

BA "Innovation and Management in Tourism" University of Applied Sciences Salzburg

PRODUCT DEVELOPMENT IN DESTINATION **MANAGEMENT**

Project Mattsee: Water. Bike. Hike. Fly. Arena – Activating the region



Author: Bachelor class IMTB4 (Students of 4th semester of Bachelor Program in Destination Management)

Date: 30.05.2017

Mentor: Werner Taurer

Table of Content

1. Introduction	1
1.1 Trends at the lake area.....	1
1.1.1 Wolfgangsee	2
1.1.2 Salzkammergut.....	2
1.2 Analysing of the current situation – Offerings of Mattsee	2
1.3 Ideas and Brainstorming	3
Geochaching	3
1.4 MattseeHunt.....	4
1.5 The 4 Checkpoints	5
1.5 Definition of SMART goals	5
1.6 The strategy of Mattsee.....	6
1.7 Target group and Persona	6
1.8 Definition of Performance Standards.....	7
1.9 Stakeholders and price strategy	8
1.10 Conclusion	8
2. Water sports for Mattsee.....	9
2.1 Game and Activities.....	9
2.2 Organizational Aspects	10
2.3 Members/Partners	12
2.4 Financing	12
2.5 Launching Event.....	12
2.6 Target Group.....	13
2.7 Persona.....	13
2.8 Promotion	14
2.9 Conclusion	14
3. Bike Tourism Mattsee.....	15
3.1 Current Development & Trends:	15
3.2 Target markets of e-biking:.....	17
3.3 Current offers in Mattsee:	17
3.4 Signposting:	18
3.5 Availabilities to charge E-Bikes:	19
3.6 Biking maps:	19
3.7 Bike Accommodations:.....	19

3.8 E-Bike Festival Mattsee.....	20
3.9 Organization:	21
3.10 Finance of Event.....	22
3.11 Benefits of the event	23
4.Air Sports at Mattsee	23
4.1 Potential	23
4.2 Deficits.....	24
4.3 Goals24	
4.4 Projects	24
Paragliding School “Flugschule Salzburg”.....	24
Romantic Ballooning	25
Flying Lanterns	25
RC Plane Parkour and Racing on Mattsee.....	25
4.5 Perspective	27
4.6 Costs 28	
4.7 Involvement	28
4.8 Conclusion	29
5.References.....	30

1. Introduction

Development of new products has become a new focus point of business competition especially in tourism, as a result, this new products have a significance impact on customer satisfaction, quality and competitive advantage. In this paper, a new product is discussed and described to be implemented in the region of Mattsee.

Mattsee is a small town of the Salzburg district, located 18 km north east of the city of Salzburg. It has approximately 3150 residents and was founded in 770. Mattsee is a summer holiday destination rather than a winter destination. Therefore the area offers a variety of summer activities such as boat rental biking, paragliding, swimming possibilities. Furthermore, the region wants to increase the activities in the area in order to improve on the number of arrivals, the region has a focus on water, bike, hike, fly arena to activate the region. Therefore, this paper concentrates mainly on developing a hiking product.

Firstly, analyzing what products are already existing and offered by the competitors of the region as well as brainstorming about ideas on hiking activities, and identify what ideas could be possibly suitable in the area of Mattsee. Secondly, illustrating the main product to be developed and the strategies of the area and what exactly is to be achieved. Thirdly, analyzing the target groups of the new product, and also identifying the stakeholders of the region of Mattsee.

1. Analysis of the current situation - Offerings of the competitors

1.1 Trends at the lake area

The region Mattsee is a beautiful destination offering a variety of nature and sport activities for all age and target groups. Our task as a group, is to develop a hiking product and provide detailed information of the product with a realistic possibility of implementation. With its existing tourism products in the arenas of WATER, HIKING, BIKING and FLYING, Mattsee represents itself predominantly as destination for families and couples who are interested in nature and sport activities.

First, we analyzed briefly the visitor's profile in Austrian's lake region before selecting the appropriate hiking product and our main target group for Mattsee. (Kohl&Partner). According to the study of Kohl & Partner (2012), the majority of the visitors are regularly returning guests

and locals. 48 % of the visitors gathered their information via internet and 23 % from relatives and friends who visited the lake destination before. The visitor's motives are nature, landscape, lake and relaxation. The main target groups for lake destinations are couples with 44 % and families with children with 24 %. Hiking is the major activity done by lake visitors with 65 %, followed by restaurant visits with 48 % and sightseeing with 47 %.

