



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

## THE BAJUWARIAN VILLAGE IN MATTSEE

Author: Holzer, Schwarzenbacher, Angerer, MyHanh, Buitrago  
Date: 03.07.2017  
Supervisor: Mag. Werner Taurer

## Zusammenfassung / Abstract

Das folgende Schriftstück beschreibt die Ideen der Autoren welche grundlegend an der Verbesserung des bereits bestehenden Bajuwaren Dorfs beitragen können.

Als Grundlage orientieren sich die Ideen an dem sogenannten Innovationsprozess welcher sich in fünf verschiedene Schritte gliedert:

1. Idee Identifizierung
2. Konzept Bewertung
3. Demo Plan
4. Kunden Bewertung
5. Wachstumsplan

Vom jetzigen Blickwinkel betrachtet besteht großes Verbesserungspotenzial, was die Organisation, Attraktivität und das damit verbundene Angebot betrifft. Ein roter Faden, welcher einen klaren Überblick über das Konzept geben würde und somit auch die Werte des Bajuwaren Dorfs an den potenziellen Kunden übertragen würde, fehlt zur Gänze. Die vorgeschlagenen Ideen sind Hand in Hand durchführbar und behalten den ursprünglichen Charme und die Authentizität des Bajuwaren Dorfs.

Mit minimalen finanziellem Input ist eine große positive Veränderung möglich, welche wesentlich den Kundennutzen und Wert steigert. Das Ziel ist es, durch die vorgeschlagenen Ideen, ein klares Konzept in das Bajuwaren Dorf zu bringen und somit die Popularität und Attraktivität langfristig zu steigern. Der Kunde soll das traditionelle und ursprüngliche wahrnehmen und durch ein reales Erlebnis wie zum Beispiel durch einen Kochkurs oder durch die Möglichkeit ein Foto im traditionellen Bajuwaren Kostüm zu schießen, dass Erlebnis mit nachhause nehmen und so auch noch nach der Abreise reflektieren lassen zu können.

Die Hauptideen welche in diesem Schriftstück noch näher erklärt werden sind:

*Der Wonderland Garten, der Kräuter Garten, eine Shop Hütte, Pick 'n'Nic, Kochhütte, Kinohütte und eine Fotoautomat Hütte.*

Die vorgeschlagenen Ideen kreieren ein ganzes welche perfekt miteinander harmonieren. Des Weiteren, werden alle Ideen mit Rücksichtnahme der „Kundenreise“ (engl. Customer journey) dargestellt und erläutert.

## I. Table of contents

I. Table of contents .....	2
1. Introduction .....	3
2. Idea Identification .....	4
2.1 The Wonderland Garden .....	4
2.2 The Herbal Garden .....	5
2.3 Shop-Hut.....	5
2.4 Pic'n'nic .....	6
2.5 Kitchen-Hut .....	7
2.6 Photo-Box & Cinema-Hut .....	7
2.6.1 The Bajuwaren Villiage's Photo-Box.....	8
2.6.2 The Bajuwaren Villiage's Movie Night.....	8
3. Concept Validation.....	10
4. Demo & Growth Plan.....	14
5. Customer Validation & Customer Journey .....	18
6. Conclusion.....	22
II. List of references .....	23

# 1. Introduction

The following paper shows the innovation process with regard to the Bajuwaren Village in Mattsee, Austria. Further, it includes the ideas of the authors of this paper. The perfect solution is sometimes there: as a vision, a thought, a dream or just a wish. But it is often far too complex for an individual to take into reality. Therefore, the authors of this paper decided to take the innovation process as a basis for the ideas and it shows a possible implementation for the ideas. The innovation process and the paper is divided into five different stages:

1. Idea identification
2. Concept validation
3. Demo plan
4. Customer validation
5. Growth plan

At the moment, the Bajuwaren village is not very attractive and popular for the tourists who are coming to the region of Mattsee as they even do not recognize it and there is a lack of popularity to increase the daily visitors for the Bajuwaren village. There is no red line to show potential customers what should be an additional benefit or take-away from the Bajuwaren village. Therefore, the proposed ideas from the authors are all going hand in hand and keep the traditional Bajuwaren village and could be implemented into reality with few financial investments. For the authors of this paper it is really important to keep the authenticity of the Bajuwaren village with its associated ideas. The goal is to create a red line, to increase the customer value and to have a clear structure for the Bajuwaren village.

