



Bachelor Degree Programme "Innovation and Management in Tourism"
University of Applied Sciences Salzburg

MATTSEE SEELOUNGE PROJECT

FINAL PAPER

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I. SWOT OF MATTSEE

To generate an appropriate gastronomy idea to boost Mattsee tourism, it is necessary to analyse the internal and external environment. This requires listing the strengths, weaknesses, opportunities and threats – in short, the SWOT analysis. From the SWOT analysis, our business idea should be able to maximize strengths and opportunities, while mitigating weaknesses and threats. For the ease of comparison and overall review, the SWOT analysis is presented in the following table.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none">● Beautiful scenery● Popular as wedding location● Healthy & leisure activities (boat, camping, flying,)● Know-how in ship building	<ul style="list-style-type: none">● Low international recognition (except German speaking countries)● Few nightlife● Parking● Short average length of stay	<ul style="list-style-type: none">● New projects to attract talents and investment● Community joint-hand effort● Proximity to Salzburg	<ul style="list-style-type: none">● Winter low-season/ frozen lake

Table 1:SWOT analysis of Mattsee

II. VISION

Our business idea would benefit from a vision that would be correspondingly oriented with the above overall analysis. Considering factors that are capable to mitigate like length of stay and diversity of gastronomy offering, our Seelounge strives to become “defining,” which means that our restaurant itself becomes one of Mattsee’s unique selling propositions and is not duplicated by nearby competitors. Towards the goal of encouraging tourists to spend more time in Mattsee and have another reason to come back, the vision of our Seelounge is as followed:

“To become a defining gastronomy experience by encouraging Mattsee's tourists to stay longer and come back.”

III. TARGET GROUP & MARKET

To set the target group for the Seelounge, the reviews on Mattsee-related articles on TripAdvisor by age group and traveler types are analyzed. From figure 2.1, the top age group is visitors aged 35-49, following by 25-34 and 50-64. From figure 2.2, most visitors travel to Mattsee are couples or travel with their families, friends. Therefore, the target group of the Seelounge is set as people who are 25-64 years old couples, families and friends. The target customers look for restaurants with nice seating, relaxing atmosphere, which allowed them to enjoy some quality leisure time together with their companions. Therefore, the Seelounge concept would be developed based on their needs and wants. For target market, figure 2.3 shows that more than half of the visitors are from Austria, about one-fourth are from Germany and some from Switzerland, Italy and other nations. The Seelounge would also like to attract locals from Mattsee.