Furthermore, we analysed the tourism products offered by the major competitors of Mattsee, which were Wolfgangsee and Salzkammergut.

1.1.1 Wolfgangsee

The area is offering the concept of the so-called Gschma-platzl. Gschma means cosy, nice and entertaining. They created an experience, where people are able to discover different checkpoints, where they can find their happy places. Additionally, Wolfgangsee is focusing on pilgrimage routes as well, which gives the possibility to experience the history of the area. Furthermore, this lake area is trying to be unique, therefore it has created a project based on the idea of bringing locals and tourists together. It is the so-called Wanderwoche mit Wanderdamen. During the hiking routes, people can enjoy the company of local women, who offer them accommodation and memorable experiences as well.

1.1.2 Salzkammergut

This area is focusing on Glücksplatzts, where tourists can find their happiness in more than 200 spots. The main idea is that each single spot has its own story, myths, historical background or unique scenery. Therefore, it offers unique experience for every target groups, where basically everyone can find what makes them happy.

1.2 Analysing of the current situation – Offerings of Mattsee

Mattsee is the destination, which is emphasizing the importance of nature and the environment. They are trying to protect the area in every way it is possible, and also to make it interesting for tourists. There are around 10 hiking trails that are existing around the Mattsee Lake. All range from easy to moderate levels. Numerous tours and personalized hiking tours are offered within the region. Having the National park with various plants and animals makes it an excellent attraction for families and children, or for those who would like to enjoy the green area.

For example, the 45 minutes long farm road shows the real image of Mattsee or around Buchberg you can find some legends, myths and legends connected to Mattsee. In the legendary way, you can learn more about the legendary "Mooskaiwö", the "Toifischroa" or the "wild women in the Tiefsteinklamm".

1.3 Ideas and Brainstorming

The idea and brainstorming phase, supported our group to determine one potential key project out of different approaches and other potential ideas. In the following we would like to present you in detail our ideas, which contribute to define our key project for the Hiking arena in the lake region Mattsee.

Geochaching

Geocaching is an outdoor recreational activity, in which participants use a GPS receiver or mobile device to “hide and seek” containers, so called “geocache” at specific location marked by coordinates all over a defined region. A typical cache is a small waterproof container containing a logbook and sometimes a pen or pencil. After signing the log, the cache must be placed back exactly where the person found it. Depending on the theme or topic it can contain small surprises and riddle, usually more sentimental worth than financial.

Geocaching can be implemented at the whole nature park area of Mattsee, in order to attract families with children. One of the downside was that the children would be rather attracted to the gadget than with the nature itself. Therefore, we decided us against this project.

Camping for couples

44 % of all the visitors from Mattsee are couples. Therefore, the hiking opportunity in Mattsee shows great potential to implement hiking trails which are adjusted to a romantic walk and hike through the Mattsee region. With theme routes, romantic spots and much more there is a lot of potential to make Mattsee the perfect retreat for couples.

Furthermore, to give the couples the opportunity to stay over Mattsee can offer them a flying tent, which will also serve as a beneficial promoting factor and certainly attract adventurer as well.

Hidden traits at Mattsee

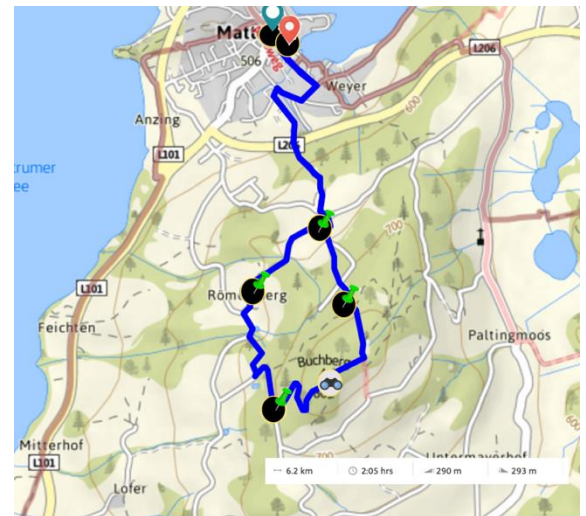
The whole Mattsee area offers a diversity of hiking trails, perfectly for families and beginners. Nevertheless, with it big variety and beautiful nature scenery the concept of its competitors to create hidden secret spots can be implemented at Mattsee as well. The brainstorming phase

supported us to determine our goal and our focus for a strong and realistic project for Mattsee. Therefore we decided to focus on creating one trail and targeting families and children.

