

Master Degree Program "Innovation and Management in Tourism"
University of Applied Sciences Salzburg

MATTSEE – BAVARIAN VILLAGE

DORF DER 5 SINNE

EXCURSION REPORT SUBMITTED TO THE UOAS SALZBURG

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I. Table of contents

I.	Table of contents	I
II.	Abstract in German	2
1.	Introduction	3
2.	Vision.....	3
3.	Theory: Service Experience Model.....	3
3.1	Define: Development Challenge.....	3
3.1.1	Development Area.....	3
3.1.2	Objectives and Measures	4
3.1.3	Target Audience	4
3.1.4	Questions and Appropriate Tools	4
3.2	Learn: Customer's Point of View	5
3.2.1	The Customer's World	5
3.2.2	Acknowledge Customer Value	6
3.2.3	Most Important Development Challenges.....	8
3.3	Solve: Forming Solutions	8
3.3.1	Solutions to the Challenges.....	8
3.3.2	Describe Development Ideas	9
3.3.3	Review and Prioritize the Best Solutions	10
3.3.4	Draw a Prototype	10
3.4	Test: Evaluate in Practice.....	11
3.4.1	Develop a Plan	11
3.4.2	Test it with the Customer	12
3.4.3	Gather Feedback	13
3.4.4	Iterate and Productize.....	13
4.	Value Proposition	13
4.1	Summer: Authentic Portrayal of Typical Bavarian Village	13
4.1.1	Do-It-Yourself Workshops.....	14
4.1.2	Company Events	15
4.1.3	Farmers Market.....	15
4.1.4	On-site & Online Shop.....	15
4.1.5	Historical Museum	15
4.2	Winter: Christmas Market.....	16
5.	Stakeholder Analysis	17
6.	Conclusion & Recommendations	18
III.	List of references	VI

II. Abstract in German

Mattsee, eine Stadt nördlich von Salzburg gelegen, könnte ein wunderbares Ausflugsziel für Einwohner, sowie auch für Touristen sein. Mit seinem See und der Stille bietet es ein unglaubliches Panorama und daher sehr großes Potential, ein magischer Anziehungspunkt zu werden. Allerdings wird dies durch den Mangel an Aktivitäten gestört. Als Gruppe haben wir nun ein Konzept für das Bajuwarengehöft ausgefertigt, welches die Interessen der Einwohner, der Touristen, sowie die der wichtigsten Stakeholder berücksichtigt. Es wurden Produkte und Services ausgearbeitet mit dem Ziel, Mattsee als Ausflugsziel attraktiver zu gestalten und um die Zukunft des Bajuwarengehöfts zu sichern.

1. Introduction

As we toured the town of Mattsee and the Bavarian Village, we observed that one of the most charming elements of this venue is the fact that it preserves its sleepy town feel. There is a certain serenity in the air where you can enjoy the quietness of a very traditional lakeside village where the locals are like a big family. As visitors, we understood why the municipality wants to focus on a soft tourism where this harmony does not get disrupted. In addition, maintaining its heritage and culture is key for some of the stakeholders involved in this project. Thus, we will mainly focus on preserving the existing elements while only upgrading the Bavarian Village to make Mattsee more attractive not only for locals, but also for tourists. We believe that a positive way to achieve this is by creating an interactive place with a holistic integration between the two parties. We understand that revenue is important for the future of the village and the budget is limited for new creations. Therefore and to balance these two challenges, we have come up with a proper concept that can assist the future development of the Bavarian Village of Mattsee.

2. Vision

The Bavarian Village is an expression of authentic Bavarian village life in former times, offering a unique opportunity for visitors and locals alike to teach, to learn, and to grow while having fun in a social community setting. It is our intention to culminate a prolonged interest in cultural and environmental sustainability while boosting the economic aspect of the town of Mattsee.

3. Theory

The innovation theory we are going to follow is the *Service Experience Model*. A Business Model Innovation is a very important tool for any kind of new innovation that we desire to achieve. Moreover, it is a critical way to define the innovation strategy; in fact, innovation initiatives frequently fail and this is often due to the lack of an innovation strategy. For this reason, we decided that this model is important in our case because it allows to develop a strategy to be able to succeed with our innovation.

This model consists of four phases; we look into more detail in each separate phase and elaborate on how the Bavarian Village can be transformed into the proposed site.