The following ideas are explained in more detail in the following chapters: the Wonderland Garden, the Herbal Garden, a shop-hut, Pick 'n'Nic, Kitchen-hut, Cinema-hut and the Photo-Booth –hut.

The proposed ideas are creating one whole that are easy to implement. Additionally, all stages of this project are implemented and shown and implemented based on the customer journey.

## 2. Idea Identification

As first part of the innovation process this paper will start with the idea identification of the following ideas for the Bajuwaren Village.

### 2.1 The Wonderland Garden

Our vision for The Bajuwaren Village is to make it a well-known historical and natural attraction in Salzburg. Therefore, the idea is to create The Wonderland Garden implemented in the village between all the huts. The Wonderland Garden should be themed oriented in a Miracle - Romantic - Fairy Tale - Photogenic Garden combined with Bajuwaren historical utensils. The garden should be full of beautiful and colorful flowers and plants in all kind of flowerpots with different shapes, merged with old utensils and items such as old bicycles, benches, cabinet with drawers and rack wagon and displayed in a very attractive and creative way.

There should be an appealing and welcoming archway at the entrance with a greeting board for instance “Welcome to the Bajuwaren Village”. Additionally, there could be a small romantic water fountain in the backyard such as a Hollywood-Swing in order for locals and tourists to enjoy the Wonderland Garden atmosphere and to take pictures of the beautiful scenery – also, in order to post and share them on Social Media channels for brand awareness such as great memories of the time at the Bajuwaren Village.

The Wonderland Garden should become the USP (Unique Selling Proposition) of The Bajuwaren Village – but also, all ideas and offers should build together the whole experience.



## 2.2 The Herbal Garden

The creation of the Herbal Garden requires the place where the sheeps are living at during summer time. Firstly, the sheeps don't bring very much a value to the customers and especially not to The Bajuwaren Village – quite the opposite, they need a lot of time, work and money. Secondly, even though the sheeps are really lovely, but they are kind of confusing to customers and the connection and offers of the Bajuwaren Village and no tourist attraction. Additionally, during winter times the sheeps need one hut that could be used in another way. Therefore, our idea is to give the sheeps a beautiful life and home at a nice farm for the whole year around and use the ground and make it a creative and formal Herbal Garden of The Bajuwaren Village. On the one side, The Herbal Garden should as well look beautiful in order to become a tourist attraction but on the other side, should function for planting and growing herbs that will be used for further regional self-made products that will be used for sale.

There are many different types of herbs such as Aromatic herbs, Healing herbs and Tea herbs that should be plant in the future. Furthermore, if putting small signs to the herbs with information about name and usage, this could give further value proposition to the guests, tourists and locals.



## 2.3 Shop-Hut

For the Shop-Hut we would recommend to change the offer in order to have a clear picture of the Bajuwaren Village's offers and also to go hand in hand with other offers such as the pic'n'nic. It should offer regional self-made marmalades (strawberry, apricot, blueberry, raspberry,...) honey, regional self-made syrups (elder, raspberry, blueberry, strawberry,...), the herbals from The Herbal Garden for teas (mint, sage, lavender,...) such as additional possible local products and the Pic'n'Nic pickup.

It is suggested that the Shop-Hut is at least open during the weekends in summer in order to sell the products such as for the Pic'n'nic rental.



## 2.4 Pic'n'nic

In general, a picnic can be described as a collaborative meal taken outdoors, using utensils such as a picnic basket and a picnic blanket and is often associated with an excursion. Our idea is to connect people, nature and delicious regional products for breakfast and to create an enjoyable experience for both, locals and tourists. Every Sunday during summer and with nice weather conditions, the breakfast should take place at the park in front of at the Bajuwaren Village with the beautiful view of lake Mattsee. Guests don't have to bring anything as everything will be prepared for them and they just have to go to the Shop-Hut, rent a breakfast basket and "pic'n'nic" (combinational shortcut for pick up and picnic). Each basket should be designed for two persons and include a pot of coffee or tea or orange juice. There could be different basket offers concerning the food for example:

- The Lovely Basket, including bread, butter, different types of marmalades such as strawberry and apricot and honey.
- The Salty Basket, including bread, butter, sausage and cheese.
- The Mixed Basket should be a combination of sweet and salty breakfast.

