tours on social media?

Figure 16 represents the posting behaviours of tour pictures on social media. 63.0 percent stated that they do not post pictures of their tours on social media. However, 37.0 percent stated that they do. To this point must be added that the SAC Aarau does not possess its own social media sites. Its umbrella organization, SAC, can be found on Instagram and Facebook. On Instagram, the club records over 27.875 followers, on Facebook 27.117 followers (July 6, 2021).

Some survey participants express that publicity is something what the SAC Aarau is missing: “SAC Aarau könnte sich in der Öffentlichkeit mehr „zeigen“ im Sinne von „tu Gutes und sprich darüber.“ (SAC Aarau could “show itself” more in public in the sense of “do good and talk about it“.), and: “Für den SAC dürfte mehr Werbung stattfinden.” (There should be more advertising for the SAC.).

Additionally, one member requests a modernisation of the whole marketing by means of working more with pictures and videos. Also, the member recommends that the SAC Aarau should be able to show a clear added value to the (potential) members, which is why one should be a member. (“Bitte modernisieren, besseres Marketing ist notwendig, mehr mit Bildern und Videos arbeiten, SAC Aarau sollte mir einen klaren Mehrwert aufzeigen können, weshalb ich Mitglied sein soll!“)

4.2 Description of the External Survey Results

In the survey outside of the SAC Aarau, 116 answers were achieved. This number is more than twice as high as we initially decided on in the project charter. The initial goal was 50 survey answers.

4.2.1 Demographics of Results External Survey

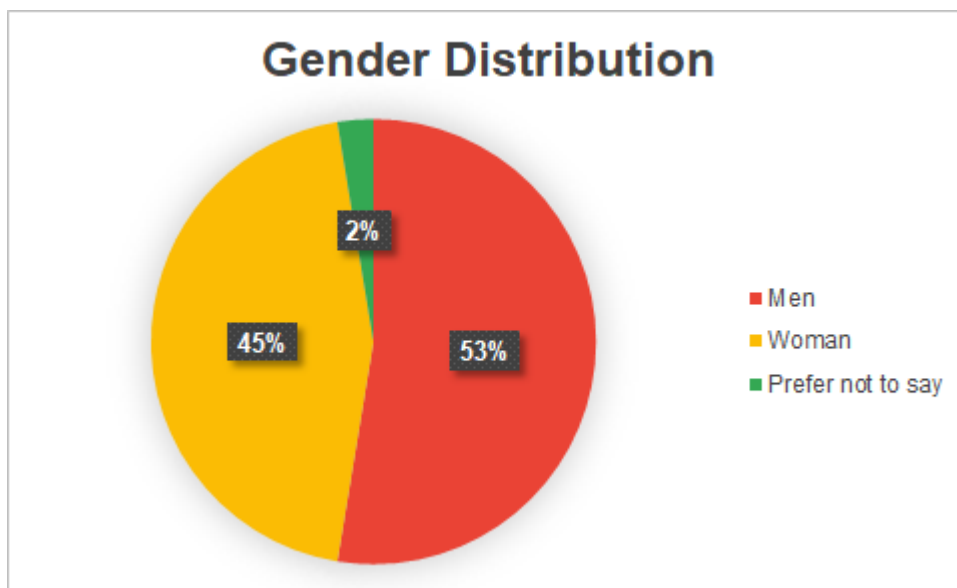


Figure 17: Gender distribution external survey

As it can be seen in Figure 17, 45.0 percent of participants are female and 53.0 percent male. The remaining two percent preferred not to say what gender they identify themselves with.

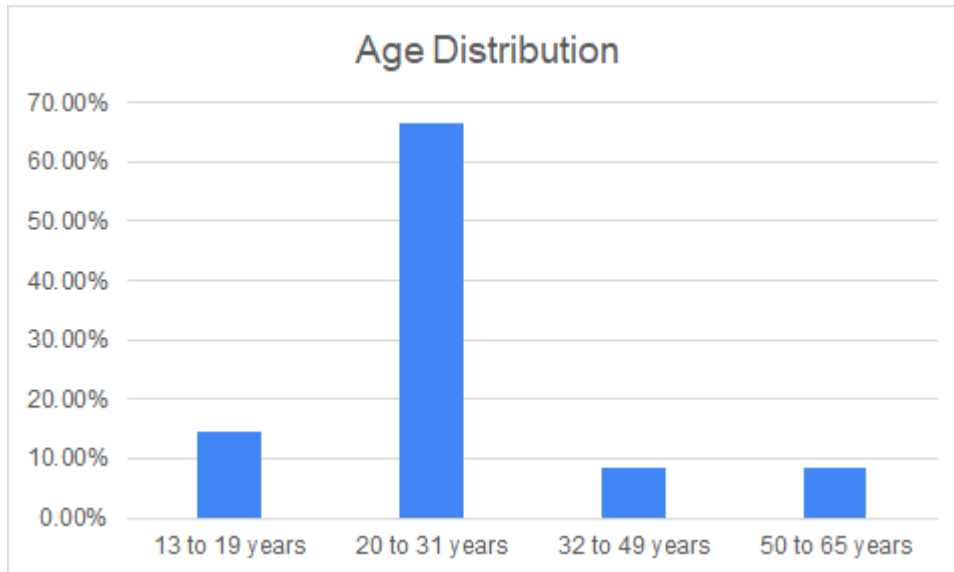


Figure 18: Age distribution external survey

As shown in Figure 18, most of the participants are between 20 to 31 years old. Almost 15.0 percent are even younger, 13 to 19 years old. There was no participant younger than 13 years. 8.6 percent each is represented in the age range of participants aged 32 to 19 years and 50 to 65 years. Overall, the age distribution is positively skewed to the right. The big section of over 66 percent aged between 20 to 31 years is caused by the clubs mainly led and attended by younger people which were asked to participate in this survey.

4.2.2 Attitude Towards Clubs

In this section, we aimed at gaining deeper insight into the mindset of the survey participants towards clubs. Additionally, we wanted to find out how active they already are in clubs today and what motivates them to enter any new club.

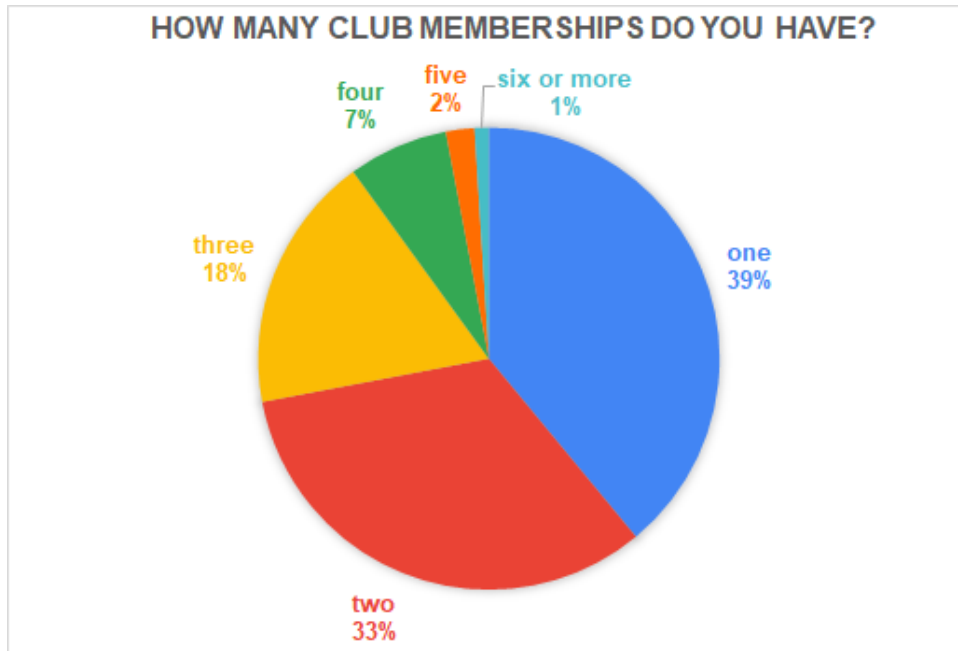


Figure 19: Number of club memberships

Figure 19 reflects that the majority, 39.0 percent (39 / 100), is a member of only one club. A little bit less, 33.0 percent, are members of two different clubs. 18.0 percent are members of three clubs, and only nine percent are members in four or even more clubs. 88.0 percent are in a sports or leisure club. 13.0 percent represent a member in a social or charitable club. 86.2 percent (100 / 116) of the participants are members of one or more clubs. Almost as many participants have memberships in a political or musical club: twelve and eleven percent each are represented in our survey sample. For a better understanding of why the survey participants are members of one or even more clubs, a question with several answer possibilities was added. The highest motivator for any club membership is an interest in the club goals and activities in general. 76 of the survey participants being a member in one or more clubs were driven by their personal interest in the club purpose when entering a membership. The second biggest aspect in becoming a member are friends who were already a member beforehand. 58 participants joined the same club as their friends. 21 survey participants were each driven by the desire of meeting new people or were signed in by their parents as a child.

