

INNOVATION IN DA MATTSEE

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1. Abstract

Innovation in da Mattsee is a project for the Bavarian Village in Mattsee to become more known and used. As a result, an event calendar as well as permanent installations were developed. To promote and enhance awareness, the Mattsee sign and the light garden are planned. In addition, to support events and for other usage, there is the idea of a multiple-usage container. Throughout the seasons several events are planned. In spring the Bavarian village will be the host of the flower festival and in wintertime for the Christmas market. In the six weeks of the summer holidays, summer events such as “Mattsee in Flammen”, movie nights and open-air concerts are planned. As a plan for the future, Mattsee can consider becoming the “most romantic” village in the region of Salzburg by installing several elements with hearts and lovely phrases attached. The planning of these events considered several stakeholders such as the Municipality, Ortsmarketing, Verein Menschenwerk, the local community, tourists, investors, hotels, and restaurants in order to determine success.

“Innovation in da Mattsee” ist ein Projekt für das Bajuwarengehöft in Mattsee um es bekannter und mehr gebraucht zu machen. Als Ergebnis wurde ein Eventkalender und permanente Installationen entwickelt. Um Werbung zu machen und die Bekanntheit zu steigern, wurden das Mattsee Schild und der Lichtergarten entwickelt. Zusätzlich um Events zu unterstützen und für andere Gelegenheiten gibt es die Idee eines vielseitig verwendbaren Containers. Während der Jahreszeiten sind viele Events geplant. Im Frühling wird das Bajuwarengehöft Schauplatz des Blumenfestes und im Winter des Weihnachtsmarkts sein. In den sechs Wochen der Sommerferien werden Sommerevents wie “Mattsee in Flammen”, Filmabende und Freiluftkonzerte stattfinden. In der Zukunft kann Mattsee versuchen die “romantischste” Gemeinde in der Region Salzburg zu werden. Mehrere Elemente mit Herzen und liebevollen Phrasen sollen in die Szenerie von Mattsee eingebettet werden. Die Planung der Events berücksichtigte verschiedene Stakeholder um Erfolg zu bestimmen: die Gemeinde, das Ortsmarketing, den Verein Menschenwerk, die Lokale Community, Touristen, Investoren, Hotels und Restaurants.

Keywords: soft tourism, open living area, bay, nature, locals and tourists, brand awareness

2. Introduction

The goal of this project was to improve the visibility and usage of 'Bajuwarengenhöft' in Mattsee. In various talks with three of the main stakeholders, we became aware of what each would want to be considered. With regard to Mrs Altenberger from Verein Menschenwerk, she pointed out her wish to keep the ideas centred on soft and eco-tourism and as such she hopes that the projects contain eco-friendly elements.

Moreover, Mr. Immanuel Fiausch mentioned the need to have the locals involved in the project. Further to that, the Mayor stated that while including the locals, the goal is to have persons staying longer than 2-3 hour and also to increase the tourism revenue to locals.

Taking these information into consideration, we firstly developed a SWOT analysis of 'Bajuwarengenhöft' (Fig. 1). From the SWOT analysis, we developed an idea that will combine each of these aspects. Thus, we created an events calendar with the 'Bajuwarengenhöft' at the centre.

| Strengths | Weaknesses |
|---|---|
| Public access Uniqueness Location – at the lake Children park nearby Garden and sheep farm Already existing events Volunteer workers Bread-making oven | Unknown Limited capacity Limited water access Lack of funding Lack of purpose Not authentic to Mattsee Too cold in winter Limited electricity No proper signage |
| Opportunities | Threats |
| Can be expanded Farmers Market Living room for the village Promotion on social media Local involvement and sponsors Organisation and Marketing | High water Lifespan of the buildings Erosion |

Fig 1: SWOT Analysis

Source: The Authors

In addition to the events calendar, we also developed three permanent structures that can be implemented into the area around the site. Each of these structures along with the events in the calendar are explained in detail further in the paper. We also applied a stakeholder analysis (Fig. 6) as well as the Event Canvas (Fig. 7) to explain the benefits of the events.

3. Permanent Instalments

This chapter focuses on the permanent instalments that we propose for the Bavarian Village and the surrounding area.