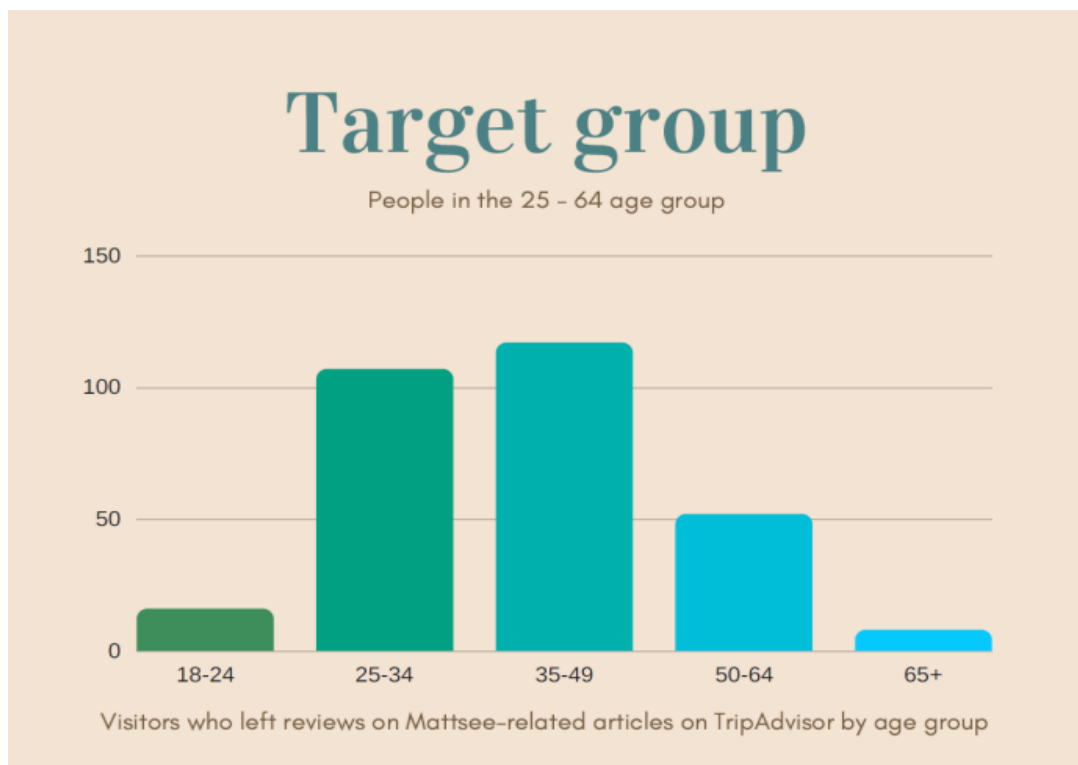


Figure 1: Target group by age group

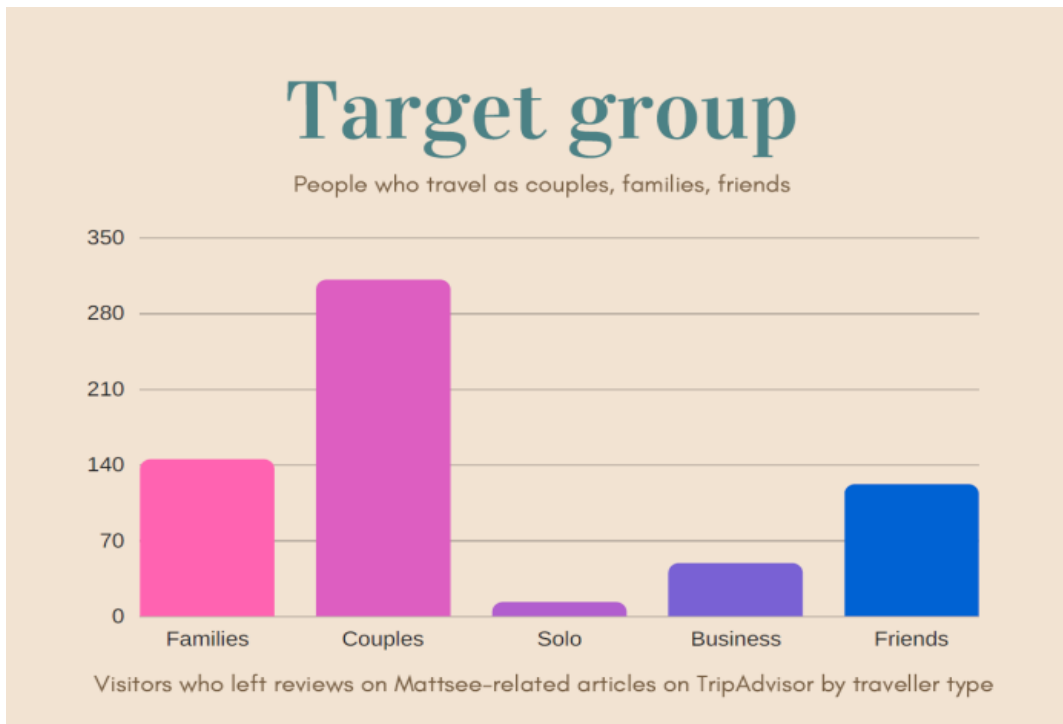


Figure 2: Target group by traveler type



Figure 3: Target market by guest origin

The focus will be on Austrian and German tourists. Family travelers, couples, wedding events, sailors on the lake and daily visitors of other attractions in Mattsee like Fahr(t) raum will also be targeted.

IV. POSITIONING

Benchmarking analysis is carried out to compare other gastronomy business in the industry within Mattsee. There are 16 gastronomy options can be found on the official website of Mattsee. Figure 1.1 shows the positioning map of the gastronomy in Mattsee, price and restaurant style are taken into consideration which are categorized into budget, expensive, modern lifestyle and region/local style. It is found that most gastronomy offer budgeted food and beverage. There are cheap pizza, kebab for modern lifestyle and bakery for regional style. There are also restaurants that are operated by local hotels offering traditional Austrian cuisine with higher prices. According to the analysis, there is no restaurant position itself as expensive and modern lifestyle. To avoid market competition and to diversify restaurant choice in Mattsee, the potential Seelounge would be a restaurant offering various international cuisines with some traditional cuisine with middle-up prices.