4.2.3 Awareness of SAC Aarau

To find out what participants know about the SAC we, firstly, wanted to know if the survey participants like doing any mountain activities. More than 70.0 percent of all survey participants like to do any kind of mountain sports in their spare time. That is for example hiking, ski touring, or biking in the mountains or flatter regions.

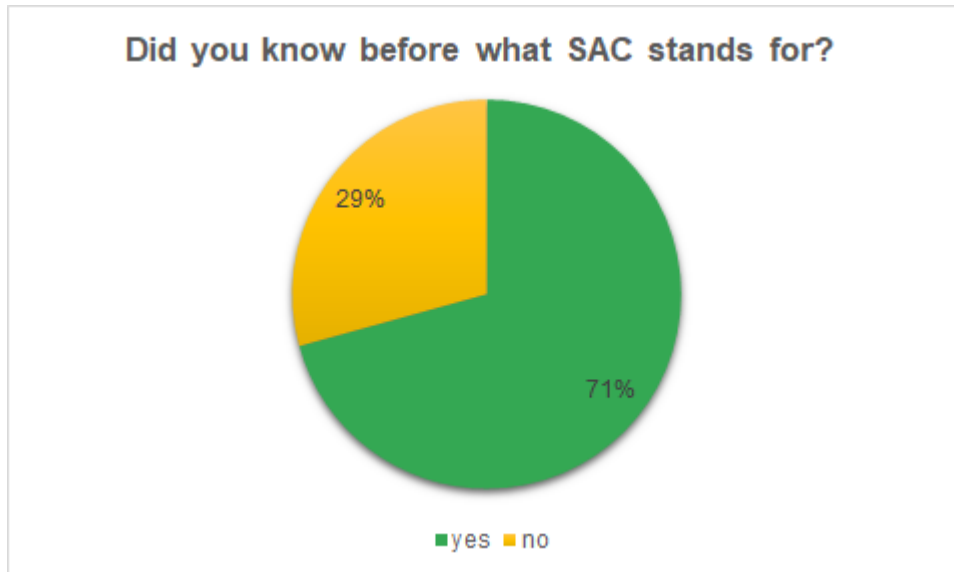


Figure 20: Knowledge of SAC abbreviation

As shown in figure 20, a similar structure as in the pleasure for mountain sports is represented. 71.0 percent of our survey participants had some knowledge about what SAC stands for before starting the survey. On the other hand, 29.0 percent did not even know what the SAC abbreviation does represent.

To get a better understanding of what people refer to when hearing SAC, an open question about three features of the SAC were asked. Common attributes connected with the SAC by the survey sample are mountains, alps, cottages, hiking, and tour guides. But also, other characteristics like adventures, community, and traditions are mentioned several times. One participant does associate natural reserve, not realizing everything possible and individual responsibility with SAC. Two participants see the SAC as a closed community that is financially strong.

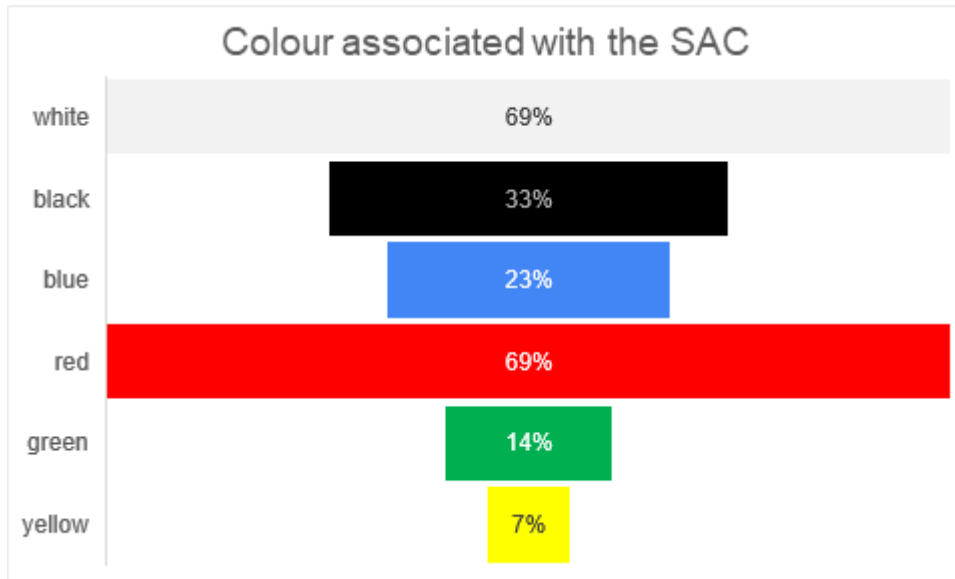


Figure 21: Colour associated with the SAC

Figure 21 collects the colours the survey participants think of when hearing SAC. Most represented are red and white with each 69.0 percent, representing 80 of 116 survey participants, followed by black representing 33.0 percent of participants' expectations. These are also the three colours represented in the club logo. Additionally, red and white are the colours of the Swiss flag. However, 23.0 percent think of blue and 14.0 percent of green. Only a minority of seven percent have a yellow colour in their mind when hearing the abbreviation SAC.

Only 31 of the 116 participants, representing 26.7 percent of the sample, do know which SAC section is settled in their region. To understand better what the participants know about the offered SAC activities, a question with several options was introduced. 50.0 percent of the participants do not have any knowledge of what kind of activities can be attended as SAC club members. Hiking and mountain hiking are known as a part of the SAC tour offer by 37.0 percent. More than 30.0 percent do also know that due to a SAC club membership you can profit from reductions in mountain cottages. Climbing, education, ski, and glacier touring are associated with the SAC activities at least by 20.0 percent for each activity. Only a minority of 16 and 14 participants, representing less than 14.0 percent each, do link the SAC and community activities and environmental courses. To find out what the participants would expect of the SAC activities, the following question was added with the possibility to choose several points.

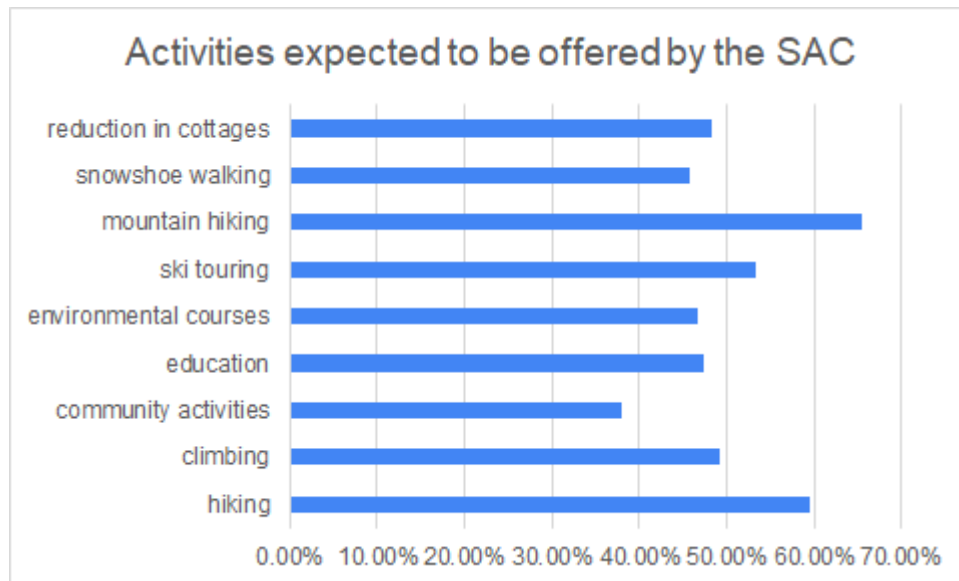


Figure 22: Activities expected to be offered by the SAC

As shown in Figure 22, a broad expectation in any mountain activity can be recognized. Hiking in the mountains but also in flatter regions is an activity needed in the eye of at least almost 60.0 percent. More than half of the participants wish to find ski touring in the activity guide of a SAC club. Between 40.0 to 50.0 percent see other physical activities like climbing and snowshoe walking as desirable offers. Furthermore, education, environmental courses, and a reduction in cottages are desired by more than 40.0 percent of the participants. Only community activities are rated as desirable by less than 40.0 percent.