3.1 Mattsee Sign

Signs with names already exist in a lot of cities such as Amsterdam, Malaga, and Bari. The tourists especially like to take photos with it to have a lovely memory. For this project, we plan to build such a sign with the name of Mattsee. It will be located in front of the lake in the area of the Bavarian Village. *Please have a look at the photo below to get an idea of the design and the location.* There is an awesome view on the lake. This is ideal for visitors to take pictures with the landscape. In addition to this, through sharing the photos on social media, this sign can be used as a promotional tool.



Fig 2: Mattsee Sign Prototype
Source: The Authors

Since the sign will be entirely made by wood it is environmentally friendly and, furthermore, will not require many costs. Please note that there will be no cement. This means that the sign can be removed any time.

This project can provide value for the customers as they get to remember being in Mattsee every time they see the picture; for the Bavarian village as visitors will have more opportunities to know it; for the city of Mattsee, indeed, the visitors will talk about it on social media (indirect marketing).

3.2 Multi-Purpose Container

One of the projects which may be set up for the whole year is a multi-purpose container. This unique mobile structure (size starting at 7 x 2,5 x 2,6m) would enhance the activities proposed in our event calendar. In addition to this, outside the event periods, the container may serve the locals and tourists as it will be permanently placed. The container structure will be suitable for any every-day events, expositions, workshops or relaxing zones. This container may become a revenue stream for the Municipality, as it may be rented and used also for private events (birthday parties) or operating as a business (café, bar, IT hub, kids club).

The container's interchangeability allows for inside/outside set-ups and changeable fixtures, furnishings and branding. All walls can be removable and this can create a 360-degree access to natural visitor' traffic flow. There is no need for difficult transport and construction activities and costs. Transportation system is designed for safety, quick deployment, effortless handling and reduced costs. There is also minimal staff required. These originally transportation containers are environmentally friendly by using a wide variety of recycled and eco-friendly materials, including the customization. The automatic opening and levelling system using hydraulics makes the container deployable on any terrain and that is the reason why we decided to use such structure to be placed in the area of the Bavarian Village. Custom and unique designs and branding can be fully self-sufficient with electricity and water supply when applicable.

The possibilities for customizing and giving the container a purpose are endless. The tourists may find it as a convenient and comfortable place to relax. For example, they can find a small local café or a library set inside the container, enjoy the time and quiet on the terrace and use even the container's roof as a place to sit and enjoy the wonderful view of the lake.

When a business takes interest in renting the container, they may enhance the customer experience by a variety of their own customization in terms of the container itself (e.g. container provides indoor activity during a cold/rainy day or an outdoor one with all walls taken down) and also their custom furniture, wallpaper, decoration and technology. The container itself will be providing technology ready environment for Wi-Fi, RFID, giant LEDs, touch-screens, interactive photo-booth and other solutions. *Please have a look below to get an idea of the multiple purposes for the container.*



Fig 3: Idea of Multi-purpose Container

Source: ISO Spaces

As a result, the container shall become a local Mattsee community centre. The ever-changing activities and services provided will attract both tourists and locals of all age groups. We believe that young people and families with children can become the primarily users of the container. This is because of its modern style and technology-enhanced environment which has been found as a shift in management of experiences in a destination context (Neuhofner, Buhalis & Ladkin, 2012).

Since this project shall be running continuously, it is necessary that the Mattsee Municipality, which will also make the purchase, assigns a manager to take responsibility for the container. This includes responsibilities regarding the container renting and also the operation without any business running.

The manager must assure the container remains open and serves its purpose as a relaxing area / community centre where people can come, sit down, relax and enjoy a book or complimentary Wi-Fi.

3.3 Light Garden

In order to make the Bajuwarengenhöft a well-known place in the surrounding region of Salzburg we thought about an innovative idea that will attract families, couples, art interested parties as well as tourists. "Lichtergarten" is an already working concept in Germany. Like Mattsee, the city in which this concept is working very successfully for already 7 years, had the exact same initial situation. Now, it is a really famous place and many people come every year to gaze at the beautiful staged light arts and effects.

The idea is to set-up LED-lights, small and big floodlights which will be a secret tip for all hobby photographers, romantics and late-night walkers. As Mattsee hosts more than 150 weddings every year, "Lichtergarten" can also be a very nice spot to take wedding pictures. The idea is to implement the lights firstly at Bajuwarengenhöft. It should highlight the beauty of the nature scenery. Several trees and plants will enlighten in different colours when the sun has vanished from the horizon. If the realization is successful in Bajuwarengenhöft, Mattsee can think of expanding this idea around the lake and at Schöchlwerft.