Additionally, side dishes such as a fruit bowl, cereals and yoghurt could be offered.

It is recommendable that the Pic'n'nic will be offered every Sunday during summer under nice weather conditions. The pricing should be according to the offered products including a margin plus the rental of blanket, basket, utensils etc.

Another idea could be to brand the blankets with the Mattsee logo and/ or additionally the set hashtags for Social Media usage such as brand awareness and growth.



## 2.5 Kitchen-Hut

Coming to the Kitchen-Hut, our group planned to leave it as it is right now as it fits very good to our project idea. The Kitchen-Hut should function on the one side as place for preparing regional self-made products that will be used for the rental pic'n'nic basket offer and for sale in the Shop-Hut. On the other side, the kitchen can be used for workshops and teambuilding activities. The idea is to offer people to learn how to cook self-made marmalades, with sorts such as strawberry, apricot, blueberry and raspberry. Additionally, it would be possible to make self-made syrups such as elder, raspberry, blueberry and strawberry. Furthermore, the herbals from The Herbal Garden can be used to make tea sorts like mint, sage, lavender and more. Such workshops can be held for School kids that could learn it within an educational school project where the products could be for instance sold for charity reasons or just to present their family but also for adults as a regular workshop to private persons due to personal interests. Further, it could be offered for companies as teambuilding workshops. All activities within the Kitchen-Hut would result in economic benefits such as brand awareness, as every workshop can be published on the Mattsee Website and Social Media channels.

## 2.6 Photo-Box & Cinema-Hut

In the hut that is used as winter stud for the sheeps in the moment, should be transformed into an innovative photo-box-studio and cinema for movie nights at the Baju-waren Village.

### 2.6.1 The Bajuwaren Village's Photo-Box

The idea of the photo-box is a creative and co-creational fun experience of a time journey in the past for children, teenagers, parents, young and old people – just everybody.

The photo-box is a kind of photo studio and captures the greatest ideas photographically for eternity by self-timer, or by a photographer. Customers are dressing up in traditional costumes back from the Bajuwaren time. The pictures taken could be printed out and/ or digital, hence the guests can post and share their photos online on their Social Media channels such as Facebook and Instagram (best way with hashtags from the Bajuwaren Village and Mattsee). Guests can instantly enjoy this great experience and take the pictures home for a great memory!

It would be recommendable to offer the photo-box service on weekends for a specific timeframe such for instance 12pm-5pm. Furthermore, this idea could be done as an alternative for bad weather days during summer. Additionally, it is possible to hang up a wall in the hut in order to show some guest experiences of the photo box as example.



### 2.6.2 The Bajuwaren Villiage's Movie Night

The idea behind The Bajuwaren Villiage's Movie Night is to build cinema in the hut. A simple but big screen, overhead projector, bean seats, isolated lights, good old classic movies and a relaxing evening with family and friends of locals and tourists. The movie night should focus on old family-oriented movies such as fairy tales cartoons such as The Lion King, Cinderella, The Jungle Book and more. Further, classic movies such as Dirty Dancing, Forest Gump, Back to the Future and Star Wars could be

shown. There can be a small entry fee per person in order to create some small revenue. Additionally, on those Movie Nights, the Kitchen-Hut could be used to serve and sell drinks and popcorn to the guests. It is recommendable that the Movie Night takes place on a Saturday and at least once a month.



### 3. Concept Validation

As have been mentioned in the previous chapter, the innovation process comprises five consecutive stages. Whilst identification of ideas listed and described the new concepts for the project, validation of those helps to analyze different determinants, whether the idea is worth taking or not. Reality has shown, that idea generators can quickly indicate the potential benefits; but not always can they identify the hidden problems upon ideas realization. As a result, the stage from idea validation towards the growth plan must involve the vision and skills of the managers in order to access, evaluate and facilitate success of implementation (Neese, 2007).