3.1 Define: Development Challenge

3.1.1 Development Area

Our development area will be taking place in the the Bavarian Village of Mattsee. This is a protected area within the community, which includes four wooden vintage houses that portray a traditional Bavarian farm in former times. This area will serve as the main focus to develop an interactive and

innovative venue where visitors can co-create, learn, and connect with nature, culture, and each other. We believe that this Bavarian Village has massive potential to develop into an educational space where revenue can be made based on a variety of activities that will not only develop the economy of the village, but also promote it as a cultural destination within the Salzburger Seenland.

3.1.2 Objectives and Measures

It is understood that it is imperative to keep the facade of the buildings untouched as the stakeholders' focus is to preserve the cultural heritage of the place. Therefore, to further strengthen the idea of cultural education, the Bavarian Village can be developed into a didactic farm, where visitors get to know traditional ways to make local handmade goods such as soaps, jams, and bread. These courses can also be combined with additional arts and crafts activities such as knitting or painting classes that can be provided by local artisans, who would like to pass on educative and constructive knowledge to their visitors. The most pressing motives for target groups to visit the Bavarian Village (and Mattsee) should be education, team-building activities, and contribution of cultural preservation. Furthermore, the opportunity to socialize, satisfy one's sense of nostalgia, and the opportunity to co-create one's experience are other important factors why locals and visitors would want to visit the venue.

3.1.3 Target Audience

Due to the types of activities that will be implemented, we see a lot of potential for the usage of space. Hence, the concept of a didactic farm also has potential to open its doors as a center for the following groups: families, corporate travelers, and social institutions. Families and social groups can bring children and get in touch with farm animals and learn from them, they can participate in craft-making activities and enjoy the garden, and also use the farm as an interactive learning experience. We believe, nowadays, it is very important for young generations to receive these kinds of experiences to allow them to step away from technology and embrace a hands-on natural space. As for corporate groups, they can visit and take advantage of Do-It-Yourself classes as team-building activities, visitors can appreciate painting classes and enjoy food and beverages, or take part in culinary activities and do corporate picnics while enjoying the scenery.

3.1.4 Questions and Appropriate Tools

Questions the municipality of Mattsee could ask itself are whether the cooperation strategy with neighboring Destination Management Organizations has to be changed or how it can be improved to promote the area. Furthermore, it is vital to revisit Mattsee's own marketing strategy: who is our target audience and do we reach them? How can we effectively reach our target audience? Do we provide enough marketing material? What are our marketing outlets? These are only some questions the city of Mattsee needs to ask to push not only Mattsee but the Bavarian Village as one of the most creative, interesting, and authentic places to visit in the region and to increase the visitor stream.

The most important tool to promote the Bavarian Village and Mattsee is marketing, specifically online marketing. It was said that back in the day, Mattsee was one of the main summer destinations in Austria. However, with time this popularity has faded and other surrounding areas with their lakes have gained momentum. Thus, Mattsee Ortsmarketing must particularly strengthen Mattsee's social media presence on platforms such as Facebook or Instagram. We find this crucial because nowadays tourism destinations rely heavily on their presence on Social Media. This is due to the fact that tourists engage much more online and seek information and recommendations on Social Media platforms about a prospective destination. Lacking such an outlet certainly thwarts the goal to increase the amount of visitors.

3.2 Learn: Customer's Point of View

3.2.1 The Customer's World

The involvement of customers in the innovation process is a crucial step. Indeed, this source is also important to develop the competitive advantage.

Every company provides a customer experience. The fact that there is interaction with customers in some manner and that the company provides them with products and services means that they have an experience with your company or your brand. Experiences cannot be fully controlled because, inevitably, they involve perception, emotions, and unexpected behaviours from customers. Therefore, it is important to create the ideal experience for the Bavarian Village. Customer experiences spring from touchpoints - products, websites, and advertising, for instance.

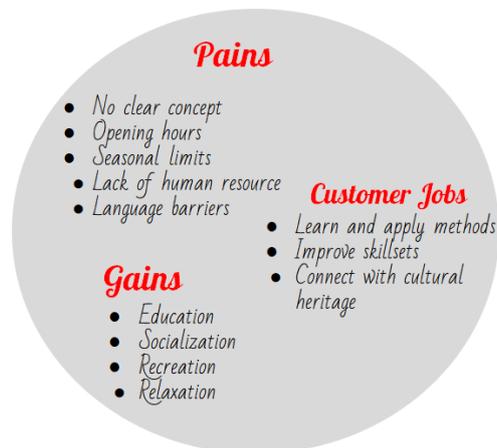
In addition, another important layer in the customer experience is the customer journey, a fundamental piece of knowledge to take into consideration when designing new experiences. In our case it is important to understand how to improve the customer journey in the Bavarian Village. In fact, now mainly locals go there for a specific small event or just without real purpose to see something, or there are people that go on the 'market-day' to buy local products. Clearly, now the Bavarian Village does not have a real strategy regarding the customer journey. Therefore, these are considered the steps of the customer journey in the Dorf der 5 Sinne.