The idea is to switch on the light when it gets dark and off at midnight. The lights will be switched on longer when events occur such as the summer events and the Christmas market. This will lead to visitors staying in Mattsee for a couple of hours. *The photo below gives some inspiration how Mattsee looks in different colours.* Since this project is mainly about promoting Mattsee, the stakeholder in charge is the Ortsmarketing. In order to have an idea about their costs, please contact Reinhard Hartlife with the following e-mail: r.hartleif@hemer.de.



Fig 4: Example of Light Garden
Source: Tach!-Lokalnachrichten, 2017

4. Seasonal Events

This chapter is about the ideas that will focus on the different seasons: spring, summer and winter.

4.1 Spring

For the spring season, we thought about the idea of the Blumenfest/flower festival. The suggested organizers of this event are the Verein Menschenwerk and the Municipality working together.

It is going to be a festival over a period of two days in May, preferably on the weekend i.e. Saturday and Sunday. On the weekend more persons are free from work and school and indeed, we focus on families with children. Also, we wanted to create a special event where many different people are involved, not only the locals and inhabitants from the nearby towns, but also tourists. Moreover, during the period of May, the weather should be already warm and sunny, so the people visiting the event can also enjoy the lake, the landscape and the outdoor activities that are amply offered in the city of Mattsee.

The Blumenfest will take place within the area of the Bavarian Village, so the huts and the facilities can be used for this purpose. The principal idea is to attract people to visit the Bajuwarengöföft with the idea to celebrate the spring and the coming of summer, the beautiful weather, the rebirth of life and nature. In Mattsee the nature and the environment are extremely charming and marvellous, with the game of mountains, the lake and trees.

Furthermore, for this type of event it is important that the local community is involved: the different activities are studied to be built up thanks to the participation of locals and also for their enjoyment as well. The main activities are planned to be the followings:

First of all, the participants have the chance to create flower crowns or necklaces. There will be some specialists to help and the flowers can be provided by the participants and sponsors. There will be even the possibility to take pictures with the crowns by a professional photographer. All the pictures can be uploaded on the social media of Mattsee promoting the event and the location. The overall activity of creating crowns and taking pictures can be charged as “free tip”.

Next, there will be the possibility to have a floral make-up. A professional make-up artist will be located in one of huts and will design the face of the people who wish for it. We think this is going to be a very appealing idea as there are many events where it is already working very well and involving many people. For instance, during the carnival in Venice, there are many specialists along the streets who, for a small tip, design the faces of the tourists and the participants. It is something very characteristic and people love it, especially the children. People will have the chance to take pictures and give a “free tip” as well.

The last attraction will be a flower carpet that will be located in the garden of the Bavarian Village and it will be fenced off so it is just a display piece and people will not step on. The flower carpet will be created at the beginning of spring through a cooperation of locals and the children of the schools. The flowers can be provided by sponsors or locals and a competition for the design can be launched within the community or through the social media.

During the two days- festival, there will be concerts and music offered by young local (or nearby) talents, who will be invited to play and show. They will be offered a great occasion to play their songs and be known, thus, they will be repaid with food and beverage and free tips by the participants. The container mentioned above can be used as the stage.

Finally, the food will be provided by local or external vendors, who will have to pay a fee to the Municipality to be a part of the event.

4.1.1 Feasibility

The Municipality is the owner of the entire event. Therefore, all revenue goes to the Municipality. In the case of this event, the event coordinators will be Ms. Altenberger partnering with Ms. Gerlinde Grabner. Should this not be feasible, then we suggest that the Municipality nominates a volunteer to coordinate the event, since it requires a person or persons to ensure actualization.

Planning of the first event should begin at least one year before because the organizers need source sponsors, musicians and F&B vendors. One potential sponsor can be the 'Naturwerkstatt' flower shop as one of the providers of flowers. Sponsorship should also be opened to business in the neighbouring villages so that each of these businesses could promote themselves and become more known.