With regard to the Bajuwaren Village project, there are interactive roles the Master students from the Innovation & Management in Tourism program and the stakeholders from Mattsee. Initially, it was identified by both parties that the potentials of product and service offerings were not making efficient use of. It caused the missing of business opportunity, as well as a low level of working performance, through which the village might gain more socio-culture and economic values. In order to solve this issue, the innovation project was considered with seven new ideas, namely Wonderland Garden, Herbal Garden, Shop Hut, Pic'n'nic, Kitchen Hut, Movie Night and Photo Box. It highlighted the movement and change from no clear unique selling propositions to more than ones that embrace the beauty of the village, the art-work of gardening, and the quality of regional products. Ultimately, the aim is to achieve a high quality living environment for the locals' and an authentic experience for the visitors, especially families with children, young couples and the seniors.

Although all stakeholders agreed on a development that based the originality of the village with no mass tourism involved, there was a slight difference in terms of attitudes towards the new project. The municipality represented by the mayor (Mr. Rene Kuel), his team (Ms. Gerlinde Grabner & co.), the Ortsmarketing (Mr. Immanuel Fiausch) was prone to new business approaches. In contrast, the Vereinmenschenwerk operated by Ms. Susanne Altenberger was more reserved and considered carefully any change that might take place in the gardens. Additionally, low budget allowance also put all of them under pressure to determine what is best to invest. Accordingly, the rearrangement of tasks and roles is necessary to ensure an effective cooperation and business success.

In terms of the flower gardening work, it was suggested the municipality hired a professional gardener team to take charge. Transferring the gardening workload might

ensure the visibility of a vivid garden with flowers and photogenic decorations. Since the soil is damp, growing and bringing finished products such as flower pots to the area can avoid the risk of ingrown plants. Moreover, outsourcing leads to a lower risk burden that Ms. Susanne Altenberger's team might confront when taking up the new gardening concept. In return for the monetary investment on the gardener expertise, her team may function as supervisors and connect with the gardeners for their agricultural skills and technical equipment. Such exchange might facilitate the quality output while minimizing the hidden cost and time to hire and train internal staffs.

Concerning the herbal garden, the most important prerequisite is sun and well-drained soil. On the other hand, most culinary and medicine herbs can be flexibly grown in pots or containers, indoors or outdoors. Common ones such as basil, coriander, parsley are annual/biennial herbs that grow fast; oregano, mint, fennel and rosemary are perennial with slightly longer growth but can live for more than two years. They can be selected for the garden and alternatively be harvested all year-round within short intervals (Sanderson, 2017). Ms. Altenberger and her team can make up a list of chosen herbals and determine with the gardeners on how the nourishing can be implemented. The whole procedure can add up the sense of freshness and home-grown herbal garden. In addition to the "Produkte aus der Region" with different suppliers for sales in the Shop hut, products from the gardening work may help to enrich the authentic offerings. Added-up values might be triggered from the workshop organized by Vereinmenschwerk and a guest lecturer from the gardening company. Besides recreation, education approaches would be achieved by teaching young students the herbal usage and showing interested visitors on how to grow them at home.

During the orientation, it was known that the current budget for marketing leveled at €50.000. In fact, this was a low limit that questions Mr. Fiausch on how to resort them wisely. Plus, it was pointed out by the student group that at the moment, the project did not obtain any brand name. The creation and delivery of one is vital in drawing attention from the current customers and attracting new ones. Combining these two factors, e-marketing and social media channels such as Facebook, Instagram was examined. With respect to the Bajuwaren village, the official website [www.mattsee.at](http://www.mattsee.at) should generate a new content with information about the products and offerings. More importantly, the copywriter as well as the content manager should focus on improving a higher organic search ranking on Google. Informative quality, clear structure, avoid duplicate content, semantic structured texts, built-in keywords are some of the useful tactics (Grabs-Schrempf, 2014). Search engine advertisement (SEA) might also be taken to highlight any important event. It might likely

increase the exposition of information to the online users. Furthermore, online affiliate marketing must be tested with different partners such as SalzburgLand, tourism websites and online members in order to extend the distribution network. For instance, on the landing page of Austrian Train Company [www.oebb.at](http://www.oebb.at), Salzburg Tourism [www.salzburg.info](http://www.salzburg.info), or Salzburger Nachrichten [www.salzburg.com](http://www.salzburg.com) appeared an advertisement and link to the event in Mattsee. The payment (pay per click, pay per view) is negotiated between the Marketing team and service providers such as Google or Facebook, based on how many audiences Mattsee expected to achieve.