Find Inspiration	Plan the visit	Explore the Village	Review and Curate	Reflect & Share
Social media - touchpoints	Getting in touch with the office - website	Five sense experience	Onsite reflection-opinions	Post trip feedback

The customer journey is very important for understanding and diving into the customer's world, what motivates customers, what are their needs, or their hesitations and concerns. Being able to offer what they want to accomplish when they come to the Bavarian Village is key for the success of the venue.

To understand the customer point of view, we designed also the Value Proposition model, a fundamental basis for matching the expectations of the customers and the value creation of the business idea. In particular, if we look at the customer segment of the value proposition, we are able to define what the potential customers to the Bavarian Village would most likely expect to gain from the experience and what may be possible barriers to such. By being able to identify these elements, we are able to create fitting products that matches the pains and gains of the customer. Once this happens, we would have created an optimum value for the product and will be ready to take the product to the market.

Below, we come up with the Customer Segment of the Value Proposition.



Pains are concerned with anything that annoys your customers before, during, and after trying to get the job done, they are also referred to potential bad outcomes. In our case, these are the pains: no clear concept in the Bavarian Village, short and unclear opening hours, seasonal limits, lack of human resources, and language barriers.

Instead of regarding the gains, these are related to outcomes and benefits that your customers unconsciously or consciously want, in our case - Education, Socialization, Recreation and Relaxation.

Customer Jobs describe the things your customers are trying to get done, and all the needs that they are trying to satisfy, in our case the Dorf der 5 Sinne will help the customers to accomplish the following needs: learn and apply methods, improve skillsets and connect with nature, cultural heritage and other people.

3.2.2 Acknowledge Customer Value

As already mentioned, the Bavarian Village can provide the customer with an extraordinary experience where he/she can find connection with nature, relaxation, education, and socialization. These are the

main motives that the customers seek when thinking of the Bavarian Village and the major elements that they will appreciate when visiting the venue.

Nowadays, there is the intrinsic need to go back to ancient times, learning how to prepare simple dishes with local organic food, how to bake bread using old methods, or learning to recognise local plants and discovering the art of gardening. Moreover, the possibility to have different kinds of small animals such as sheep, ponies, hens, and goats could represent a possibility to get in touch with the farm atmosphere and maybe to learn how to milk a goat or how to prepare butter. Therefore, the site can be considered a didactic environment for both adults and children.

Furthermore, the Bavarian Village can offer a place for socialising and for inclusion. In fact, there is need for providing a place to gather which can offer new services and organize special events, such as an open air cinema during the summer evenings. Moreover, one of the buildings already present could be used as a place for providing local products, such as local food, small snacks, and drinks for the customers.

Many activities can be further integrated in the Dorf der 5 Sinne experience in order to provide a gathering place for tourists and locals where different possible activities can be offered. In fact, thanks to the special location of the Bavarian Village and the innovation process, new experiences could be staged. Pine and Gilmore (1999) show the four realms of an experience - entertainment, educational, esthetic, and escapist. Applying or combining some of these realms between the experience stager, the Bavarian Village and the customers, service consumers can guarantee an unforgettable co-creating experience. For example, the Dorf der 5 Sinne represents an aesthetic and escapist place due to its amazing geographic location and the possibility to experience activities out of the normal daily-life. Moreover, through these new projects, the Dorf der 5 Sinne can be seen an educational and entertaining venue for the target audience.

With regard to the acknowledged customer value, we thought about the information given by some of the stakeholders that we met during the excursion. Since their idea is to keep the venue as a free place, we thought that the best idea could be to instal “public donation boxes” where daily visitors can financially contribute to the preservation of the venue. Moreover, companies or associations that visit the venue with an organized day-trip could leave a group donation at least to cover the basic costs. Regarding the teaching activities, we think that a fee for each participant must be paid also in order to assure the reservation and participate. We believe that visitors paying or contributing somehow may feel that the Dorf der 5 Sinne is a real tourist destination worth seeing. Moreover, if customers are satisfied they will be happy to contribute for the preservation of this beautiful site.

Customers will come back thanks to the special experiences staged in the Dorf der 5 Sinne; in fact, they can find a gathering place surrounded by great scenery. Furthermore, for educational purposes, children from schools or any other associations can spend a day in a natural and educative

environment. Companies are willing to come for relaxation, thanks to the great location of the Bavarian Village overlooking the lake, moreover, it is a big open air space, and it has spaces inside - outside for team building activities and meetings.