4.2 Summer

Beside the all-year-around calendar we want Mattsee to think about a summer-calendar, that encompasses an entertainment program taking place every year during summer-break. Normally, summer-breaks are six weeks. Therefore want to cover six weekends with entertainment for young, old, locals and tourists every Friday and Saturday evening!

4.2.1 Mattsee in Flammen

Starting point should be the first weekend of summer-break. The event "Mattsee in Flammen" is designed to celebrate summer and bring together the local community as well as tourists. The event should be one of the highlights for Mattsee and a day full of entertainment starting with an old-timer rally. For this, Mattsee should get in contact with old-timer-clubs around Salzburg. The rally should start in the centre of Mattsee and, for example at the esplanade where people can have a look at the old cars, get informed and take pictures. Mattsee already has the Porsche Museum. Hence, this idea would match perfectly with an already existing attraction in the city. Porsche could sponsor and help to get connections to some old-timer clubs. Ortsmarketing will be in charge of the organisation.

Other items in the program should include some entertainment for kids such as Musicians, Comedians and Clowns. In the afternoon, we thought about some classical artists. Students from the academy of music in Salzburg as well as some more or less known bands from the area of Salzburg can entertain during this day. They could use this event as self-promotion. The idea is to give food and beverages for free but not paying those artists (in the afternoon) a salary – like the idea already mentioned in the spring section. In the evening, there should be a well-known band with a one hour program (20pm – 21pm). This band of course needs to get salary as well as food and beverages on top.

Regarding F&B, we thought about contacting several Food-Truck-Providers. This would not bring any additional money for the city but it would be easy and without a lot of effort. Usually, those food trucks offer a variety of dishes as well as beverages. It would be good to have 3-4 different Food Trucks, for example one with Italian food, one with Mexican food, German food and maybe one which only offers sweets. Additionally, there could be another truck for Cocktails only. Besides this, Mattsee could organize another bar for beverages. This could be organized by one of the restaurants in Mattsee or for example by the Schützenfest Verein and could be one revenue stream for the city.

As soon as it gets dark all the boats in Mattsee should kindle their lights on their boats and sail on the Mattsee (lake). Visitors should be able to purchase additional King-Ming-Lanterns (traditional sky lanterns like those in Thailand, Bali etc.) to make a wish and contribute to the event with their own lights. Highlight will be a Firework which should be at least 10 minutes long.

“Mattsee in Flammen” will be able to attract the local community around Salzburg, increase the number of incoming tourists and cause greater recognition for Mattsee as well as for the Bajuwarenhöft. Mattsee can use this event to promote additional activities during the summer period, events that will take place in autumn and winter and of course already existing attractions in the city.

As the „Mattsee in Flammen“ will be located around the Bajuwarenhöft, additional activities during the day could be part of the program, for instance a pets corner where kids can pet the sheep.

The feasibility of this event can be found in sub-chapter 3.2.4.

4.2.2 Summer Movie Nights: Fabulous Family Fun in Your Neighbourhood

Summer Movies at the Bavarian Village is a perfect chance to relax and enjoy a special night under the stars. Buy your ticket, come early and get a good seat!

Summer Movies Nights at the Bajuwarenhöft should mainly give local residents an opportunity to enjoy long summer nights with family and friends. Due to the fact that in Mattsee it is hard to find any nightlife activities this concept could address young generations too.

Visitors should be allowed to bring their own blankets etc. In addition, the city should also provide additional seats, for example, beach or beanbag chairs. Since the tickets need to be purchased in advance, it is possible to estimate a total number of visitors and, therefore, help in planning this event. In terms of snacks and drinks, we thought that it should be something simple and not too extravagant, for example, it can be some cool drinks in cans and some salty and sweet snacks (popcorn). The idea is that visitors can purchase drinks and snacks directly at the Bajuwarenhöft. If Mattsee wants to realize the idea of the container, it can also be used as another option for this purpose too.

The Movie selection should address families. Therefore, we thought about a mix of cartoons (Disney), romance and comedy movies that fit to the summer season.

The Screens and the projector can be an investment for many years or Mattsee can think about renting it every time they want to implement the „Summer Movie Nights „in their event calendar. We suggest

that they hire for the first year a competent company for the set-up, sound effects and deconstruction in order to find out if this event gains acceptance. To realize this project, Ortsmarketing is in charge.