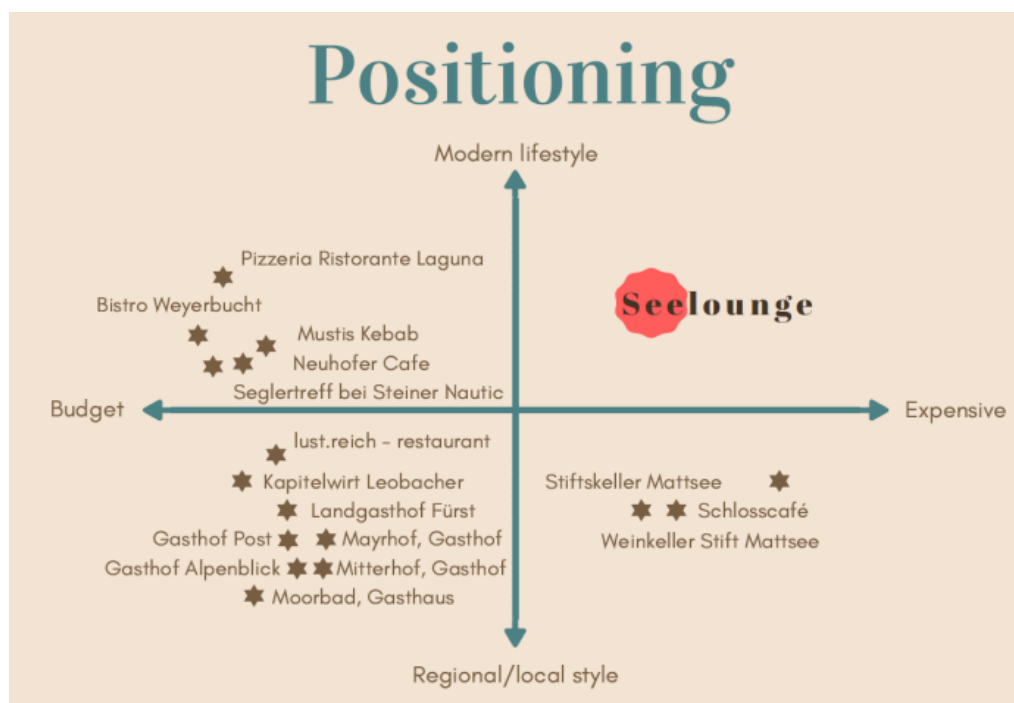
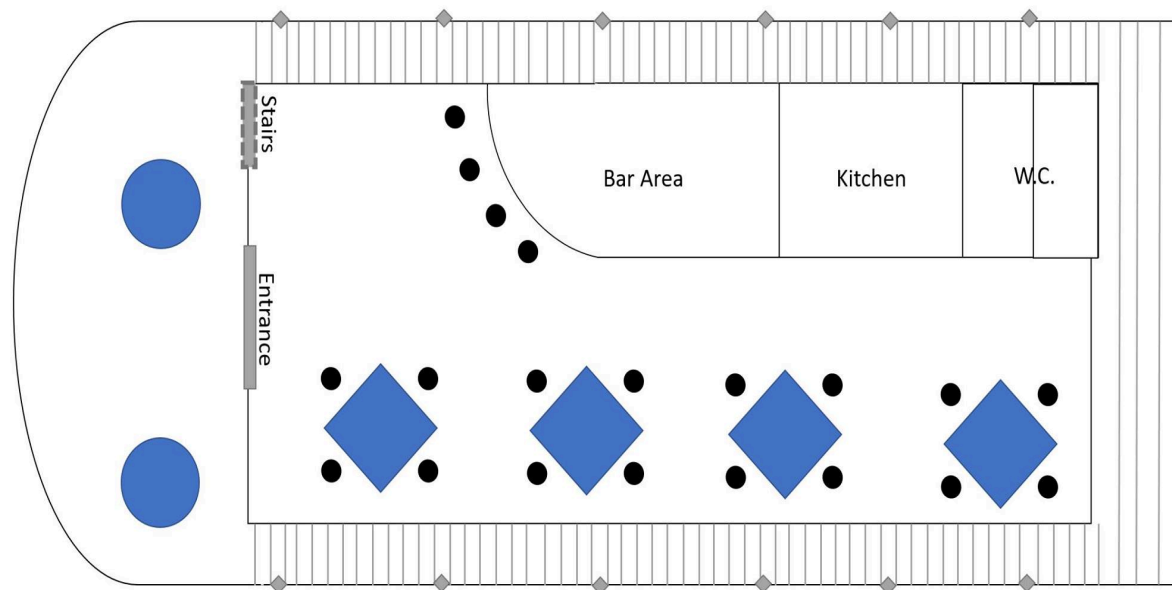