1.4 MattseeHunt

Our aim was to create a product which can be promoted locally and internationally (in English) to families and alternatively also to school groups. In order to give potential visitors a reason to enjoy an excursion to Mattsee we wanted to create a product with a clear signed trail and additional nature connected components. Our result of the brainstorming phase, is to create a treasure hunt at Mattsee called “Mattsee Hunt”, combined with educational and learning components. It was important to us, that the families and children can get with the product “Mattsee Hunt” the opportunity to disconnect with the “digital world” and reconnect with the nature again.

With the website outdooractive.com we determined the best suitable route for the scavenger hunt, which would be realistic to hunt on a one-day trip to Mattsee without to strain the children’s energy to much. The trail will take approximately 2 hours and is 6.2 km long. The path is mostly even and therefore offers the perfect conditions to do the Mattsee Hunt.



The starting point will be at Markplatz or right before the nature park Buchberg, where you also can find the Print version of the “Mattsee Hunt”. We would suggest to upload as well the Print version, so the visitors can print it themselves prior arrival to guarantee a successful hunt.

Furthermore, we would suggest implementing 4 Checkpoints throughout the route plus the view point at Buchberg to make it more interactive and attractive for the visitors. The ending will be again at the Marktplatz at Mattsee. After the children filled all points of the Mattsee Hunt a little surprise will await them at the Tourism Office of Mattsee. We suggest the idea to make a personalized post card to let the children take with them as a souvenir. With the help of a green screen you can create a amazing landscape or building from Mattsee as a Background and a picture from the family together. The additional Scavenger Hunt in print version can motivate Children to experience the nature in a more intensive and



diverse way. With our focus on educational and learning input we created the print version which allows the children to experience the nature with their senses. It is easy game to entertain the children and to give them incentives of perceiving the wonder of the nature.

1.5 The 4 Checkpoints

Listen to the Nature:

With this concept, we want to make the kids aware, which sounds and noises they can sense by just listen to it for some minutes. It is a truly playful tool/component to pause and just to relax and listen to the sound of the nature.



Barefoot trail

With the barefoot trail, we want to create a road where barefoot lovers can walk through different paved materials, so they connect entirely again we the nature.



Island of positive thoughts

The Island of positive thoughts, gives the visitors the opportunity to appreciate the nature and the wonderful and positive things in their life. Visitors can place a stone on another stone for each positive thought they have; that's how you set a sign for the good things in your life.



The inner balance

This Checkpoint should offer all visitors a perfect place to proof their inner balance. A perfect playground for all age groups.



1.5 Definition of SMART goals

The S.M.A.R.T goal is a management tool which can be used in many ways. With this approach you can set structure and tractability into your goals and objectives. It is one of the most effective and yet lwest used tools for achieving goals. Therefore we would

like to define our goals with S.M.A.R.T. to have a clear and realistic overview of the process and achievements.

To make sure our goals are clear and reachable, we should reach each one as following:

S (specific): We already have our target. Thus, we aim to conduct treasure hunting for families.

M (measureable): We hope it will be motivating people so that we can increase tourist arrival by 10%.

A (achievable): We figure out that Mattsee has a potential to bring itself closer to the achievement of our goals.

R (realistic): The goal should be realistic and reasonable to afford. As we already mentioned, one of our main target group are families.

T (time-bound): as discussed, we will implement this idea in the next summer 2018.

1.6 The strategy of Mattsee

There are several purposes of the whole program “Water.Bike.Hike.Fly.Arena” which are applicable to Mattsee. First, we want to increase the existing supply of activities. The activities should be gentle and sustainable. People should recognize the region, the surrounding of Mattsee during the activities. We mainly emphasize on the surroundings, sport activities in the nature. Furthermore, attracting more tourists coming to Mattsee is also part of our strategies.