An open question was added at the end of this section to gain a better insight into the possible motivations to enter a SAC club membership. The majority write that they are looking for offers fitting their needs and wishes. Additionally, the desire to do activities together with friends was mentioned several times. Some participants simply do not have enough spare time to enter a SAC club. Also, price reductions for students or reductions in education are important to some participants.

4.2.4 Education and Environmental Protection

In this section, the aim was to find out how important education and environmental protection are for the survey participants. More than three-quarters can imagine improving their mountain activities skills by being educated in a SAC course. However, only one quarter would be interested in achieving a touring- or hiking-leader education.

Almost 90.0 percent of the 116 survey participants think that nature-connected clubs are responsible for standing up for stronger environmental protection in the future. More than 70.0 percent think that tours should not cross any sensible regions. Additionally, brochures and information letters should

be made from recycled paper according to almost 64.0 percent. 65.0 percent would expect the SAC to support political initiatives concerning the environment. More than 50.0 percent suggest cleaning up activities, workshops, and ecological renovation of the SAC mountain cottages.

4.3 Focus Groups

For a more reliable inside view, we decided to have two separate focus groups. The group participants were different and independent of the other focus group. In both sessions, the duration was 1.5 hours. The structure was similar, beginning with a short warm-up and an introduction round of all participants. Afterward, the discussion contained the following topics:

- Actual situation: Which activities does each use most often; why are they members of the SAC Aarau and how do they contribute to the club life.
- Wishes and needs: What activities are missing; how can you be motivated to be a more active part of the club life.
- Challenges: What challenges and problems are known or can be identified by the focus group participants.

We tried to let the discussion flow as free as possible, as long as all participants were able to be an active part of the conversation. Additionally, intervention from our side as a moderator was needed when the discussion ended up in a spiral or did not develop into the direction of our desired discussion topics.

The recruitment of the participants played an important role in the process. We recruited the focus group participants via e-mail in which we asked the club members for their individual contributions. Additionally, the vice- and the club president asked some possible participants directly to participate. In both focus groups, we achieved our goal of six to twelve participants.

In the first session, we had seven participants. Three of them were women and four men. The participants were aged 40 years and older. For several years, all of them are SAC Aarau members except MK who is quite new in the club. All of them love the mountains and nature, hiking, and ski touring.

TK feels very connected to the SAC Aarau. He does not like ski touring in bigger groups because he thinks it is riskier. After all, you would tend to be too fast in bigger groups. For him, the club must develop in a good way as it is a personal matter for him. TK mentions the annual club party. He once saw some young members sitting with some seniors narrating old stories. "Experiences connect generations", says TK. LF is supporting this viewpoint: "But you need to be able to get to these

experiences and share them". RH states: "We used to do a lot together. Different sections but also different age groups. I think it is sad this got lost". LF responds that this probably happened to the changing lifestyle. "You want to experience a lot, but you do not have enough time", LF claims. TK answers: "Clubs are dying but not a community". He assumes that a more modern form and spelling for a club would help a lot to gain more younger members again. Additionally, TK thinks people have high needs for community and search for orientation. MK adds: "You want to be flexible and spontaneous in your spare time. Structures do slow down". MK claims that you need to explain that you need to give something in exchange for being part. Then, people will be more thankful and supportive. CL states: "You know the guides and have a relationship with them. You should not concur with any conventional providers".

MM thinks that a developing structure is positive and therefore helpful to generate a community. RG is sceptical because there is a high fluctuation of members in the SAC Aarau. A lot do enter the club, but many do leave again. LF thinks this is due to today's lifestyle and not because people are generally unhappy in the club. In his opinion, further analysis could show some reasons for these fluctuations. However, MK claims that there could be an opposite trend soon when you search again for commitment and community. VW interrupts: "The youth are already connected; they are not interested in the club". TK thinks that a club focusing on older people is not good. However, MK states that because there is no need for the youth for such a club, it should not be further pursued. LF ends the discussion by claiming: "It is positive to see that the SAC Aarau is doing something".

In the second focus group, we had nine participants. There were five men and four women. This time, many different age groups were represented, JO (junior organization) members up to seniors. Most participants are already several years a member of the SAC Aarau. One member entered the club again after a break due to family and work. Some participants are very active club members for example by guiding tours or a specific age group.

DS claims that for the young members it is important to train climbing not only outside but also in a hall. Like that, the necessary trust would be built, and you would see each other regularly. In addition, more guides are needed and the conversion from a JO to an active member must be smoother. DS thinks that an earlier connection between the active and junior members would help.

CB is motivated to be a member of the SAC Aarau by the cheap activities. TF claims that a broad range of activities is essential to have a fitting offer for any kind of possible member. TF adds: "Community is an important aspect. You need to have a group where it does not matter who you are and what you do". MB was also motivated to enter the SAC Aarau because of the offered activities. However, MB expresses a problem: "You are not picked up as a new member. Somebody needs to be responsible for new entering members. Today, people enter who are only interested in

consuming. Maybe a clear statement of how much a member needs to contribute voluntarily to the club could solve this issue?”. HP answers: “Breaking the ice is the important aspect. You cannot expect new members to approach a closed group”. VR claims that you are still more independent on a SAC tour than on a conventional mountain tour. DS addresses the time needed to write specifically to an individual member.

MB states that he does only lead a commission because he was being asked. He likes the idea of giving something in exchange for profiting. VR and CB like it to make other people happy on tours. MI does also like to teach younger members certain skills.

The issue of the low respondents to the general assembly has risen. However, MB states that the general assembly is mandatory for a club. VR adds that she does not care how many members participate at the general assembly. VR thinks it is more important that enough young guides are available and that all other activities, like tours, do have enough participants. HF asks: “What do we really want? How do we win people?”. CL ends the discussion by emphasizing that growth is not essential but future success is. CL claims: “You need all kinds of people”.

5 Integrated Brand and Purpose-Guided Stakeholder Management Model Analysis

In this section data from the SAC Aarau website, mission statement, regulations, surveys, focus groups, and membership statistics are brought together, structured, and interpreted with the help of The Integrated Brand and Purpose - Guided Stakeholder Management Model elaborated by Casanova (2018). To show the structure and to make it easier to understand, we go step by step through the questions according to Table 1 from page 19 The Integrated Brand and Purpose - Guided Stakeholder Management Model (Casanova, 2018).

Steps	Topics	Questions	From the strategy to the realization
1. Corporate mission	1.1 Identity 1.2 Vision & Mission statement 1.3 Business Strategy 1.4 Stakeholder needs orientation	Who are we? What is our aspiration and purpose? What is our business, now & in the future? What do we offer?	
2. Brand mission	2.1 Reputation measurements & analysis 2.2 Brand positioning & purpose 2.3 Gap analysis (stakeholder specific)	How are we perceived? (Brand perception) How do we want to be perceived? How is our behavior perceived at the various touchpoints?	
3. Impression Management	3.1 Brand architecture (scenarios) 3.2 Evolvement of the brand positioning 3.3 Emerging into a brand & purpose guided company	How do we reach the perception we envisaged to achieve?	
4. Corporate Identity	4.1 Creating a fitting visual style (look&feel) 4.2 Defining stakeholder specific messages 4.3 Developing consisting guidelines	Corporate design Corporate communication Corporate behavior	
5. Integrated Communication	5.1 Segmenting target groups 5.2 Centralization vs. decentralization 5.3 Communication & marketing 5.4 Using of tools	Communication concept Question coherence: "Who communicates with whom and how, here, about what and why?"	

Table 1 from page 19 The Integrated Brand and Purpose - Guided Stakeholder Management Model (Based on Casanova, 2018, p. 59)

5.1 Corporate Mission

As previously mentioned, the essence of a brand's purpose is the aspects of identity and vision & mission (Casanova, 2018, p. 19). Identity treats the question of "who are we?" and vision & mission involve examining the club's aspiration (Casanova, 2018, p. 19).

- Who are we?