The tickets can either be purchased at the Bajuwarengenhöft, the town hall or via the webpage of Ortsmarketing. We also suggest a pricing per ticket as below:

- Kids & Teens = 3 €
- Adults (+18) = 5€

The feasibility factors that should be considered are found in sub-chapter 3.2.4.

4.2.3 Program example "MATTSEE SUMMER"

Below is an example of the summer program for Mattsee

| | |
|-------------------------------------|--|
| 1st weekend „Mattsee in Flammen“ | Saturday – Old-timer Rally Entertainment program for kids Local Musicians / Bands Food & Beverages (Food Trucks) Boats with lights Firework |
| 2nd weekend | Friday – Open Air Cinema – starting when it’s getting dark „Das fliegende Klassenzimmer“ 1973 Saturday – Local Bands & Musicians 19pm – 24pm |
| 3rd weekend | Friday – Open Air Cinema – starting when it’s getting dark „The parent trap“ – Ein Zwilling kommt selten allein Saturday – Local Bands & Musicians 19pm – 24pm |
| 4th weekend | Friday – Open Air Cinema – starting when it’s getting dark „RIO“ 2011 Saturday – Local Bands & Musicians 19pm – 24pm |
| 5th weekend | Friday – Open Air Cinema – starting when it’s getting dark „Dirty Dancing“ 1987 Saturday – Local Bands & Musicians 19pm – 24pm |
| Last weekend (6/6) | Friday – Open Air Cinema – starting when it’s getting dark „Matilda“ Saturday – Local Bands & Musicians 19pm – 24pm |

Fig 5: Summer Program Example
Source: The Authors

4.2.4 Feasibility

In order to realize „Mattsee in Flammen“, a lot of planning and organizing is needed, as well as a proper conceived budget. Mattsee needs to establish a network of trustful suppliers (Stage, Sound, F&B etc.) and co-helpers. In addition to that, Mattsee needs to promote the event via different marketing channels in advance.

Turning to the movie events, the first important condition that the movie-events can take place is good weather. If not, Mattsee could think about an alternative solution. Maybe there is a spatiality that can be used, as the meeting room in the museum building.

Another really important condition to check is if a licence is needed to show movies in public and what kind of announcement needs to be done beforehand.

The idea is that the entire summer program will be the responsibility of the Ortsmarketing regarding to all of the different aspects that must be considered.

4.3 Winter

As for the winter season, the concept of Christmas market was developed. Although there is already existing Christmas market, called Adventmarkt am See, it is located at the lake promenade. Therefore, we would like to expand it by spreading the Christmas spirit also to the Bavarian village. Such expansion will ensure higher number of incoming tourists, greater recognition as well as foster competitive advantage. However, what will lure the tourists to come is not more stalls with diversified products but the very live Nativity scene. It may even operate during the whole Advent period (Adventmarkt am See operates only during weekends) and is very simple to manage since building such scene will require only livestock, hay, lights, few wooden decorations and a fence for the animals. There is even the possibility to enhance the whole experience by involving locals to play the scene. Simple performance like this one shall be easy to learn, and combined with proper promotion will be sure perceived as “MUST SEE of MATTSEE”. It is important to mention that the whole scene will take place either in the container that was already mentioned above in our paper or in one of the houses of Bavarian Village. As a result, our target market includes Christmas-lovers, especially families with kids, who will come and even learn a thing or two about the history of Advent and Christmas itself.

In addition to that, before the Advent period starts, the Mattsee Municipality will buy a huge Christmas tree that will be placed to the ground in the Bavarian village. The purchase of the Christmas tree will be the only responsibility of the Mattsee Municipality. The way the tree will be decorated and illuminated will become “responsibility” of delighted and cheerful tourists and locals. Think of the tree as of a unifying element that brings together both tourists and locals, and creates the perfect environment for interactions. Once again, proper marketing will be applied using various social media platforms so as to ensure the greatest possible target market. However, the decorations used for the Christmas tree will not be bulk purchased at a store. Quite on the contrary, the tourists will be asked to either bring their own decorations or they can participate in one of the workshops that will be focused on decoration production and located in the Bavarian Village. This “co-create your own Christmas tree” event will be an excellent example of experience co-creation. This is the new trend in tourism, in which tourists are

no longer just passive receivers but they are actively engaged in the experience by making their own contributions to the overall experience (Neuhofer, Buhalis & Ladkin, 2012). Moreover, the workshops can be held during the Christmas weekends so it will not be just one-time thing but an ongoing, ever-evolving process. Higher sales and number of tourists will be ensured because of the continuity of this event. The workshops will motivate mainly families with children to come so the little ones can learn how to create their own decorations and later place them on the tree wherever they wish. All in all, the Christmas market extension will be sponsored by Ferdinand Porsche Erlebniswelten Fahr (T) room Mattsee as the basic Christmas market is organized by them, too.