There are some factors in our project that may lead to customers recommending these services because they are able to accomplish their needs in a full-day activity. Further, the venue will be considered reliable, efficient, and run by experts that will provide with simplicity and individuality each of the possible service depending also on the season.

3.2.3 Most Important Development Challenges

As we mentioned already in the Value Proposition model there are some pains from the point of view of the visitors. Here we will go deeper explaining what are the most important challenges to be solved. First of all, one of the most important challenges is the lack of popular events and the scarce promotion of the events that usually take place in the Bavarian Village. Another crucial challenge is the lack of organization, networking connections, and workforce such as workers or volunteers in the Bavarian Village. Visitors cannot be properly welcomed, especially if they do not speak German.

In addition, the three buildings are not well-used because only one is accessible (the one with the kitchen); the other huts are not accessible for visitors. Therefore, visitors will not spend too much time at the Bavarian Village. Due to the lack of products and services for tourists at the Bavarian Village, the site is cannot be transformed into a popular venue. One final challenge limiting how to most effectively use the Bavarian Village is the seasonality. Indeed, the venue now cannot be used during the winter time by the visitors of Mattsee.

3.3 Solve: Forming Solutions

3.3.1 Solutions to the Challenges

One of the main problem for business is to be present, to be known and recognized within their target market. The Ortsmarketing will have a very important role in building a cooperative network system, partnerships and customer base. This can be achieved by being informed of relevant tourism events nearby and in areas where the potential customers are such as fairs, conferences and exhibitions. Apart from the online presence via social media and the personal website, Mattsee can think of building a cooperative partnership with the city of Salzburg, as the city represents a pool of potential visitors to Mattsee and by increasing presence in Salzburg can create an increased presence of visitors in Mattsee. Ensure that at non-feasible exhibition events or trade fairs, that Mattsee collaborates with other villages or municipalities in being represented and included as part of the overall product offer. Do not be afraid to offer free and complimentary visits to groups and media personnel so that the word can be transferred to the intended market occupants.

We created the Christmas Market to be a signature event due to the full flamboyance of lighting and displays and the atmosphere created within this area. If we focus on creating unique lighting designs and illuminations unless the norm in Austria, we can become a 'must-see' destination to visit. Not only will visitors be previewed to a traditional take on Christmas in Bavaria because of the structure and content of the event but also to a modern take on entertainment and celebration of Christmas, gather the Santas; the Choirs; the lights and effects and let the experience begin.

3.3.2 Describe Development Idea

The following institutions have been identified for a possible cooperation: Kinderfreunde, Insel and Akzente. The first two companies are very active in all the Salzburg region and in the organization of after school events, summer camps and other activities for youngsters. We believe that a cooperation would be highly beneficial, because it would guarantee a constant stream of young visitors to the site. The third organization that have been identified as a possible partner is Akzente. Akzente, is responsible for the coordination of the youth centers in the region as well as the coordination of the European Voluntary Service for the land. It would be mutually beneficial the creation of a volunteering opportunity in the Bavarian Village. Volunteers are vectors of fresh ideas and could assist in the events organization and in the marketing. Furthermore, the European Commission covers part of the costs of the volunteers. Both Akzente and European Commission value positively volunteering activities related to social empowerment, and heritage conservation. After the success of a first volunteering experience, the site could easily become a permanent hosting organization and a constant stream of volunteers would be guaranteed.

Keeping the costs low is one of the main objective of our project. However, we aim to generate a cash flow that covers the expenditures for the operational activity. To achieve this goal, we will charge a fee for some of the services and activities, meanwhile maintaining free the access on the site. Fees are set for workshops, and corporate events. Also, the sellers that are willing to book a selling spot for the Christmas market are required to pay a fixed fee to reserve an exposition place. The shop may well be expanded with an online platform that will make possible to purchase or book online and pick up the product in the shop. Another source of income is represented by the advertising, local companies and associations can gain visibility placing their advertisement in our marketing material (brochures, newsletters, social media, website) and sponsoring our events.

Last but not least, we will place boxes for donations at the entrances of the site. This is to encourage visitors to help preserve this special venue, but without feeling obliged to do so. Nevertheless, we believe that many visitors are willing to donate and thus additional cash inflow is created.

N.B. All financial figures are a moderate projection and are subject to change base on actual events and sales figures as well as costs and fees. Additional expenses and income may be realised.