The SAC Aarau is a section of the largest mountaineering club in Switzerland, the Swiss Alpine Club. Since 1863 the section has connected people interested in the mountains (SAC, 2021c). According to the mission statement (SAC, 2005), the SAC Aarau stands for an open community, the leader in mountain sports in Switzerland by committing to various sports and offering courses and tours. The SAC Aarau is an advocate of adequate protection and at the same time a respectful user of the mountain world.

- What is our aspiration and purpose?

The central aspiration of the SAC Aarau is largely free access to the mountain world as a basis for mountain sports (SAC, 2005). The purpose is in the implementation of mountain tours, expanding knowledge of the Alpine world, and the protection, and preservation of their integrity (SAC Aarau, 2018). The mission statement “Berge bewegen” (move mountains) represents the relationship between the club to the mountains.

Furthermore, the satisfaction of the club members plays a crucial role (SAC, 2005). Their fulfilment defines the main focus. The activities and services of the SAC Aarau are based on their needs and interests, always taking the overall interests of the club into account (SAC, 2005).

- What is our business, now and in the future?

The club is a non-profit organization (SAC, 2005). To secure long-term existence, financial reserves can be made (SAC, 2005). It finances its club activities through membership fees and paid services (SAC, 2005). Currently, the membership fees amount yearly to CHF 112.- for individual members, CHF 180.- for families, and CHF 58.- for youths until the age of 22 (SAC Aarau, 2021b).

In the future, the club wants to grow more (SAC, 2005). It wants to win new members and always remotivate the previous ones again (SAC, 2005). This thesis aims at figuring out in what direction the club should develop. Different scenarios for the future, elaborated on the analysis, follow in a later section.

- What do we offer?

The internal stakeholders can be divided into different categories: youth, family, or individual members (SAC Aarau, 2018). The SAC Aarau meets its aspirations, purpose, and stakeholder needs, through the following offers: alpine tours, ski tours, climbing tours, and hikes (SAC Aarau, 2018). Furthermore, courses and lectures for the training, further education of tour guides and members, training and support of youth, construction, acquisition and maintenance of clubhouses

and others, accommodation opportunities, construction of paths, path markings, general meetings in which lectures about mountain trips and Alpine science topics are held, maintenance of a library, and public lectures and other events (SAC Aarau, 2018).

The section Aarau maintains two buildings: the clubhouse Irehägeli and the Chelenalphütte. The latter is a mountain hut, providing accommodation. It is located near the Sustenhorn and can be rented by SAC members and external visitors, whereas SAC members get a discount of CHF 10.- (Chelenalp, 2021). The price for regular adults amounts to CHF 78.- per night (Chelenalp, 2021).

According to the data gathered in the survey within the SAC Aarau, the three-star (most valued) activities are high-alpine tours (45.2 percent), mountain hiking (37.3 percent), and ski tours (34.2 percent). As the least favourite activity, fitness was chosen. Only 4.3 percent of the survey participants chose it as one of the three favourite activities. Also, glacier tours (11.6 percent), social events (11.9 percent), and climbs (12.5 percent) occupy posterior places. The SAC Aarau should consider enhancing or dismissing these “poor dog” activities. Considering social events by the means of non-sporting activities, the members stated that they wish a club festival, more lecturers, and barbecues in the clubhouse.

5.2 Brand Mission

The Brand Mission discusses how Brand Positioning (identity) complies with the actual Brand Perception (image) and discusses whether and how the stakeholders believe in future success (Casanova, 2018, p. 60). Together with the first stage corporate mission, the brand mission defines the Corporate Brand Position that must be monitored and regularly revised (Casanova, 2018, p. 61).

- How are we perceived? (Brand perception)

According to the survey external of the SAC, the majority, namely 70.7 percent, knew what the abbreviation SAC stands for before the survey. When asking about attributes connected with the SAC, mountains, alps, cottages, hiking, and tour guides were referred to. But also, more emotion-loaded terms such as adventure, community, and tradition are mentioned. Based on this, we estimate a good estimation of the SAC brand by external stakeholders. However, most of the survey participants did not know that the SAC is divided into sections. Also, which section is operating in their region was merely unknown. We believe that this could be a result of the missing social media presence of the SAC Aarau and marketing activities in general.

Room for improvement is also given concerning the SAC activities. 50.0 percent of the external survey participants do not know what activities are provided by the SAC. Therefore, we conclude that there is a general awareness about the SAC club, but no in-depth awareness about the organization, activities, and possibilities within the club. Society knows about the club but does not know in detail what the club stands for, and what possible added value it brings a membership.

Regarding environmental protection, 86.8 percent of the SAC member survey participants fully agree or rather agree with the statement that SAC Aarau already is committed enough to the environment. However, the data shows that there is still room for improvement in the following categories:

- Recycled paper for information letters
- Avoiding tours in sensitive areas
- Collective clean-ups
- Support of environmental initiatives
- Ecological renovation of SAC Aarau buildings

Both external and internal stakeholders believe that the SAC Aarau must be a role model concerning environmental protection. Suggestions of activities are similar to those of the members (see listing above). However, as most members of the SAC Aarau believe that the SAC Aarau already is sufficiently committed to the environment, 89.7 percent of external survey participants believe that the club must strengthen its commitment. This gap may result from the missing presence in the public scope. Social media postings on open sites underlying commitment to environmental protection may be a solution to close this gap.

- How do we want to be perceived?

The SAC Aarau wants to be perceived as a club, be it in huts, on tours, or in contact with the office (SAC, 2005). The club wants to be an incomparable organization, marked by the section life, volunteer work, a Swiss language culture, and the exchange between mountain areas and the Central Plateau, between town and country and the rich tradition (SAC, 2005). In the mission statement, it is stated that it is important to consciously cultivate this unique club culture (SAC, 2005). In the internal survey, the SAC Aarau members stated that they want to be perceived as a role model concerning environmental protection, but that they would prefer when the club stays moderate concerning political actions.

- How is our behaviour perceived at the various touchpoints?

In the focus group, it became clear that especially new members struggle to find connections and to bond with the other members. Several stated that in the club, several sub-groups with established

members are built and that it is hard to get into one of these circles. They perceive the organization as hierarchical and the club activities as non-binding for new members. This perception of the new members in the focus group is also reflected in the internal survey results. Many survey participants stated in the open rubric that it is difficult to make connections and that no one would care if they quit their club membership.

Also, the data from the external survey reveals that the club sometimes is perceived as elitist, old-fashioned, and rich in tradition. That contradicts the SAC's mission statement, where it is written that everyone interested in mountain sports is welcome. Regardless of age, gender, language, or origin (SAC, 2005).

Despite the wishes of the SAC Aarau members, according to the results of the external survey, the club is not perceived as a role model concerning environmental protection.

However, according to the external survey results, 78.0 percent could imagine improving his/her knowledge of mountain sports under the guidance of SAC hiking and tour guides. This result indicates that external people believe in the expertise of SAC instructors and that the club is perceived as alp connoisseurs.

5.3 Impression Management

The main goal of Impression Management is the design of the organization to provide identity through visual appearance and to find out why the stakeholders perceive what in which way (Casanova, 2018, p. 65).

- How do we reach the perception we envisaged to achieve?

In both focus groups and surveys, it crystallized that the SAC Aarau needs to rethink its marketing activities and integration process of new members. An explanation of why the club is not perceived as a role model concerning environmental protection could be because the SAC Aarau does not sufficiently demonstrate its activities to the general public. Through social media, the SAC Aarau could communicate its activities, evoke emotions, and foster trust in the club. Established members could foster their relationship with the club so that they are proud to be active members. External people could see through the post the value added if they were a member. Furthermore, social media allows the club to reach out to the youth and target them more specifically. Through direct links in stories and posts, the club could facilitate the subscription process and helper calls when an event needs support by members.

5.4 Corporate Identity

This stage is for transmitting the organizational identity but is not involved in creating it (Casanova, 2018, p. 66). Therefore, it is the shape but not the content (Casanova, 2018, p. 66). The communication internally and externally carries out strategic and consistent communication (Casanova, 2018, p. 66).

- Corporate design



Figure 23: Brand Logo SAC Aarau (SAC Aarau 2021)

As shown in Figure 23, the club logo is held in the colours red, white, and black. It represents a Swiss crest in front of a chamois head and mountaineering tools. The logo emphasizes the Swiss heritage, tradition, and continuity.