4.3.1 Feasibility

This winter idea is the only one that does not have a specific revenue stream associated to it therefore, we developed a list of costs that will be associated with the idea.

- Christmas Tree (4-5m) = 65€
- Nativity scene built inside the multi-purpose container
- living animals = donated/borrowed from local farmers
- hay = 50€/ton OR donated by local farmers
- wooden sculptures of the characters = 150€/pc OR volunteers
- illumination = 50€
- wooden fence = 30€ /m of fence (optional)

5. Additional Information

We created these ideas after considering who our customers are, who are the necessary stakeholders and the behaviour of these stakeholders. Thus, we developed a stakeholder analysis from the perspective of the Municipality and we also worked out the information within the Event Canvas from the perspective of the locals as well as the Municipality.

5.1 Our Customer

For this event, our customers have the same or similar demographics due to the fact that the events are centred on a target group of mainly locals. Therefore, our customers are families who live in Mattsee, including, children, their parents and their grandparents. Also, since Mattsee is a destination where there are a lot of weddings, the target group also includes engaged couples who are about to get married and just married couples who are on their honeymoon. Additionally, a goal of the project is to make the Bavarian Village more known, thus, tourists in general are a part of the target group.

5.2 Stakeholder Analysis

For the overall idea, a list of stakeholders was developed from the perspective of the Municipality. These include the Verein Menschenwerk, Ortsmarketing, the locals, tourists and neighbouring villages and the hotels. Each of these are a stakeholder for different purposes. Below is an explanation of why these are different stakeholders.

- **Verein Menschenwerk:** This is a stakeholder since they are potential part owners of some of the events and is also the governing party of the Bavarian Village. Due to this power, they can decide whether or not a project is feasible at the location, thus, they become an important stakeholder.
- **Ortsmarketing:** This stakeholder is also a potential owner of some of the events. Additionally, they have a focus that would be to promote the event and keep in touch with the organizers regarding the program changes and other administrative problems that they are equipped to handle.
- **Locals, Tourist and Neighbouring Villagers:** These are the persons who will attend the events on the days that they happening, thus, they become a stakeholder. They are extremely important as if they do not attend the event, it will not be a success.
- **Sponsors:** They have a high level of importance since without them there will not be any resources available to make a successful event. They also fall under the category of suppliers and without suppliers there will be nothing available to create the flowers, artwork, food and the other aspects necessary to make a successful event.
- **Hotel:** They are not a strong stakeholder. However, they are important since they can cooperate with the planners to help with a bit of promotion to their guests.

In order to clearly determine the level of importance of each stakeholder as well as the action that should be taken with each, Mendelow's stakeholder analysis matrix explained by Rachel Thompson on Mindtools.com has been implemented.

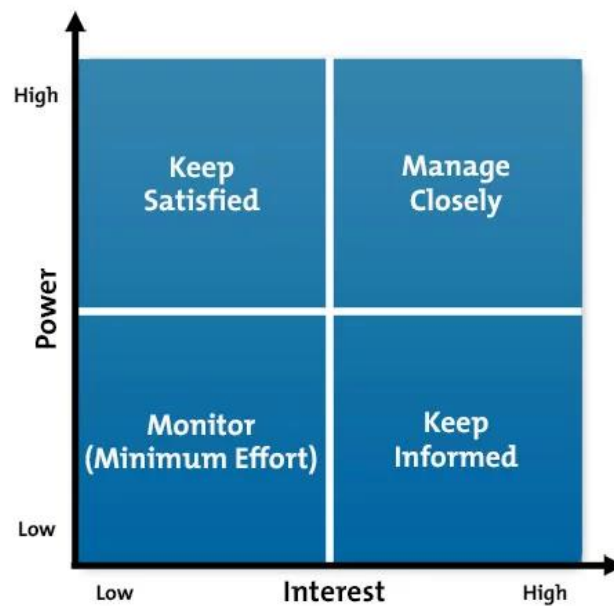


Fig 6: Mendelow's Stakeholder Matrix
Source: Mindtools.com (2017)