INCOME	DISTRIBUTION	€ PER YEAR
Donation boxes	X3 (one at each entrance)	4,800.00
Workshops/Seminars	X2 per week, 25 pax/session	60,000.00
Shop/Online shop/garden	Home-made produce	14,400.00
Farmers' Market stalls	€25/10 stall/Saturdays	12,000.00
Company events	€250/event hosting	12,000.00
Christmas Market	€50/10 stalls/2 weeks	7,000.00
		110,200.00
EXPENDITURES		
Full-time staff	2x €50/day	12,000.00
Upgrading of the Village	Materials and workforce	4,000.00
Marketing and Promotions	Online, brochures, ads	4,800.00
		20,800.00
TOTAL PROFIT		89,400

3.3.3 Review and Prioritize the Best Solutions

Among some accessibility problems of the structures of the Bavarian Village, the one that appears most critical is the condition of the hydric implant, which due to the low profundity of the pipes under the ground level, has to be closed during the winter season. We believe that the presence of toilets and other basic hygienic services is fundamental in order to allow the site to host guests. This is especially true when we consider that our project is family and children-oriented. An investment in the modernization of the hydric implant is therefore fundamental for the successful implementation of the project and it is considered a priority.

After the first year of implementation we suggest a further intervention on the site, this time related with the buildings. It has been stated that during periods with high precipitations, the water rises and enters in the buildings. To eliminate this inconvenience the most practical solution consists in pushing up the structures with the use of piles (as palafittes).

3.3.4 Draw a Prototype

The new offer of activities and events will create a constant flow of material for the social media marketing. After an analysis of the presence of the Bavarian Village on the online world we found a

weakness in this area. The Bavarian Village is not very visible or in some cases totally absent in social media such as Facebook, YouTube, and Tripadvisor. The suggestion is to create a webpage dedicated to the Bavarian Village. The webpage will be a source of information about news and events concerning the site and will work as hub for the content shared on social media (YouTube and Facebook in primis). Content shall be provided in German, English, and Italian. The latter language is necessary to attract the numerous Italian tourists visiting Salzburg during the Christmas period.

3.4 Test: Evaluate in Practice

In order to adopt this project, we suggest different tasks for individual stakeholders. We believe that to put our concept into practice, a structured plan must be implemented to distinguish tasks, roles, and goals for key individuals. For now, we will identify main tasks that need to be completed as soon as possible to kickstart the project. After one year, the initial plan should be revised and analysed to adjust accordingly depending on the results.

3.4.1 Develop a Plan

We start off with the tasks that Ms. Graber should be in charge of; these include but are not limited to:

- *Establish a taskforce for the Bavarian Village project:* Partner up with volunteering entities that provide full time workers for the village such as European Voluntary Service or “Akzente Salzburg”. Below we have added a chart with potential partners:

Organization	Contact name	Contact phone number
Kindergarte Mattsee	Elisabeth Mack	0664 910 71 22
Hilfswerk Salzburg	Helga Purgstaller	06214 6811
Volkstanzgruppe Mattsee	Franzisca Maislinger	0664 463 62 97
Waldorf Kindergarten Mattsee	Siegi Krombholz	06217 507 19
Neue Mittelschule Mattsee	SR Mag. Ulrich Konrad	direktion@nms-mattsee.salzburg.at
Kindergarten Eugendorf	Christine Moser	06225 8497
Diakoniewerk Salzburg	MMag. Michael König	0662 6385 0
Kinderfreunde	Vera Schlager	0662 455 488/14
Insel	Heidi Püschel	0662 620 135 13

Akzente Salzburg	Silvia Leitner	0662 84 92 91
be part of the “Ferienkalender für Kinder und Jugendliche”		

- *Collaborate with stakeholders to distribute responsibility:* Acting as project leader, ensuring all tasks are distributed and completed accordingly.
- *Upgrade the physical structure of the Village:* fence, huts, oven, gardening, barn should be revamped a bit. This does not mean re-construct everything but ensure it is ready for crafting classes, workshops, and group visitations.
- *Establish relationships with potential partners:* We have searched for potential organizations that could bring in more visitors or provide additional aid for things such as volunteer workers. It is imperative to establish these relationships, for many reasons, those include: marketing, labor, visitors and financial opportunities.
- *Implementation of workshops:* Based on the idea of the workshops, we need to find potential partners within the community that would like to teach the classes. A very good partnership can be with the local art school or local artisans. They can teach one class per week. These classes can range from 5 to 15 participants and will be interactive classes that can range from cooking classes, to arts and crafts, or gardening classes.