The hashtags regarding Mattsee new products-, services offerings namely #bajuwarenvillagemattsee, #wonderlandgardenmattsee, #herbaldgardenmattsee should be displayed frequently on all the media channels. It is a key that user-generated content is available for not only staffs but also guests to upload and share the activities they took part in the village. Obviously, it requires the mutual permission between the Mattsee administrative and the visitors. At least one marketing personnel must keep on track with selected visitors in such a case. Imagine a family dressed up in Bajuwaren costumes, took photos and allowed the marketing staff to display it on the official Facebook site. Yet, they obtain the right and are more than welcome to post their photos on the personal pages, with suggestions to include the hashtags.

In short, the mission for Mr. Fiausch and his team is to successfully create a brand name and enable a horizontal information display on the online network. The situation ought to be shifted from a poor search ranking to a better one that commits the interactions of affiliate partners such as tourism companies and customers.

Investment involves risks in not only finance but also management (Investopia, 2017). This chapter has indicated the essential issues embedded in the new ideas and some suggestions at a managerial level. Despite specialization of tasks, the role of the municipality is still vital as the ace investors and manager. The board led by Mr. Kuel must keep an eye track on the performance and provide supports if necessary. Even though, further analysis is required before stating the project feasibility; it can be

seen by now that the proof of concept requires a low level of investment, rearrangement of organization and a quick adoptable time. As the innovation process goes on, the next chapters would discuss further in details the demo and growth plan with financial estimations and customer journey.

## 4. Demo & Growth Plan

The proposed ideas for the Bajuwaren Village are projects that can be introduced easily with little effort and financial needs. Further they can be changed and adjusted regarding the customer needs and wishes. This Chapter focuses on how the ideas can be tested and how growth can be achieved and managed in future.

As already mentioned the students focused on projects that can be implemented easily also with the limited resources available. As for the demo versions of the garden ideas, the Wonderland and Herbal Garden, it is proposed to set them up step by step. It is not necessary to have the entire garden ready at once. Instead, if there are more elements added every now and then it is even more interesting especially for locals since they always want to see what new elements there are. In general it is good to frequently add elements to keep it interesting. In the case of the Wonderland Garden that would mean to do up an ancient carriage with flowers put it in the garden area and then do the next element. In doing this you can also work on the garden itself and its organization easier as well. Additionally one will be able to observe how visitor's reaction is, if they take pictures, stay longer to look at it or feel inspired by the wonderful gardening element. The first few installations would therefore be a demo version of the project that introduces the idea to the visitor. Regarding the growth plan it is as simple as mentioned above, new elements will be added on a regular basis. When the area is exhausted installations that have been there longest can be replaced by new ones.

Another major idea of the student group was to offer local products in baskets for picknicks in the park area between the Bajuwaren Village and the Lake Mattsee. For a start baskets can be pre filled in cooperation with local farmers and businesses. These pre-filled baskets could then first be offered on a special weekend. During this trial period the interests of visitors towards this product can be seen and also feedback regarding the composition of the baskets. Also this product can be changed and adapted easily such as the gardens.

The workshops are already somehow in place. Therefore no real trial or demo version is needed. Although the organization can help the growth. The Verein Menschenwerk will still be in charge of organizing and doing the workshops although a program on the Mattsee website can enable more people becoming aware of the offer, to have a better overview and also facilitated the booking. Next to private persons and schools

also companies can be approached. A workshop can be used as a teambuilding or incentive program.