Below is the level of importance as well as the actions to be taken for each stakeholder

- **Verein Menschenwerk** - high interest, high power (manage closely)
- **Ortsmarketing** - high interest, low power (keep informed)
- **Tourists, locals and neighbours** - high interest, low power (manage closely)
- **Sponsors** - low interest, high power (keep satisfied)
- **Hotels** - low interest, low power (monitor)

The level of importance for some of these stakeholders can change overtime, such as the hotels, if they decide to become fully integrated with the planning of the event. Moreover, other stakeholders can be added especially as the events get on a larger scale.

5.3 Event Canvas

For the entire plan, we decided to apply the Event Canvas by Roel Frissen (2013). The Event Canvas requires the event planner places him/herself into the shoes of the stakeholder and analyse their behaviour before the event and then to analyse their potential behaviour at the end of the event regardless of if that behaviour is positive or negative. Having done that, the event planner then analyses the pains of the stakeholder, what sacrifices they have to make to be a part of the event and what will their reward be for attending. Additionally, the event planner analyses the gains, expectations and satisfaction. With regards to money, the event planner looks at the costs associated with that stakeholder and the revenue they expect in return. Furthermore, the jobs to be done by this stakeholder are analysed, the promise they want achieved, what instructional designs are associated and which touch points along the customer journey are vital to them.

Due to the fact that the event canvas requires that we look at individual stakeholders, we decided to look at the Municipality since they are one of the main interest parties for the plans. We also agreed to look at the local community since the events are mainly planned around them.

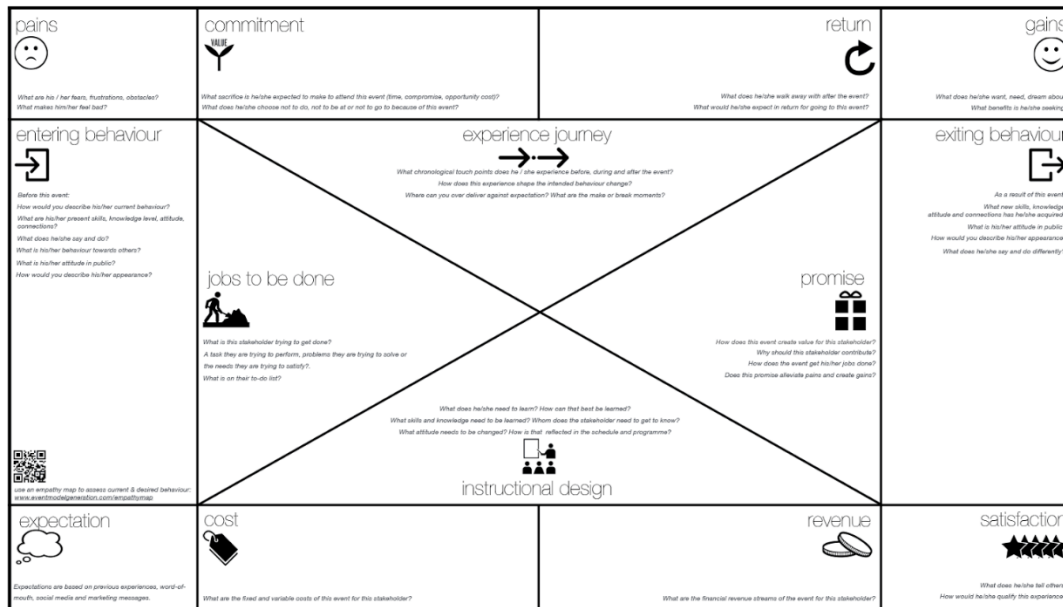


Fig 7: Event Model Canvas
Source: Frissen (2013)

5.3.1 Locals as a Stakeholder

Entering behaviour - costs, want to have fun, have high expectations, money, entrance fees, worries about the nature, noise and crowdedness, pollution, thinking of how it's organised, feasibility, how they benefit

Exiting behaviour - happy, richer not just monetarily also socially, wish they had participating, glad that Mattsee becomes more known, glad it is over, improve language skills

Pains - too many tourists, too much pollution and litter, entry fees where applicable, not enough parking spaces, traffic jam

Commitment - sacrificing other possible events, work, staying at home

Return - with fulfilment after success, maybe also a profit, acknowledgement for their participation

Gains - use of the area near the Bavarian Village while securing the environment, a community where all generations come together

Expectations - that the events are a full success

Satisfaction - encourage others to participate, visit the site more often

Cost - the price of entry tickets for events, the costs associated with donations etc.