Following, we move on to the tasks Mr. Fiausch should adopt:

- *Activate marketing initiatives:* Come up with fresh and affordable innovations for Ortsmarketing in order to have a competitive marketing advantage.
- *Re-Opening event:* After art and craft classes have been announced, and the aesthetics of the village have been re-arranged, we suggest to do a launching event in order to create more hype for the visitors. VIP’s should be invited, radio stations can promote event, and this can create more awareness in regards to the new activities in the village and Mattsee.
- *Upgrading Social Media:* Marketing, strong online presence. At the moment, the village has no social media promotion, and Mattsee has a weak online presence. Therefore, the social media promotion should be increased as a way for visitors to interact and gain more knowledge of the destination.

3.4.2 Test it with the Customer

The testing phase should start immediately. As soon as workshops are announced, partnerships have been established and the village has been prepared for visitors, the stakeholders need to carefully observe the reactions of the guests, and should monitor and adjust accordingly.

3.4.3 Gather Feedback

While monitoring reactions, interactions, and guest inquiries, it is important to log all the feedback that is provided by guests. This is a perfect way to see how guests react to the product and what changes can be implemented to ensure the plan works in the long run. It is the honesty of the guests that can be utilized as an important tool to adjust and improve the ideas of this concept.

3.4.4 Iterate and Productize

After gathering guest feedback, the current plan should be revised based on the current suggestions and a new analysis should be done in order to upgrade the product. This way, the product, in this case the village, can be improved time after time based on customer feedback. If we see that some initial ideas are not working, we can stop repeating them and come up with new concepts that can materialize into effective selling strategies.

4. Value Proposition

The Value Proposition is a plug-in to the what is called the Business Model Canvas. It helps to match the expectations of the customers and the value creation of our business idea while developing in-depth knowledge of our customers. This structured approach helps to make our ideas more tangible.

Below shows the Business Segment of the Value Proposition:

<p>Products & Services</p> <ul style="list-style-type: none"> <input type="checkbox"/> Educational workshops <input type="checkbox"/> Barn/farm <input type="checkbox"/> Christmas market <input type="checkbox"/> Vegetable garden <input type="checkbox"/> Sales shop/market stalls <input type="checkbox"/> <u>Museum</u> 	<p>Gain Creators</p> <ul style="list-style-type: none"> <input type="checkbox"/> Enables practice and skills development <input type="checkbox"/> Share with and learn from peers <input type="checkbox"/> Provides a sales platform for "Kmo" products <input type="checkbox"/> Supports nostalgic emotions
<p>Pain Relievers</p> <ul style="list-style-type: none"> <input type="checkbox"/> Close concentration of activities <input type="checkbox"/> Guided activities, descriptive plaques <input type="checkbox"/> Sanitary facilities <input type="checkbox"/> Heatings systems <input type="checkbox"/> Scope of authentic experience <input type="checkbox"/> Coherent activities 	<p>Company: Destination Mattsee Product: Dorf der 5 Sinne Ideal Customer: German speaking - Austria, Bavaria - Germany, International visitors - mainly to Salzburg</p>

4.1 Summer: Authentic Portrayal of Typical Bavarian Village

The essence of this experience will be appreciated by many Mattsee visitors. To be able to visually see what expression of living standards and environment existed within the Bavarian region years ago will

build on the historical education perspective and allows visitors to personally compare the progress to modern times. Though the village is only a petite impressional display, each aspect of life in a typical bavarian village will be displayed to connect the story and make it clearer to understand and acknowledge. This form can be considered as an interactive museum, where not only one aspect of the village life will be highlighted, but as many as possible including building structure, clothing, food, arts and crafts. Archived information will be printed on display boards and pictures/paintings to explain each aspect of the village: how it came about and why it was functional. To keep visitors interested, we propose each step connects a part of the story and each hut and activity generates indulgences and co-creation within the village.

It is easy to lose the experience due to the contrast of the village of Mattsee with that of the Bavarian Village (size, components etc). Thus, the twig fencing around the entire Bavarian Village shall be heightened to a relative 8-10 feet to keep the exclusivity and experience of the village sole focused there. Making the village barely visible from the outside, encourages curiosity and anyone would want to know what is inside. As the village is part of the public park grounds, entry will be completely free to all in both summer and winter seasons. Hut 1 shall operate as the food & beverage outlet as well as the workshop location due to its proximity to the stone oven.

Having a small plot of land in the area of the pond cultivated as a farming land with fresh grown produce would be a wow element seeing that few small stalls will be closeby where farmers can sell few of their products and produce. To sell the authenticity of the era and depiction, it will be complementary to have volunteers and employees “villages” speak the colloquial language.

In the following, the Bavarian Village’s main product focus in summer is depicted.