The last two ideas that will be talked about in this chapter are the Movie Night and the Photo Box. They will both be in the part of the Bajuwaren Village that currently accommodates the sheep. Therefore the biggest job is to reorganize this space. This will probably take most of the time and resources. As soon as the space is cleared from the sheep the setup of the cinema and the Photo Box can be started. For the Movie Night bean bags and the infrastructure for showing a film has to be set up and for the Photo Box the equipment to take the photos and the Bajuwarian accessories (cloths, tools, signs) for the people to wear have to be organized. These are no time consuming tasks and therefore are planned to be done in some weeks. For the Movie Nights a program has to be fixed so people can choose when to go and also the information about option to take a picture in old Bajuwarian cloths has to be made public. No real demo version can be made of these two ideas. Although regarding the growth opportunity more accessories and a more frequent cinema program can be introduced if the projects seem to be taken on very well and there is more demand.

In order to score with a new product next summer, being the next high season, the organizational tasks would have to start this summer and autumn. These tasks include ordering of the equipment for the Movie Night, the Photo Box and the flowers/herbs. Further the elements the flowers and herbs should be planted in for the Wonderland and the Herbal Garden have to be organized. Especially for the Wonder Garden the idea was to use old materials to ensure the connection with the historic sight and the romantic-vintage style. To get these elements locals can be asked if they have anything that can be used. Further programs for the Movie Night, the workshops and events such as the pic'n'nic have to be set. Also corporation partners for the shop hut for the pic'n'nic have to be found. Winter can be used to clean up the sheep shelter in order to make the hut ready for becoming a cinema and being equipped with the Photo Box. The final installations therefore will be made in late winter early spring (February-March). In spring and summer the focus will lie on the gardens. The gardens then will have to be looked after and changed on a frequent basis. According to this plan the entire concept can be realised within one year so it can already be presented to tourists and locals in the next main season of Mattsee. Maybe the Wonderland and Herbal Garden have not reached their entire enchantment but this can be something that involves over time.

In this chapter the financial and human resources for each part of the concept are listed.

### Wonderland and Herbal Garden

It was suggested to hire a professional gardener team to set up the two gardens. Additionally members of Verein Menschenwerk can help out. According to research a gardener costs about 40-50€ an hour and would need 3-6 hours per week to keep the garden in shape.

### Shop hut and Pic'n'nic

Collaboration partners for the local products will have to be found. For the filling and the selling of the pic'n'nic baskets one to two odd time staff will be hired. This would make up to 400€ for two staff. Additionally baskets and blankets would have to be bought since the guests only hire them for the time they stay in the area having their picnic but bring them back afterwards. Picnic blankets cost approximately 20€ and are expected to be used for 4-5 years. The baskets could be handmade from Verein Menschenwerk or within the scope of the workshops. Prices for those are not high either since natural materials are used to make them.

### Workshops

For the workshop a supervisor is needed. Since Verein Menschenwerk will be in charge of this they will organize this supervisor. Most of them are volunteers within the association. The costs for extra materials needed for the workshop will be covered by the participation fees.

### Movie Night

The Movie Night cinema is planned to seat up to 50 people who will be seated in bean bags, costing 20€ each. For the projection of the film a screen, sound system, projector and a playback device is needed. Cost for those features are estimated to be approximately 3500€. A staff who sells tickets and turns on the film is needed. The costs for this person are comparable to the staff cost mentioned for the Shop Hut. Attention for showing films for an entrance fee, as this would be the case, a concession for audio-visual-events.

## Photo Box

A Photo Box including the camera, the software to print and to upload pictures on social media, the printer and the storage box costs about 3600€. Additionally the accessories have to be bought. The price for those would be linked to the amount you would want. Normally costumes cost about 30€. For the photo box there would no extra staff needed since it is in the hut where the Movie Night takes place as well and staff cost have already been added there.

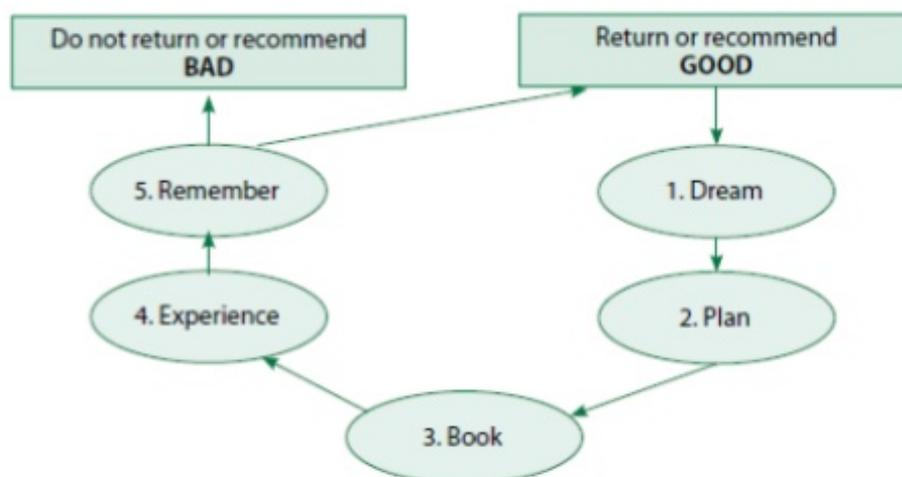
## 5. Customer Validation & Customer Journey