1.7 Target group and Persona

The main target group that we have decided to work with throughout the project are families. The primary reason for our focus, is that Mattsee has the potential to become an attractive destination for families, who would like to escape from the weekdays and spend precious time together with their loved ones. Therefore, the goal is to bring families together, while providing educational experiences during a hiking route.

Persona: As we were developing our idea for treasure hunting, we have decided to create a persona, so that can prototype the exact family type that Mattsee may attract in the future. According to this, we created Müller Family, who is coming from Bavaria, which is located in Germany. The reason for this nationality, is that we want to focus on those German speaking areas that Mattsee is surrounded by. The Müller Family is rather a small family with only one child. The mother is 35, the father 38 and the kid is 7 years old. We wanted to focus on younger

families, who tend to be more active and adventurous. Since, our product based on educational elements, the mother is a teacher and the father is working as an office assistant. Being a teacher means being opened and ready to explore new things, that may provide relevant knowledge about a specific area. In that way, their child can get information while using all senses during the four checkpoints. Moreover, while creating a persona, one of the most important thing is to describe their characteristics which will fit into our project. The Müller family is a sporty family, who loves being in the nature and enjoy all those things that the environment can provide. Their main priority is the bond of the family. Their hobbies including outdoor activities, exploring and being aware of the healthy lifestyle. Additionally, the main travel motives are to spend time together in the nature, getting to know the area of Mattsee and of course safety plays a huge role, when they are deciding where to go for a holiday.

1.8 Definition of Performance Standards

Hardware: As we were developing our project further, we needed to decide about those standards that we must fulfill in order to develop a successful product. Therefore, one of the most important area is the hardware part, which means all the necessary aspects that need to be done in a physical way. First, we need different kinds of equipment to carry out the hiking project, including interactive boards with educational posts. These will provide the basis for our emphasis on providing information about the area of Mattsee. As we have created a flyer with all those things that need to be collected during the MattseeHunt, its design also should be creative and interesting for children. The main goal is to offer a hiking program, which will bring the family together and keep them excited during the hiking. Obviously, the hiking trails and signposting must be taken into consideration and quality check need to be done beforehand. The trail must be well-maintained and new signposting need to be created in order to provide easy to understand information about how to reach the final checkpoint. Concerning the postcards as the final prize, we would like to give something special that will have a long-lasting impact on the families. Moreover, parking space cannot be forgotten, since most of the tourists are arriving by car.

Software: on the other hand, the software part consists all those key elements that need to be considered as non-physical aspects. For example, all information given must be easy to understand and well-structured. All tourists should receive all the necessary information regarding to MattseeHunt. Additionally, promotion and marketing play a huge role of attracting more potential tourist into the area. Nowadays, it need to be done though social media including

Facebook, Instagram or even YouTube. Creating a hashtag, which can be related to Mattsee, could have a positive impact. People can share their experiences and memories about MattseeHunt, and by that tourists would know what kind of program is MattseeHunt through the viewpoint of other tourists.

1.9 Stakeholders and price strategy

Stakeholders: In order to create and develop our project, we have identified our stakeholders that will support and make it possible. They are:

- Mayor of Mattsee,
- DMO of Mattsee
- Architects
- and the locals and the members of the Bajuwaren village

Price strategy: There are several costs we have to consider for the treasure hunt. The signage and boards will have to be ordered and placed, some infrastructure at the checkpoints and the advertising and marketing. There are several companies that are specialized and can create customized outdoor infrastructure for the activities taking place. Prices are around 5 thousand – 7 thousand euros. We are considering collaboration with the locals at the Bavarian village to not have to customize it by any company and instead, use the skills of the villagers in order to build it and which will also cut down some costs.