4.1.1 Do-It-Yourself Workshops

When you enter the Bavarian Village and sees the stone oven outside, the first thought would be “If I can only learn how to bake bread using this oven!”, now that opportunity has presented itself along with many others. There will be numerous workshops offered to a specified curious few who would like to learn the basics of the trade being advertised, whether it be to bake bread; to make soap; to crochet; to paint; to make schnitzel, jam or pesto, all with a qualified professional as your coach. This event is probable mostly on weekends as it correlated with the freetime schedule of most visitors. Schedule for intended events, dates and time will be advertised online and at the tourist information center, interested persons can quickly register to get a spot in these limited sessions (max 25pax) and pay a small fee (€20+) depending on difficulty level and demand for the workshop. Each session may last up to 2 hours with participants being able to take away their creations and also be able to purchase finished products from the coordinator. The coordinator will be sourced from a community of capable personnel for a fee, they can also be coerced into volunteering their services.

4.1.2 Company Events

When you enter the Bavarian Village and sees the stone oven outside, the first thought would be “If I can only learn how to bake bread using this oven!”, now that opportunity has presented itself along with many others. There will be numerous workshops offered to a specified curious few who would like to learn the basics of the trade being advertised, whether it be to bake bread; to make soap; to crochet; to paint; to make schnitzel, jam or pesto, all with a qualified professional as your coach. This event is probable mostly on weekends as it correlated with the freetime schedule of most visitors. Schedule for intended events, dates and time will be advertised online and at the tourist information center, interested persons can quickly register to get a spot in these limited sessions (max 25pax) and pay a small fee (€20+) depending on difficulty level and demand for the workshop. Each session may last up to 2 hours with participants being able to take away their creations and also be able to purchase finished products from the coordinator. The coordinator will be sourced from a community of capable personnel for a fee, they can also be coerced into volunteering their services.

4.1.3 Farmers Market

The Farmers Market offers a platform for local farmers and artists to display their products to visitors in collaboration with the Bavarian Village. It allows them to source some income and increase sales as well as gain recognition for their work. The aim here is to highlight the skills and talents of the locals and offer them an avenue to bring their products to the market. Each entrepreneur interested will be given a place in the market, they will be responsible for building their own stall or they can rent through the organizing team. The Village will also host a stall where the produce grown on the farm will be sold. Each stall can be rented from €50+ and renting a place in the market can be for €25.00. It would be feasible to accommodate 10-20 entrepreneurs.

4.1.4 On-site & Online Shop

Outside of the Farmers Market, entrepreneurs have the opportunity to have their products displayed for sale in the on-site and online shops, there is no charge for this, however, a commission from sales of each item will be agreed on. Displayed products are not limited in variety but in quantity as space permits. Visitors have the possibility of ordering products to be collected on site or delivered to their homes for an additional fee, large orders may qualify for free-shipping or delivery. The possible products available in the shops can be such as pesto, honey, jams, crafts, arts, apparels, beverages and preservable food items among others.

4.1.5 Historical Museum

An additional aspect to keep our visitors occupied at the Bavarian village will be a small historical museum keeping in tune with the theme of the village. It will be an educational display of life during

the past era, few artifacts will be sourced and put on display along with photos and explanation/description of what is being displayed. It is pertinent that we create an avenue to educate the young students of the heritage of the bavarian culture as well as showing the village of Mattsee and the other visitors the we treasure and are proud of history. The museum will be of free entrance.

Visitors will expect that our display of the village actually provides a nostalgic atmosphere and feeling. Because some of our target market will be actual Bavarians and would have knowledge of the legitimacy of our product in sending the right message to visitors, we ought to make sure that we go as close as possible to authenticating the experience.

4.2 Winter: Christmas Market

Apart from the experiences that the Bavarian Village offers in the summer season, it is very much a special experience during Christmas season, totally sticking to the topic of the village. The christmas market is a trending celebration that draws thousands of visitors both local and international to places in Europe as it is a one of a kind tradition. Because we already have the existence of the village infrastructure, we do not need to build any other stalls or booths, but simply create a very Christmas feeling by decoration, food and beverage, and relevant artifacts necessary to make visitors spend a considerable amount of time on the land and possibly money in the village.

The transformation of the village starts from the fences and buildings, which will be intertwined with Christmas lights of all shapes, size and colour, all the way around. The lights must be well designed and coordinated as this will hopefully be our attracting aspect, given that no place in Austria is know for exorbitant display of lightings during Christmas. There can also be a Santa climbing up a ladder on the roof or a Santa on his sleigh with reindeers on the roof; these are fixed animation. The location of the village beside the lake is a great location that highlights the colourful and happy display of Christmas apparels and decorations for the village. Additionally, the rooftops of each building can be edged with icicles, a large lighted or otherwise sign stating “Winter Wonderland - Bavarian Village” will adorn the entrance gate which will be the one closest to the parking lot where the small pond and vegetable garden are located.