Revenue - the income earned from selling products at the event

Jobs to be done - show commitment and motivation, be willing to sponsor, participate and volunteer, make purchases, be opened to meeting other

Promise - recognition, pass time, new connections

Instructional design - previous knowledge to match sponsorship (restaurateur, musician, etc.)

Experience journey - get inspired (advertising: fb, website, Instagram, flyers, WOM), immersion (during each event), discussion groups, food & drinks, gifts, name tags, new skills gained at workshops

5.3.2 Municipality as a Stakeholder

Entering Behaviour - confusion about the actual outcome of desired innovations, too demanding, greater focus put on summer season of tourism activities, developed image of romantic town

Exiting Behaviour - tourism destination management skills, business skills and experience for local entrepreneurs, immersion of tourists among locals, additional support of 3rd parties coming to Mattsee, future sustainable development of Mattsee

Pains - lack of recognition, lack of funding, low number of tourists staying for longer period of time at Mattsee, locals not skilled in tourism industry

Commitment - loss of peaceful atmosphere, increase in pollution, increase in traffic (cars+tourists)

Return - gain of competitive advantage, greater promotion/awareness of Mattsee, higher integrity of local community, lowering the gap between locals and tourist, development of soft tourism,

Gains - environmental-friendly innovations, immersion of tourists among locals

Expectation - prolonging tourists' stay in Mattsee, also outside summer season

Satisfaction - evaluation reports, media reports, future planning

Cost – expenses associated with the different events

Revenue - revenue streams from stalls (e.g. Rent, share of income, donations), sponsors

Jobs to be done - finding sponsors, setting up social media sites, staff training, enhancement of marketing and promotion activities, establishment of contracts, establishment of maintenance jobs

Promise - recognition and awareness of Mattsee, more attractive for more businesses to come, more attractive for locals to stay, more attractive for young families to move to Mattsee

Instructional Design - study and gain tourism destination management skills, to get to know suppliers, project managers, learn how to manage additional energy costs

Experience Journey - evaluation of the individual events (also surveys among participants), posting and promoting events on social media, press release, informing all stakeholders, have salespeople invite all the customers they talk to and encourage them to send the invite to others

5.4 Costs, Revenues and Infrastructural Requirements

The main costs are associated with the planning and marketing of the event while the revenues will be generated from vendors who want to participate in the events, either through plot fees or percentages of revenues.

Additionally, for the events we need to consider the infrastructure requirements. Since we plan to attract a certain amount of people for each event and the Bavarian village offers so far only one bathroom facility, two additional porta pottis should be installed next to the already existing toilet hut. In addition to this, the water supply, the electricity should be considered. For most of the events extra tents and seating are needed.

6. Conclusion

The idea is to make an event calendar containing out of several elements: flower festival, summer events, and Christmas market. In addition to these events, we plan to implement the Mattsee sign, the permanent multiple-usage container and the light garden. All these concepts are linked with the wishes of the various stakeholders such as Verein Menschenwerk, the Ortsmarketing, and the Municipality. All plans should highlight the potential of Mattsee and promote the Bavarian village and the town itself.

Furthermore, the ideas can be developed to publicize Mattsee as the most romantic village in the area of Salzburg by creating a romantic trail that could lead through the city as well as the nearby natural landscape (e.g. forest, meadow, field...). The whole trail will be marked with painted hearts on rocks, trees or likes; and other romantic-enhancing objects could be implemented along the path, such as photo-points, love-related quotes or heart-shaped benches. By applying this proposal, you could spread love and romance as never before! The greatest advantage of the romantic trail is that Mattsee already acquired the “romantic label”, strong basis on which the town can further build and improve itself.

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