Within the innovation process, customer validation allows the company to develop a predictable sales process and how to earn credits from them (Blank, 2005). It may involve the customers' experience, their entire consumption of the products and services from the pre-, during- to post journey.

To help readers achieve an easier insight into the Bajuwaren village case, the map of customer journey is used, through which the concept of customer validation can be seen more transparently. Customer journey is a helpful framework for understanding the experience of the customer, from first thinking about a vacation or business trip through to planning, booking, experiencing and recalling the experiences. It is a diagram that shows the end-to-end steps a client follows when relating to a company (whether through a service, product). It can also be seen as a visual picture of the customer's experience with a company.

The importance of the customer journey framework lies on the fact that, it tells the story of the customer's experience, from initial contact, through the process of engagement and into a long-term relationship. The customer journey allows identifying key interactions that the customer has with the organization. The purpose of the customer journey is to inform organizations more about their customers, helping to understand the context of users. In management context, it is an important tool that helps to identify opportunities, and to enhance the experience of the customer.

The following figure pictures the customer journey for a better understanding.



Source: UNWTO (2007). "A practical guide to tourism destination management",

The figure expresses the five main stages within the total process of the customer journey and the final stage of either a good outcome with a returning customer or a bad outcome with a not returning customer. Further, each stage is explained in detail:

1. *Dream*: Customers take a vacation journey in consideration and probably have already a thought about when they will start their vacation, for what duration time and how much money they want to expend. But so far they might not yet take a decision on which destination to go and what to do.
2. *Plan*: At this stage consumers might have already a clearer picture about what destination to travel and what they want to do and therefore, start searching for precise information about transportation- and accommodation possibilities, a vacation agenda about what to do in the destination, what sights to visit such as which events to go and bad weather possibilities. In fact the vacation agenda depends on the chosen destination.
3. *Book*: Based on price-, convenience- and security priorities of the customers, they will take a decision of the compared values. For bookings customers will choose intermediary (e.g. travel agency and tour operator), a DMO or straight individual suppliers (e.g. provider of transportation- and accommodation offers).
4. *Experience*: This stage reflects all customer experiences from transportation to the arrival destination, welcoming in general, and facility standards such as quality of transportation, accommodation, amenities, attractions and other receiving information. It includes every experienced view of customers travel vacation.
5. *Remember*: Within this last stage of the customer journey, customers will decide if their vacation was good or bad, based on reflected and evaluated reminders of all stages of their vacation experiences. If it was a good experience it might bring back a returning customer or a good word of mouth and recommendations to friends and families by the customers. In case of a bad experience the opposite will happen such as no recommendations to peer groups, a bad word of mouth about the destination and the customer will not return. In general, it is necessarily for the DMO to keep up with their customer and best case, hold on to them by reminding them of their great vacation experience through good practice customer relationship management (World Tourism Organization, 2007).

Below found a scenario of one target customer group, how their decision making process is made, as well as the feasible experience they might obtain as attending the events offered by Mattsee.

Lisa and Andreas, have three children, they are an Austrian family, living in Salzburg, currently the children of Lisa and Andreas have a summer vacation and are looking for activities they can do together with their children, Lisa decides to look on the internet for places where they offer activities of this type, and instantly appears the web page of the Bajuwaren village, Lisa is attracted by the design, pristine but catcher of the website, she decides to investigate further.