Figure 4: Positioning map of gastronomy in Mattsee

V. BUSINESS IDEA AND STRATEGY

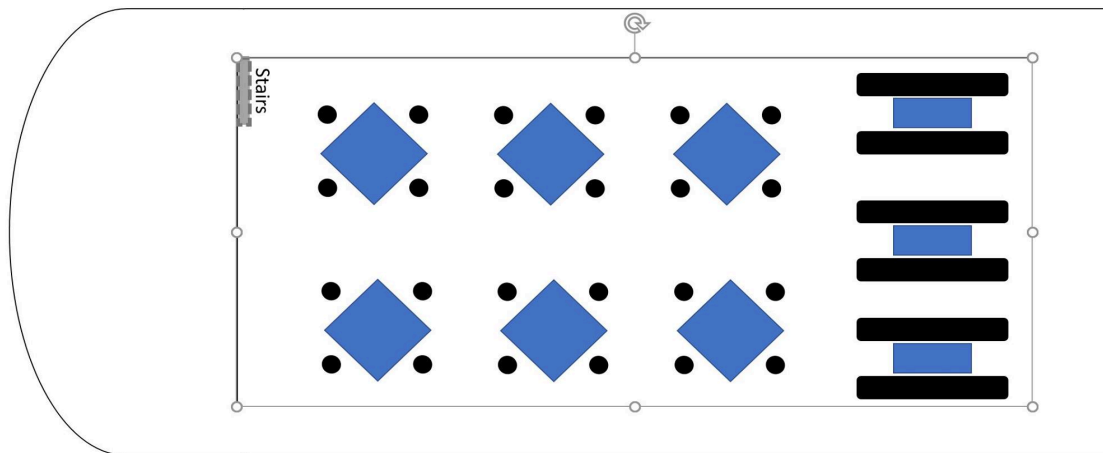
1. DESIGN

Our lounge would be a floating mobile and engine vessel with two floors. The total area of two floors is 115m², with the first floor of 70m² and the second floor 45m². Seating on both floors allow for a special atmosphere and an excellent view of the surrounding Mattsee water surface, natural scenery and the castle. While the first-floor hosts 20 guests with a bar, a kitchen, two standing tables on the terrace and two WCs, the second floor has 6 tables and 6 tanning chairs. In total, we can host up to around 50 guests. Two floors are connected with a stair near the entrance of the vessel. 12 docking poles on the two sides of the lounge allows customers with boat to conveniently visit our lounge with the own vessel. The ground plan of our See Lounge is as followed:



Floor Plan of 1st Floor

Figure 5: Floor plan of first floor



Floor Plan of 2nd Floor

Figure 6: Floor plan of second floor

Our exterior design would be composed of two main materials: wood and glass. We believe this is in consonance with the overall theme of Mattsee, which is romantic, traditional, and peaceful. Our interior key theme is a cozy tone while remaining simplistic. Some illustrations are as followed:



Figure 7: Design sample 1 (Courtesy: Floating House GmbH)



Figure 8: Design sample 2 (Courtesy: Floating House GmbH)

The design is cited from Floatinghouses - a company specializing in floating house and building solutions. The pictures are from their Floating 44 type (Floating House GmbH). Later, we would also introduce the same technology employed by the company for this solution. Although we extended the size of the original model, with Mattsee expertise in technology or Floating House experience in engine and floating building solutions, a final design could be the cooperation of the two.

2. OPERATION AND LOCATION

Location

The lake lounge will be a floating mobile restaurant and most of the time stationed in the middle of the lake during operations. The boat can also be brought to the shore depending on request or demand, for example, on weddings or other events. The restaurant will also target sailors and boat riders on the lake, the restaurant therefore will have docks that sailors and other visitors visiting us will dock their boats. The docking area for the floating mobile restaurant will be at the strand bad where our supplies can also be received.

Operations

One of our main targets is to make Mattsee an all year-round destination. Therefore, the restaurant will open from 11.30am to 11pm in summer and from 12.00pm to 6pm in winter. The lounge will be open only on weekends during winter, which is from Friday to Saturday. But will still be open to other operational days during winter for events and other gatherings if booked. In summer, the restaurant will be open from Tuesdays to Sundays and closed on Monday.