The first hut will remain an area to facilitate the sale of immediately consumable items such as Glühwein and the likes, while the stilted hut will remain as a sales outlet for all homemade, handcrafted products relating to the season. The stable hut can be transformed to actuality only for the period of the Christmas season where few capable animals will keep company of a makeshift manger with hay and statues of the baby Jesus, Joseph and Mary. The last hut, due to its size, will host another area where food and drinks will be sold as well as locally made produce. In front of this hut, by the area close to the small pond, will be a huge Christmas tree, flamboyantly decorated.

As we are aware of the impending season for this celebration, portable heaters will stand inside all huts and area that accommodates dwellings except the 'stable'. As space is very limited within the village and its huts, food sold will be so that visitors can take them away and outside to marked locations that hosts tall standing tables where they can relax, drink Glühwein, and chat. During the Christmas period, the village will only operate as a host for the festival and will be open only from specific times during the day for instance, 13:00-22:00. At specific times each night or specific nights within the period, just before closing time, there can be a short carolling session by the locals, this engages the visitors and offers a warm, blessed emotional feeling as they prepare to leave the village. The decorative lights stays on during opening time and are turned off when the village closes its activities and access to the public. During winter, the village will be accessible to the public only when the Christmas Market is opened.

5. Stakeholder Analysis

As the operator of the Bavarian Village, one of the key stakeholders is naturally the "Verein Menschenwerk" with Mrs. Altenberger as head. As a second key stakeholder and owner of the Bavarian Village, the city of Mattsee and its interest in the venue is of high importance when developing the Bavarian Village into an attractive and active spot transmitting nostalgia. Thus, it is of utmost necessity to combine both parties' interests to fully exploit the venue's potential.

When developing a venue into a potential tourist attraction, we also need to bear in mind the citizens of Mattsee. As we know that the citizens of Mattsee regard the Bavarian Village as their "public living room", we comprehend that the Mattsee citizens might have adverse feeling towards the development of the Bavarian Village as a tourist destination. However, our goal is to merely create some soft tourism with the focus of the Bavarian Village remaining a place where Mattsee citizens gather to relax with their families, meet friends, and enjoy the tranquility. Furthermore, we aim to develop the offer for the citizens of Mattsee to enhance their experience at the Bavarian Village. Thus, the focus of developing the Bavarian Village may not merely be on creating tourism, but broadening the range of offers to increase the citizens' recreation and well-being.

Since Mattsee is part of associated cities in this region, neighboring municipalities might feel attacked by the attractiveness of Mattsee after developing the Bavarian Village as a new point of attraction within the region. If Mattsee achieves to market itself well as a tourism destination, tourists and citizens from neighboring municipalities might rather visit Mattsee instead of neighboring cities. It is thus crucial to synchronize the offer for tourists and locals so that all stakeholders can take advantage of the new developments. The goal is to further strengthen the collaboration among the municipalities through which all stakeholders will benefit.

Two additional stakeholders certainly worth mentioning are the schools and kindergartens of Mattsee and its neighboring municipalities. Since one of our goals for the Bavarian Village is to create a didactic farm to educate children, schools and kindergartens will have the opportunity to closely collaborate

with the Bavarian Village. We find it essential that nowadays children have close ties with nature and are exposed to animals and plants, the Bavarian Village helps to achieve this. Here, children will learn how to make bread, jam, or soap, for example, and simply experience nature at first hand.

6. Conclusions & Recommendations

As we came up with this concept for the Bavarian Village our main focus is to develop a co-creation between the locals and future visitors. We understand the importance of maintaining an organic essence to the farm by keeping the heritage and culture alive that has been preserved over the years. It was our mission to embrace this and keep in mind the wishes of all stakeholders by creating a vision of a farm that opens its doors as a creative, educational, and economical space for the town of Mattsee. Overall, we recommend that all stakeholders come to a concrete agreement where all needs are met not only for individual purposes but also for the future of the Bavarian Village. It was our impression that due to the lack of resources and mixed opinions in regards to the future of the village by the stakeholders, the village has not had a major impact or improvement within the community, therefore we highly suggest that moving forward, the project presented here can be taken into accountability as we believe it is an ideal balance between all the parties involved in this project. By doing so, this innovation can help establish a creative and interesting destination for future visitors and place Mattsee again as an attractive and fascinating place within the Salzburger Seenland.

III. List of references

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