According to Hunjet and Vuk (2017), colours play an integral part in brand communication. They state that colours directly influence one's emotional state and provides hidden meaning to (potential) customers. In both internal and external surveys, the colours red, black, and white were mostly associated with the SAC Aarau. Black conveys elegance, value, and cost (Hunjet & Vuk, 2017). By using red, feelings are animated, furthermore, it draws attention (Hunjet & Vuk, 2017). The colour white, especially in combination with other colours, transmits a wide range of different messages (Hunjet & Vuk, 2017). Hunjet and Vuk (2017) state that especially combined with red, it attracts attention and encourages excitement. In the case of the SAC Aarau, we suggest that the colour combination of white and red triggers a feeling of Swiss belonging and home.

- Corporate communication

Currently, the SAC Aarau communicates mostly via E-mail to its members. Furthermore, all information about the offers, membership, and the club can be found on the club's website.

The SAC Aarau quarterly releases its club paper “Rote Karte” which is sent to members but also is published on the club’s website. There the members and interested people can find information about current tours and events, new entrants, withdrawals, and tour reports. In the internal survey, we investigated that the Rote Karte is a valued communication instrument. The members enjoy reading it and state that it has the right volume. Hence, the Rote Karte should not be dismissed.

- Corporate behaviour

One participant of the first focus group was impressed by the effort the SAC Aarau makes to meet the interest of its stakeholder. The participant mentioned that this behaviour proves to him how engaged the club president and the other chairmen and women are to ameliorate the club.

The responsible people use their power to figure out what the club is missing, how it is perceived internally and externally, and how to shape the structures and procedures so that the SAC Aarau can bring added value to society now but also in the future. The tone at the top represents the willpower to restructure the club and will eventually pass to its members.

5.5 Integrated Communication

The fifth and last stage aims at communicating the organization’s strategy to all internal and external stakeholders (Casanova, 2018, p. 67). It is based on all four preceding stages, and the more reliable it is perceived by the stakeholders, the higher the level of trust in the organization results (Casanova, 2018, p. 68).

- Communication concept. Question coherence: “Who communicates with whom and how, here, about what and why?”

As stated in section 3.3.1, we elaborated the following stakeholders relevant to this project:

1. Club members
2. Junior members
3. External individuals

We then developed the following communication concept:

Who	With whom	How	What	Why
Board	Club members	E-mail Website Rote Karte Social Media*	Current tours Help call Latest events Pictures Videos	To keep the club alive Foster relationship Information Awaken emotions
Board	Youth	E-mail Website Rote Karte Social Media*	Current tours Help call Latest events Pictures Videos	To keep the club alive Motivate friends to join Foster relationship Information
Club	Externals	Website Social Media*	Activities Environmental protection acts	Marketing Awaken emotions Motivate to join Visualize added value Expand reach

* suggestion

Table 2: Communication Concept

As mentioned in the preceding sections, the SAC Aarau still has the potential to improve in corporate communication and marketing. As shown in Table 2, we recommend opening social media pages for the section to enhance and expand its communication reach (How / Why). We also assume a change in the column What. So far, communication is aimed at spreading and providing information to its members. Social media communication would shift from a mainly information-based communication, via E-mail, website, and journal, to transmitting emotions connected to the activities what then results in fostering relationships with its followers and profile viewers. Furthermore, regular posts would cause that the SAC Aarau regularly reminds its viewers of its brand, what then settles in the viewers' minds and rises brand awareness.

6 SWOT Analysis

In the SWOT analysis, the company's internal strengths and weaknesses, as well as the opportunities and threats in the external environment, will be analysed (Künzli, 2012). According to Künzli (2012), we start by preparing the SWOT analysis.

Firstly, we study the external company environment (Künzli, 2012). The SAC Aarau is a club offering different kinds of activities. These are activities in the high mountain regions but also in the flatter regions (SAC Aarau, 2018). Part of the tour offer is for example ski touring, hiking, climbing but also fitness on the Vita Parcours (SAC Aarau, 2018). Additionally, in the SAC Aarau, you can get training to improve your skills when being outside in nature (SAC Aarau, 2018). There are also cultural events or lectures organized for the club members (SAC Aarau, 2018). In the first focus group, TK raised the issue that people tend to prefer more flexible structures than getting a membership in a club. However, both focus groups agreed on the increased wish for community. In the broader external environment of the SAC Aarau, professional mountain sports schools can be found. These schools provide guided tours for different levels but also education. There are also other different alpine sports clubs besides the SAC Aarau. The SAC Aarau is only one of the in total 111 sections compromised in the central association (2021b). These other sections do provide similar offerings but are still differing in the quantity of the activities as well as in the regions. Besides the different SAC sections, other outdoor and mountain sports clubs focusing on various activities are allocated in the SAC Aarau environment.

Secondly, the company itself will be considered as well as the offerings and strategic skills (Künzli, 2012). The SAC Aarau aims at creating a connection between the mountains and people (SAC, 2005). The offerings are made in consideration of sustainability and environmental protection (SAC, 2005). Any human out of any social class can be a member of the SAC Aarau (SAC, 2005). The offerings include activities for professionals as well as for non-professionals (SAC, 2005). Education and guided tours are important aspects of the activities but also sustainable maintenance of the SAC cottages (SAC, 2005). The SAC Aarau has one cottage in the high mountains – the Chelenaphütte - and one close to Aarau – the Irehägeli – it is looking after. The culture within the club is based on tradition and openness (SAC, 2005). Furthermore, voluntary work is a part of the SAC Aarau membership but not mandatory (SAC, 2005). The offering within the SAC Aarau is compared to the offers of a professional mountain sports school much more affordable for SAC Aarau club members. They profit from cheap guided tours and reductions (SAC, 2005). Additionally, a big diversity within the club is given due to over 3000 members. However, there are also some negative aspects of the SAC Aarau. As resulted in the internal survey, the club is very anonymous because of the big membership number. Additionally, many new entrees do only want to profit from the offering without

the contribution of personal performance to the club life. Furthermore, the willingness to take over a position in a commission or on the board is low. There seems to be a problem in the structures of the SAC Aarau when stepping over from a junior to the active department as mentioned by DS in the focus group. This may lead to some exits in this stage. Also, the picking up of new entrees is not organized enough. In the focus groups, this concern was raised by several people. They would prefer a more personal welcome of the new members to make it easier for them to get in touch and bond with some other members.

After the successful preparation, the most important aspects will be adopted to the SWOT analysis itself (Künzli, 2012). In Table 3, the SWOT analysis is represented lucidly.

<i>Internal</i>	<i>External</i>
Strengths <ul style="list-style-type: none"> - Broad offering for professionals and non-professionals for cheap prices - Sustainability is an important aspect of the offering - Openness of the SAC Aarau towards any humans and other clubs - Diversity within the club due to more than 3000 members 	Opportunities <ul style="list-style-type: none"> - The need for mountain activities and sustainability is very high in today's population - The SAC Aarau can work together with the other SAC sections or clubs and mountain sport schools - The mountains give many possibilities for the SAC Aarau offering - The people look for community
Weaknesses <ul style="list-style-type: none"> - Anonymity due to the high number of members - Many members are not interested in the club but only in the cheap offering - Low willingness for voluntary work - Some structures within the SAC Aarau should be optimized to reduce exits in these stages and to make it easier to bond 	Threats <ul style="list-style-type: none"> - Other SAC sections may seem more interesting to the people due to the offering - Climate change threatens some activities offered by the SAC Aarau - The mountain schools offer similar activities as the SAC Aarau - People want more flexible structures

Table 3: SWOT analysis SAC Aarau

After compromising the essential aspects of the SWOT analysis in Table 3, strategic options can be derived (Künzli, 2012). The following answers based on the questions according to Künzli (2012) support this process:

- Which of our strengths can we use to benefit from opportunities?

The SAC Aarau can use the broad offering to satisfy the population's need for mountain and outdoor activities. Furthermore, the many possibilities for outdoor sports in flatter regions and the mountains support the SAC Aarau to enlarge and optimize their offering. Additionally, the sustainability concept - an essential part of the SAC Aarau activities – meets the need for a more sustainable world. The open mindset of the club towards its environment does not prevent the SAC Aarau from working together with other clubs or outdoor sports schools if it helps to achieve a certain goal. The open structures and the diversity within the SAC Aarau due to over 3000 members can help to attract people looking for community and new friends. In addition, a high number of members generates a secure financial income through membership fees and broad use of the tour offers.