On the website of the villa, there is a list with all the summer activities, Lisa explores even more, and she sees a gallery of colorful photos, where she can appreciate families smiling and enjoying their time together, the photos of the wonderland garden Impressed her a lot, is inspiring, also finds the prices of the activities, Lisa very excited comments about the page to her husband, and together continue exploring the content of the page, suddenly Andreas is attracted by one of the activities, Pic n Nic, And Lisa decides to check what it is and she finds fascinating activities that can be done together as a family, Lisa and Andreas have created an image of how it is going to be if they visit Bajuwaren village, they decided to visit the village, now Lisa is checking the opening hours at Bajuwaren.

Lisa and Andreas tell their children about the plan, and the children are happy with the news, the children count the days to go to Bajuwaren, finally the expected day arrives, it is sunny Sunday and Andreas drives happily.

Arriving at the villa, Lisa is immediately attracted by the colorful and creative garden; she explores and takes many photographs of the creative garden, then takes a selfie from the family and decides to publish it on Instagram.

The children are interested in the dresses used in the past by the inhabitants of the town, they think of how they would look if they wear the dresses and ask their parents to take a picture with them wearing the costumes, a nice family remembrance.

Andreas decides to explore the herb garden, is curious about new possible species, the family collects some herbs, a few hours have passed and it is time to eat something, Lisa, Andreas and the children, select bread, the favorite marmalade of the children, a basket and some blankets, among other things, because is the time for Pic n Nic.

The family is delighted, it has been a wonderful day, the village offered the opportunity to interact in a pleasant environment, and they have found activities for each member of the family.

The next day Lisa meets her friend Silvia for coffee, Silvia asks Lisa about the photo she shared on Instagram, Lisa tells Silvia about the nice experience and recommends the site.

## 6. Conclusion

As in detailed explained above the project and the proposed ideas should embrace the beauty of the Bajuwaren village with authentic products and service offerings to enhance the visitors experience. Further, the ideas that are shown in every single step of the customer journey are therefore motivating the visitor to share and reflect the experiences of the Bajuwaren village, also with regard of his or her post stay. The traditional handcrafts that are showed and learned with a so-called “hands on mentality” are an ideal way to show the old values and enrich the visitors experience.

Due to the re-structuring of the tasks it ensures effective and efficient cooperation among the stakeholders. The re-structuring is necessary in order to provide a professional concept and to build up a red line. When involving several experts in the different fields they could benefit from each other and build an unique experience and implement our ideas.

From the financial perspective the authors proposed a cost friendly approach also with regard to marketing. Additionally, online marketing with the popular social media marketing tools as Facebook, Instagram or Twitter with a constant hashtag symptomatic is suggested. With the hashtag #bajuwarenvillagemattsee the village is creating itself a new brandname that brings it closer to the existing and potential customers.

As the financial analysis determines all different ideas can be implemented with small investments mainly, but will result in big outcomes with high value proposition for the guests, tourists and locals, in Mattsee.

To sum it up, the ideas that are listed in this paper shall improve the living quality in the region, including charity and educational purposes.

Further the ideas underline the authenticity of the Bajuwaren village and all together cerate one whole that shows a clear and understandable concept that brings potential visitors to an exciting new Bajuwaren village!

## II. List of references

Blank, S.G. (2005). *The Four Steps to the Epiphany*. Self-published: Cafepress.com.

Grabs-Schrempf, W. (2014). *E-Marketing & Social Media Instruments*. Bachelor program in Innovation and management in Tourism. Salzburg University of Applied Sciences.

Investopia (2017). Investment management. Retrieved from:  
<http://www.investopedia.com/terms/r/riskmanagement.asp>

Neese, B. (2007). Cultivating a robust organization: 5 stages of the innovation process. Retrieved from: <http://online.rivier.edu/5-stages-of-the-innovation-process/>

Sanderson, S. (2017). How to grow herbs? Retrieved from: <https://www.thompson-morgan.com/how-to-grow-herbs>

UNWTO (2007), *A Practical Guide to Tourism Destination Management*. Retrieved from:  
[www.visitkerteminde.dk/.../a\\_practical\\_guide\\_to\\_tourism\\_destination\\_management.p](http://www.visitkerteminde.dk/.../a_practical_guide_to_tourism_destination_management.p)