The ship will dock daily when starting and closing operations. It can take and bring back customers on board during these periods. During closing, the storage room can be refilled if necessary and the waste is disposed for a proper waste management system. Customers who want to visit us at the middle of the lake after the ship has already departed can do so by using their own private or rental boats. This can also provide income for boat rental companies in Mattsee.

3. STAFFING

Allocation

The restaurant will have seven permanent employees that can work all year around. It will be important for the restaurant to employ multi-task employees who can do other jobs if necessary. The staff on duty at closing times will clean the restaurant after closing and the chef on duty together with one waiter/waitress or Bartender should come thirty minutes earlier every day before the start of operations. Since the restaurant will have 50 seats, two employees have been forecasted per shift.

- 2 Chef
- 4 Waiters/Waitress/Bartenders
- Interns during high summer season and events
- 1 Ship captain

Working captains

With a maximum of forty working hours per week in five days for Austria and two days off, we decide that our staff will work six hours per day and have just one day off. Therefore, with a

total of 36 working hours for our staff to minimize staff cost. We have forecasted a maximum of 38% staff cost from our total revenues. We forecasted a very low turnover on Mondays so we decided that the restaurant be closed on Mondays except when booked, for staff to be able to take their one day offs in a week. This forecasting was based on the reason being that many people start with working week on Mondays.

Summer: 11:30am – 5:30pm (Tuesdays to Sundays)

Winter: 12pm – 6pm (Fridays-Sundays)

4. TECHNOLOGICAL SUPPLY AND WASTE DISPOSAL

Energy

Air pump: Since the restaurant will be all year-round business heating and cooling for different seasons is important. A multi split heating pump for both cooling as well as heating is preferable.

Many do not consider a floating mobile restaurant sustainable. Therefore to offset some of the unsustainability a renewable energy supply system is recommended. The use of solar especially during summer and wind to for energy supply could offset some on the unsustainability of a floating mobile restaurant.

Fresh water and sewage

Freshwater: A two 270-liter water built-in tanks would be enough to supply the operations of the restaurants for the day.

Sewage: The sewage and waste disposal and environmental regulations regarding water pollution is quite strict especially in Austria. An integrated wastewater recycling station or a 300-liter collection tank will quite help in our effective waste disposal system.

5. F&B PRODUCTS

Being a floating mobile restaurant would be not only our USP, but also it would also be a challenge to develop a complex menu. Therefore, we decided to design a simple menu with a few highlights with regards to seasonality, conveniently preparation like tapas, fish-centered

quality fast food. Therefore, we could cut down the on-spot cooking time and still deliver high quality food from local and seasonal ingredients. A prototype of our menu is as follows:



Figure 9: Menu sample F&B

As seen from the Menu, we are focusing on the fish cuisine and trying to build a fish-dining image of our lake lounge. Special homemade squid ink bun accompanied with the freshest fish fillet from Mattsee is an example of an item that can be easily assembled, but still use local and high quality ingredients.

Considering that beverages make more profit on food, our lounge will focus mainly on drinks and offer varieties of drinks including soft drinks, coffee, tea, wines, hard liquor, and cocktails. Since our target group is middle high class, we therefore set up the price accordingly.

In addition, we will offer more choices of dessert, with offers depending on seasons or some special events. In winter, we will highly recommend our guest to try our homemade hot waffles and at least 4 types of homemade warm soup; we sincerely want to keep the warmth in their hands. In summer, we encourage our guests to try our homemade ice cream with different flavor to make our guests enjoy their time in Mattsee and make them “cooler” than others. On special dates like Valentine’s Day, Christmas Eve, we will have special menus.



Figure 10: Food offers sample

Moreover, our main food suppliers are the local farmers, we do not only want to attract more visitors to Mattsee but also we hope that locals can also benefit from this project.

The forecasted beverage revenue will be about 80% of our sales and the remaining 20% from food. On the cost side, food cost is estimated to be 35% from food sales and beverage cost at 25% of beverage sales.

6. MARKETING 4 Ps

Product

Beside normal operation, the restaurant can be booked for event. Our main target for events is the weekly weddings in Mattsee, but other events like birthday parties, graduation dinners and corporate meetings can also be hosted. In these cases, we would offer different packages for renting the boat with or without gastronomy catering, to make our business more flexible.

Price

Other promotional activities such as one for two, wine or beer tasting and happy hour during slow periods will be organized to attract more business. Depending on different periods, different pricing strategy will be implemented.