- Which of our strengths can we use to milder or avoid threats?

By having a broad offering for all levels and needs, the SAC Aarau can raise awareness towards potential club members. Additionally, offers in popular regions can support gaining new members. The diversity and openness within the club can attract people to get a membership instead of using the offer of an outdoor sports school. Furthermore, people who are already a member can be attracted to keep their membership by having an offering meeting their interests.

The openness of the SAC Aarau to work together with other clubs or outdoor sports schools can help to create a more flexible structure. In addition, certain activities can be provided, or goals can be reached by collaborating with the external environment of the SAC Aarau.

- How do our weaknesses affect how we use our opportunities? What can we do against it?

The anonymous club structures can lead to a low feeling of community. This may cause people looking for a community to enter a different club than the SAC Aarau with a more active club live. The SAC Aarau can optimize the picking up of new members, so entrees do not feel lost in the beginning. In addition, moving on from a junior to an active member can be supported more which can increase the community feeling within the whole club. Because of the low willingness to do voluntary work, the SAC Aarau may lack resources when wanting to achieve a certain goal or providing certain activities. Additionally, the SAC Aarau does maintain paths and climbing possibilities which are often used by members but only a small part is willing to support caring for it. To support voluntary work, the SAC Aarau could try to increase the awareness within the club and

the significance of voluntary work to keep popular activities and the club itself alive and running smoothly.

- Do we have weaknesses that generate a higher risk for threats? What can we do against it?

The low willingness for voluntary work or voluntary jobs threatens the smooth procedures within the SAC Aarau. If a voluntary job cannot be filled, the job either will not be carried out or somebody else who already is having a voluntary role needs to take over. This can lead to a decrease in the offering of activities or community events or an increased workload for another person. This eventually may lead to them quitting their voluntary job as their stress level may get too high. A club without volunteers is not working out. The SAC Aarau is dependent on a certain level of voluntary workers to keep the club running in the same magnitude as it is today. A mandatory level of voluntary work when being a member could be one way to address this issue. Additionally, the awareness of the essentiality of voluntary work should be increased by addressing this issue directly to the club members.

Finally, based on the previous SWOT analysis and the answering to the questions, strategic implications can be developed (Künzli, 2012). The SAC Aarau has some strong internal possibilities and external chances. However, based on the SWOT analysis we assume that the weaknesses could be dangerous for the SAC Aarau in the long run. Therefore, we suggest facing these weaknesses. Especially the increasing anonymity in the club and the low willingness for voluntary work must be announced. To ensure the existence of the SAC Aarau in the future, the club must find a way how all voluntary work can be covered. Additionally, the club life should regain attention as in both, internal and external surveys as well as in both focus groups the community is in the centre.

On the other hand, the SAC Aarau is strong due to its broad offering for all levels and in different regions of Switzerland. This leads us to the acceptance of the competition by other clubs or outdoor sports schools. However, when having a bigger achievement or activity in mind, working together with an external partner could even be a good choice for the SAC Aarau. Therefore, we believe the opportunities are generating more benefit than the possible damage caused by threats. Furthermore, the already high respect for the environment and a sustainable way of outdoor mountain activities do meet the need for an environmentally friendly use of the high mountains.

7 Potential Future Scenarios

This chapter is dedicated to envisioning suggestions about potential strategies and actions the SAC Aarau could put into effect based on the outcome from the analysis. Each scenario lights up a different facet and aims at maintaining the SAC Aarau for the future. Additionally, these scenarios and the corresponding measures, define proposals for adaption of the SAC Aarau's mission statement.

7.1 Managing New Entrants

The first scenario shows the SAC Aarau as a club that pursues a strategy focusing on community and an above-average welcoming culture. Furthermore, it represents the club as a pioneer in fellowship and community. Everyone joining the SAC Aarau would feel in good hands, quickly make new friends, and dedicate their free time to the club with pleasure. According to the Corporate Brand-Based View and the SWOT analysis, new entrants currently do not feel welcome to approach groups of established members. Also, anonymity prevails in the club. New entrants struggle to make friends in the club, although it is a wish of many survey participants and one of the reasons, they joined the club at first. Furthermore, a great wish for a sense of community was expressed and analysed based on models. Our suggestions are:

1. Regularly offer tours specific to new entrants. The tours should be offered in different kinds of activities and difficulty levels so that the fresh acquainted can plan their next activities together. Established members who want to get to know new people should also be able to join these tours.
2. Offer single-hikes to take the hurdle for members who joined the club to get to know a potential partner.
3. During the yearly club party, get to know each other-games should be organized. New entrants should be approached separately to join the party.
4. If a membership exit is noticed, approach the person, and ask for the reason why they quit the club. Keep track of all reasons for resignation to understand the motivation behind it.

Realizing all of the suggestions above, we assume that the general sense of community within the club rises. Furthermore, we can assume that a higher sense of community may bear a great variety of positive effects for the club. The interest for voluntary work may rise, as the human, as a social being, shows a behaviour change when the sense of community is fulfilled. Also, well-integrated members will eventually join more activities than members that have no friends. Sarmad, Iqbal, Ali, and Ayaz-ul-Haq (2018) suggest that a sense of community and meaningful work create a significant positive impact on performance.

7.2 Junior Organization / Youth / Social Media

The second future scenario focuses on strategic development specializing in the youth. It describes the SAC Aarau as a club having a strong junior section and supporting the youth. Furthermore, the SAC Aarau is well known as a club with an active club life for the younger generations. In addition, there are special courses and activities adapted to the concerned age group. However, the possibility to join other age groups on their tours is always possible, and there are also some activities aiming at bonding the youth with the other members.

Resulting from the analysis the central question of the SAC Aarau concerning JO and youths is about how to reach them. A second question is about how to facilitate and smooth the transition from the JO to the Actives. A fitting program and motivated guides are in the centre to solving these questions successfully.

Concerning these questions, we elaborated the following actions, the SAC Aarau can implement in the future:

1. Do actively promote the JO section. By active marketing, the youth's attention can be caught, especially on social media. Additionally, they will see the passion the JO leaders have when guiding and teaching the juniors. Also, possible new entrees get a better insight on the SAC Aarau JO group and activities when seeing pictures and stories regularly.
2. Combine the JO group with the active members regularly. By having active members joining the JO group, the JO members can already bond with some active members before being an active adult member themselves. Also, having the JO members accompany activities for adults can be a possibility to get friends spanning generations.
3. When the JO group is getting too large, a division of ages within the JO group is possible. However, it would still be important to make sure the JO members get in touch with each other among the different age groups.

Taking into consideration the above-mentioned measures, the JO group could be strengthened significantly. In addition, the junior members would not only increase in number but also in satisfaction by having the possibility to train and have tours according to their age group. Furthermore, the leaders can focus more on the different needs of younger kids or a little bit older teenagers in their sessions. Also, the transition from a JO member to an active member can be smoothened when mixing these groups early enough and creating friendships beforehand. Like that, exits in this stage may be less likely.

7.3 Professionalization – Outdoor Sports School

The third future scenario reflects the SAC Aarau as a smaller club with active club life and a friendly, open community besides their professional outdoor sports school. The SAC Aarau as an outdoor sports school does offer different activities and training for all interested people independently of their level. The people book the activity they are interested in whenever they want without having any other obligation. The guides and trainers do get a wage in exchange for their work. The SAC Aarau club is open for all interested people being willing to do some amount of voluntary work. In exchange, they are part of an active community. Additionally, they may have activities exclusively for club members or do profit from some reductions in the SAC Aarau outdoor sports school.

Appearing in the internal survey and the two focus groups there is a considerably low willingness to do voluntary work compared to the membership number. In addition, many members seem not interested in the SAC Aarau as a club but only in their offered activities.

Considering these issues, we suggest the following steps the SAC Aarau may take in the future:

1. Divide the SAC Aarau club from its offered activities. When dividing the club and the activities, a professionalization can happen. In addition, the chance of having an active community in the club is increasing as the members are interested in the club itself and not only in its activities. Furthermore, the club will be less anonymous as there are less members than currently in the SAC Aarau. However, to ensure smooth processes within the club, a certain degree of voluntary work is mandatory. As a reward, the club members would profit from special offers exclusively for club members or for cheaper prices than for non-club members.
2. Do open a professional outdoor sports school besides the SAC Aarau club. The sports school would offer similar activities as provided now by the SAC Aarau. Everybody interested could book their desired activity whenever they want as long as there are free sports. The customers do not have any further responsibilities and are not members of the SAC Aarau itself. However, the prices would be higher than now because wages for the employees and guides would be paid.

Thinking about separating the club and its activities by opening up a professional sports school, only people interested in the SAC Aarau itself would join the club. Additionally, the people would be willing to do some voluntary work as they entered the club being obligated to do so. Furthermore, the community may be more in the centre than the offered activities as they would be mainly offered by the sports school of the SAC Aarau. Although this scenario does provide a great opportunity to reactivate the club and community, there is also a certain risk connected with it. The sports school would compete with the other professional offers. Therefore, the offers need to be attractive for

potential customers to ensure a good business run. Additionally, the risk of not having enough interested people joining the club does exist.

8 Conclusion

This bachelor thesis intended to reflect the current structure of the SAC Aarau and eventually to give some strategic recommendations on how the club could develop in the next ten years. The SAC Aarau today is a club with over 3200 members interested in outdoor sports and the mountains. The club was steadily growing in the past 12 years reaching a more balanced gender distribution than before. Additionally, the young generation increased in percentage to total members but is still weak. However, the club faces some challenges. The willingness to do any amount of voluntary work in the club is low. In addition, many members are not interested in the club itself and do only want to profit from the activities offered. Furthermore, the community feeling is low as the SAC Aarau feels very anonymous, especially for new entrants and juniors changing to the adult section. Still, the club is perceived mostly well from its external environment as they like the sustainable club mindset and the training and tours offered. Also, the club members themselves like the offers but wish a greater level of community feeling.

Admittingly, the analysis is not unassailable. Firstly, the internal survey is based on less than two-thirds of the mail addresses of the total membership number. The responses generated represent only about 10 percent of the total SAC Aarau population. Additionally, errors in the internal, as well as in the external survey, cannot be locked out. The external survey was answered mostly by younger, nature-loving people, who does not reflect the viewpoint of the whole population. Secondly, the focus groups were biased as only members participated, showing a higher degree of commitment to the club. Members not interested in the club itself will probably not have been interested in helping develop the club in any direction by visiting a focus group. Moreover, the focus groups may did not catch the whole problem as there was a lack of time. Thirdly, the SWOT analysis may not be sufficiently critical and is only combined with one more method, the Corporate Brand-Based View by Casanova (2018). That could lead to the choice of the wrong strategy, which might fail in the future.

Considering these limitations suggestions for the future can be made. When choosing a new strategy, the SAC Aarau should carefully consider its choice by using different methods and controlling processes to ensure future success. Moreover, the knowledge that the responses internally were not representing the mindset of all club members and that the feedback from the external environment to the survey is biased can be helpful when considering several strategic directions.

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List of Abbreviations

BASPO	Federal Office for Sport
JO	Junior Organisation
SAC	Swiss Alpine Club
SAC Aarau	Swiss Alpine Club Aarau
SFSO	Swiss Federal Statistical Office

Appendices

A Focus Group Design

Fokusgruppe Organisation

1. **Problemdefinition:** Der SAC Aarau soll sich in eine bestimmte Richtung entwickeln, die Sinn macht für alle Beteiligten. Zurzeit ist das Interesse am Verein an sich sehr gering (z.B. geringe Rückmeldung GV Abstimmung). Es soll herausgefunden werden, wo es Probleme gibt Mitglieder aktiv im Verein mit einzubinden und wie ihre Sicht auf den Verein aktuell ist.

Forschungsfrage: Was sind die Möglichkeiten für den SAC Aarau, sich bis 2030 in seiner Grundstruktur und seinem Angebot den Bedürfnissen seiner Mitglieder anzupassen?

Bestimmung der Gruppe: 2 Gruppen

Auswahl Moderator und Schulung: leiten nicht intervenieren, neutrale Position beibehalten

Stimulus: Bildkarten

Leitfaden

Die Gruppendiskussion wird mit 6 bis 11 Teilnehmenden durchgeführt, die sich nicht unbedingt bereits kennen, aber alle Mitglieder des SAC Aarau sind. Die Gruppendiskussion dient der vertieften Erkenntnisgewinnung zum Thema SAC Aarau 2030. Die Gruppendiskussion soll alle Punkte des Leitfadens abdecken, aber diesen nicht zu sehr behindern oder einschränken. Der Moderator eröffnet die Diskussion und interveniert bei Bedarf, sofern die Diskussion in eine zu abstrakte Richtung abgleiten sollte. Es wird ein Protokoll geführt mit Zitaten und den wichtigsten Punkten. Das Protokoll wird zur Auswertung der Fokusgruppen benötigt. Die Teilnehmer werden anonym gekennzeichnet mit den Initialen ihres Namens.

Einleitung

1. Kurze Vorstellungsrunde von uns, Ziel des Projekts
2. Warm-up: Bildkarten passend zum Projekt die Vereinsstrukturen / Bergsport Aktivitäten (auch für verschiedene Alterskategorien) darstellen

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3. Bitte nennt Euer Alter, Euer aktueller Wohnort, Eure Jahre Mitgliedschaft und sagt kurz etwas zu Eurem gewählten Bild

Material: Bildkarten

Zeit: 10 min

Aktuelle Situation als Ankerpunkt für die weitere Diskussion

1. Welche Angebote des SAC Aarau nutzen Ihr?

Evtl. nachhaken: Wie regelmässig? Wann das letzte mal? Welches am liebsten?

2. Wie beteiligen Euch sich am SAC Aarau als Verein?

Evtl. nachhaken: Freiwilligenarbeit, Zeitproblem, Interesse

3. Was motiviert Euch Mitglied im SAC Aarau zu sein?

Zeit: 12 min

Wünsche / Bedürfnisse

1. Was für Angebote fehlen Euch heute beim SAC Aarau?

2. Wie sehr beteiligt Ihr euch am Vereinsleben? Sollte dies aktiver gestaltet werden?

3. Was für Angebote gibt es zwar, nutzt Ihr aber kaum? Sind diese nach Eurer Meinung notwendig?

4. Wie gut kennt ihr andere Vereinsmitglieder? Wärt ihr gerne mehr in Kontakt (alters unabhängig, z.B. durch organisierte Vereinsabende)?

Evtl. nachhaken: Pflegt ihr diese Kontakte auch ausserhalb des Vereins?

Zeit: 20 min

Vereinsstruktur

1. Wo würdet Ihr den SAC Aarau 2030 sehen?

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2. Was für Anreize würde Euch und vielleicht auch andere Mitglieder motivieren, sich aktiver am Verein zu beteiligen?
3. Wie steht Ihr gegenüber einer Verpflichtung zu einem bestimmten Ansatz Freiwilligenarbeit, um dafür im Gegenzug gewisse Privilegien zu erhalten?

Zeit: 20 min

Herausforderungen

1. Welche Probleme und Herausforderungen seht Ihr aus Eurer Sicht durch die abnehmende Bereitschaft für Freiwilligenarbeit?

Evtl. nachhaken: Weshalb denkt Ihr, dass das so ist? Nur im Moment oder in Zukunft auch so? Zeitmangel, Interesse beschränkt sich auf Angebot etc.

Zeit: 8 min

Abschluss und Dank

1. Gibt es von Eurer Seite noch allgemeine Anmerkungen zum Thema SAC Aarau und der zukünftigen Entwicklung?

2. Dank und Verabschiedung

Zeit: 5 min

Rekrutierung Teilnehmer: Mit Hilfe von Christoph und Werner; die Teilnehmer sind generell offener sich am Vereinsleben zu beteiligen als andere Mitglieder, die sich nicht zur Verfügung gestellt haben (Bias vorhanden)

2. **Diskussion:** Fokusgruppen Durchführung
3. **Analyse, Interpretation, Präsentation:** Nach Durchführung der Fokusgruppen

B Internal Survey

Probleme zu lösen:

- Sinn und Zweck
- Professionalisierung
- Jugend
- Ökologie

Warm-Up

- Was ist Dein Geschlecht?
- Wie jung bist Du?
- Seit wann bist Du Mitglied des SAC Aarau?
- Mit welchen Farben assoziiert Du den SAC Aarau am ehesten?
- Welche fünf Attribute kommen Dir spontan in den Sinn, wenn Du SAC Aarau hörst?
- Wie stark bist Du mit folgender Aussage einverstanden? Der Leitsatz "SAC Aarau - Berge bewegen" gefällt mir.
- Wie stark bist Du mit folgender Aussage einverstanden? Der Leitsatz "SAC Aarau - Berge bewegen" ist altmodisch.
- Wie stark bist Du mit folgender Aussage einverstanden? Der Leitsatz "SAC Aarau - Berge bewegen" sollten wir in Zukunft unbedingt beibehalten.
- Wie würdest Du spontan den Leitsatz für den SAC Aarau für die nächsten 10 Jahre umformulieren? (Mehrfachauswahl möglich)

Jugendorganisation

- Bist Du mit dem SAC Aarau Angebot für jüngere Altersgruppen zufrieden?
- Was für Angebote speziell für Deine Altersgruppe würdest Du Dir noch wünschen?
- Könntest Du Dir eine separate Jugendorganisation innerhalb des SACs Aarau vorstellen?
- Was für Erwartungen hättest Du an eine Jugendorganisation innerhalb vom SAC Aarau?