Place

Considering that our main target groups are mainly from German speaking countries and neighboring countries of Austria, our main channels of distribution should be accordingly oriented. From the experience of our customer segments, the usage of social media in these countries is considerably lower than Austria, a healthy marketing mix would lean towards Print media more to reach more customers. These print media could be ads in local magazines and gourmet guidebooks. Meanwhile, it is important to maintain a constant presence on social media as well.

Promotion

The lounge will have its own website and social media platforms to communicate and interact with our customers and potential customers. All the platforms will be up to date showing our offers of different drinks and food menu for the week and all our promotional activities.

7. BUSINESS CANVAS MODEL

To have an overall view of our business proposition with regards to internal and external environment, we summarize the key elements according to the Business Canvas Model Analysis. Business Model Canvas is a template that helps startups to analyze existing business models or develop new business models. It is a visual chart with different aspects that describes a firm or product's value proposition, infrastructure, customers, and financial resources in a strategic way. It assists firms in adjusting their business activities by illustrating potential trades.

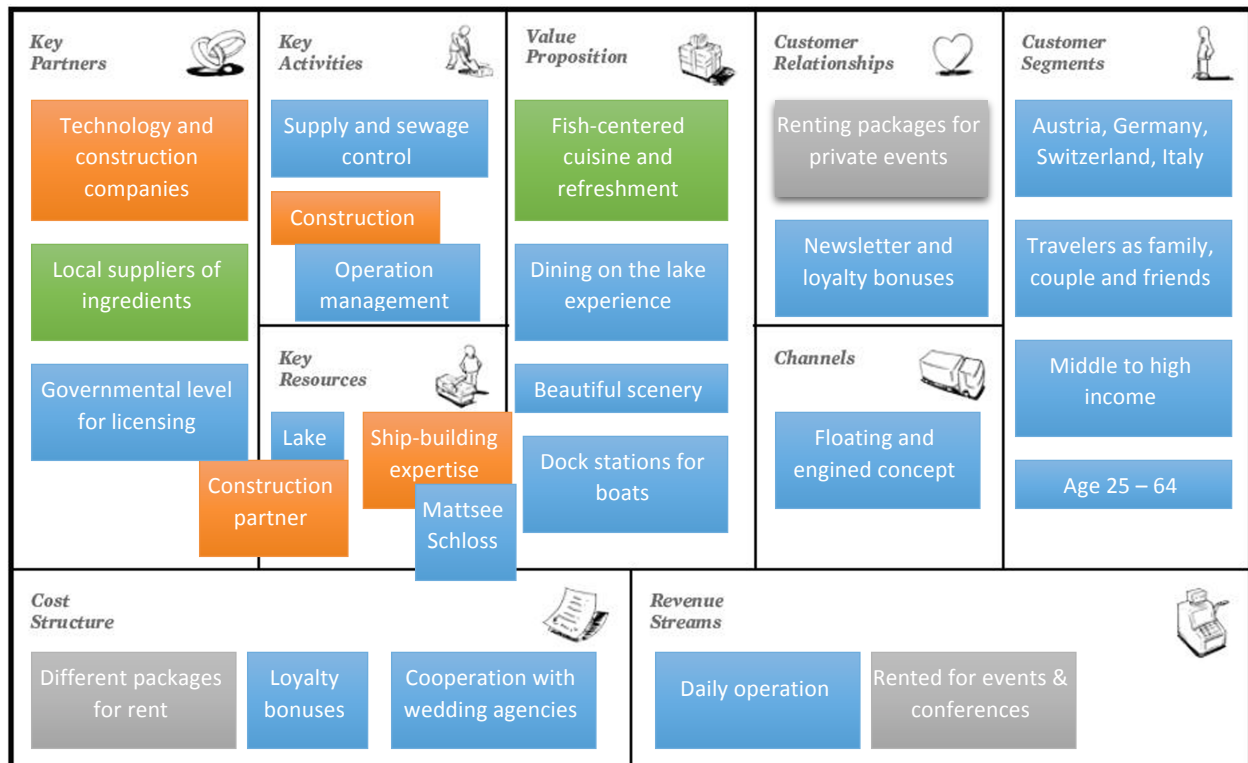


Table 2. Seelounge Business Model

REFERENCES

Floating house GmbH. *Floating 44*. Retrieved from <http://www.floatinghouse.de/hausboote-und-schwimmende-haeuser/floating-44.html>