Motivation

- Was war Deine ursprüngliche Motivation dem SAC Aarau beizutreten (Top 3)?
- Hast Du Dir schon einmal überlegt deinen Austritt zu geben?
- Warum bist Du doch noch Mitglied geblieben?

Bedeutende Faktoren

- Welche Rolle spielt Dir die Möglichkeit, dich im SAV Aarau aktiv engagieren können als Vorstandsmitglied oder in einer anderen Funktion? Bitte bewerte zwischen 1 eine sehr kleine Rolle bis 6 eine sehr grosse Rolle.

- Welche Rolle spielt die Möglichkeit, dich im SAC Aarau als Tourenleiter/in ausbilden lassen zu können? Bitte bewerte zwischen 1 eine sehr kleine Rolle bis 6 eine sehr grosse Rolle.
- Welche Rolle spielen soziale Faktoren für die Mitgliedschaft im SAC Aarau? Bitte bewerte zwischen 1 eine sehr kleine Rolle bis 6 eine sehr grosse Rolle.
- Welche Rolle spielt das professionelle Angebot (z. Bsp. Touren) vom SAC Aarau? Bitte bewerte zwischen 1 eine sehr kleine Rolle bis 6 eine sehr grosse Rolle.
- Welche Rolle spielen die Rabattangebote (z. Bsp. für die Kletterhalle) für die Mitgliedschaft beim SAC Aarau? Bitte bewerte zwischen 1 eine sehr kleine Rolle bis 6 eine sehr grosse Rolle.

SAC Aarau als sozialer Verein

- Hast Du im Verein Freundschaften gefunden, welche Du auch ausserhalb der Vereinsaktivitäten pflegst?
- Hast Du Deine/n feste/n Partner/in über den SAC Aarau kennengelernt?
- Würdest Du gerne innerhalb vom SAC Aarau neue Freundschaften schliessen?
- Würdest Du gerne innerhalb vom SAC Aarau eine*n feste*n Partner*in finden?
- Bist du interessiert daran, nebst den Touren, in kleineren Gruppen auch an nicht-sportlichen Anlässen teilzunehmen? Bitte bewerte zwischen 1 sehr wenig Interesse bis 6 sehr viel Interesse
- Welche nicht-sportliche Aktivitäten würdest Du im SAC Aarau begrüssen und auch daran teilnehmen?

Angebot

- Welche drei Angebote vom SAC Aarau schätzt Du besonders?
- Warum beanspruchst Du das Angebot beim SAC Aarau und nicht in einem anderen Verein oder Privat?
- Welche Aktivitäten/Angebote vermisst Du beim SAC Aarau?

Deine Rolle im Vereinsleben

- Leistest Du einen Beitrag zum Vereinsleben?
- Was wäre Deiner Meinung nach der ideale jährliche finanzielle Mitgliederbeitrag?
- Wärest du bereit, einen höheren Mitgliederbeitrag zu bezahlen, wenn Vereinsarbeit mit CHF 15.- /Stunde entschädigt würde? Bitte bewerte zwischen 1 keineswegs bis 6 auf jeden Fall
- Würdest du regelmässige Vereinsarbeit in einer Funktion leisten, wenn diese mit CHF 15.- /Stunde entschädigt würde? Bitte bewerte zwischen 1 keineswegs bis 6 auf jeden Fall.
- ... Und wenn diese nicht entschädigt werden würde? Bitte bewerte zwischen 1 keineswegs bis 6 auf jeden Fall.
- In welcher Sparte würdest du prinzipiell Vereinsarbeit leisten, wenn Du mit CHF 15.- entlohnt werden würdest (Mehrfachnennung)?
- Du leistest keinen Beitrag zum Vereinsleben. Was sollte Deiner Meinung nach Dein Beitrag sein? / Du leistest einen Beitrag zum Vereinsleben. Was ist Dein Beitrag?

Der SAC Aarau als Umweltschützer

- Wie beurteilst Du folgende Aussage: Der SAC Aarau trägt eine grosse Verantwortung für die Umwelt.
- Wie beurteilst Du folgende Aussage: Der SAC Aarau muss unbedingt ein Vorbild in Sache Naturschutz sein.
- Wie beurteilst Du folgende Aussage: Der SAC Aarau setzt sich genügend für die Umwelt ein.
- Wie setzt sich der SAC Aarau, nach Deinen Kenntnissen, für die Umwelt ein?
- In welchen Gebieten könnte sich der SAC Aarau Deiner Meinung nach noch stärker für die Umwelt einsetzen?
- Möchtest Du uns noch etwas betreffend dem Engagement des SAC Aaraus für die Umwelt mitteilen?

Social Media und Onlineplattformen

- Findest Du, dass dem SAC Aarau eine Onlineplattform zum Austauschen und für Vereins-Mitteilungen fehlt?
- Postest Du Bilder, Deiner Touren auf Social Media?
- Wo suchst Du nach aktuellen SAC Aarau-Anlässen/ Touren?
- Wie stehst Du zur Roten Karte? Bitte wähle die zutreffenden Aussagen an.
- Hast Du generell noch Anregungen, die Du uns gerne mitteilen möchtest?

Falls Du an der Verlosung teilnehmen möchtest, hinterlass uns doch Deine E-Mailadresse. Wir werden Dich schon bald kontaktieren, falls Du zu der/dem glücklichen Gewinner/in von einem von fünf Gutscheinen für die Berghütte Chelenalp gehörst!

Vielen Dank für deine Teilnahme an der Umfrage!

C External Survey

Probleme zu lösen:

- Bekanntheit/Marke
- Sinn und Zweck
- Ökologie

Umfrage Extern:

- *Bist Du Mitglied in einem Verein der naturverbunden ist (Pfadi, JUBLA, Kletterverein, o.Ä.)?*

Bekanntheit/Marke: Wie bekannt ist der SAC?

- *Kennst Du den SAC?*
- *Was denkst Du, macht der SAC?*
- *bist Du Mitglied in einem SAC Verein?*
- *Hast Du schon einmal das Angebot der SAC Hütten in Anspruch genommen?*

Bekanntheit/Marke/Sinn und Zweck: Wie wird der Verein empfunden/wie wird er wahrgenommen?

- *Nenne fünf Worte die Dir spontan, ohne darüber nachzudenken, in den Sinn kommen wenn du SAC (Schweizerischer Alpenclub) hörst.*

Ökologie: Welche Erwartungen haben junge Menschen an Naturverbundene Vereine betreffend Umweltschutz?

- *Müssen sich naturverbundene Vereine stärker für die Natur einsetzen?*
- *Wie müssen sich die Vereine einsetzen?*

Sinn und Zweck: Was sind mögliche Beweggründe für einen Beitritt? Was würde die Leute ermuntern beizutreten?

- *Was denkst Du, warum sind die Mitglieder dem Verein beigetreten?*
- *Welches Argument/Angeboten würde Dich zu einem Beitritt bewegen falls Du dies noch nicht bist?*

Sinn und Zweck: Was sind mögliche Abturner einem Naturverein beizutreten?

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- *Warum denkst Du treten Mitglieder aus dem Verein aus?*
- *Was wäre für Dich ein No Go?*

Sinn und Zweck: Was sind mögliche Wachstumsfelder?

- *Was für Angebote würdest du vom SAC erwarten?*
- *Was würde dich motivieren dem SAC beizutreten?*

Sinn und Zweck: Der SAC Aarau als eine Bergschule in 10 Jahren wäre ein mögliches zu erforschendes Zukunftsszenario?

D Picture Cards Focus Groups





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