1.10 Conclusion

In conclusion, when developing a new product, measures have to be taken considering elements such as competitors, demand, differentiation, target groups and stakeholders. In addition, the main strengths of the region of Mattsee is nature, Therefore, hiking (Mattsee Hunt) as a nature-based activity, the region has the potential to implement such a new product. ‘

2. Water sports for Mattsee

The town of Mattsee is located in the Austrian state of Salzburg, and only within 18 km from the city of Salzburg. This town is particularly known for its 3.6 km² lake and the different services offered in it, from boat services between Mattsee and Obertrumerssee, to surfing, sailing, paddle boarding and many more. This lake brings many opportunities of touristic development for the area. Therefore, this paper seeks to present our project for the development of the Water Arena of Mattsee, while considering the potential benefits for both customers and local services. Moreover, after analyzing the demand and offer of this destination the sector of tourism we decided to focus on belongs to the event and teambuilding tourism for groups, in the following chapters the project will be further explained in order to provide an insight of the possibility of developing and conducting activities in the Mattsee Lake.

Team building events are defined by A. Diego (2006) as “training events that often involve engaging in Experiential learning, or learning by doing with reflection, which is intensified by the use of a wide variety of indoor and outdoor leisure and entertainment activities, incentives, competitions, and challenges with the major purpose of increasing team effectiveness”. Along with this, the development of tourism in the last years has played a major role in the contribution on the improvement of life quality, not only the development of the sector, but also teambuilding tourism has become an ideal option for companies, families, groups, students, etc. The importance of teambuilding tourism relies on not only providing the traditional touristic experience to its customers, but also providing the members of the groups with new experiences that will help them explore their potential as a team by enhancing their skills through diverse challenges.

When business companies decide to conduct teambuilding activities for their employees they desire to have a program that brings positive impacts to their business. With benefits, such as, better communication and understanding as well as conflict solving. Furthermore, long term benefits should also be considered, the implementation of these activities can successfully lead to the statement of a strong company’s identity, as well as the development of the company’s vision.

2.1 Game and Activities

Game Main Challenge: Teams will be competing against each other in a race game designed. The main objective of the game would be to build a raft and race the raft on the lake. Furthermore, the team needs to accomplish all 3 Activities to get all the clues leading to find

the treasure of Mattsee. All those elements demand creative Teamwork in a Pirate themed ambience.

Teams

- Participants need to be 14+ and swimmers
- 4 Participant per teams
- Maximum of 5 teams per game

Building a Raft: Teams must build rafts with biodegradable ropes, wooden logs, floating drums. Paddles will be provided by the organizers of the game. In case of doubts of how to create the raft, teams will have the right to ask for 4 clues to Experts on the beach.

First Challenge: The first challenge will consist of shooting at a target on the deck from the raft to obtain the first clue. A designated participant of each team must shoot into three different targets.

Second Challenge: The second challenge will consist of putting three times the basketball into the hop situated on the deck from the raft.

Third Challenge: The third challenge will take place on the water instead of the deck. There will be about 20 Buoys spread on a surface of the lake, teams should find the Buoys that have a clue. This said, 5 Buoys will have attached to the anchor a clue. The team should find which Buoy has a clue attached to it, to find the 5 clue.

Finding the Treasure: When the team has in his possession the 3 clues, they must put the 3 clues together. When the 3 clues are together they will see the map of Mattsee with the specific localization of the treasure which can be in the city or on the beach. The treasure may differ and can be symbolic.

Reward: Each end of game will be finish in Stiffkeller in the themed pirate diner, where the participant can share their experiences with other participants and meet other team members. Furthermore, the winning team will receive a free breakfast at Schloss Mattsee.

2.2 Organizational Aspects

Supplies

Rafts:

- Wooden logs
- Floating drums

-
- Biodegradable rope
 - Paddles

Activities:

- Buoys
- Basketball on water
- Targets for shooting range
- Laminated clues
- Decks

Per Participant

- Wetsuits
- Bibs
- Life vests

Requirements

- There would be a need for registration for the activity and explanation of the game before the game takes place.
- The day of the event a delimitation of the beach for the event should be done
- For purpose of security 1 Activity supervisor for 15 participants should be considered
- Staff in place on water ensuring the security on the water.
- Emergency staff ready to help in case of an emergency
- Life jackets to be worn by all raft users with appropriate clothing

Staff

Concerning the staff, the performing stakeholder will have to provide the following staff:

- 1 Entertainer/instructor in a pirate costume. This person will explain the game and the guidelines and also be responsible for the rewarding.
- For 4 groups, there will be two supervisors necessary: the supervisors will provide the participants with the supplies and hints for the raft building.
- One out of the staff should be a lifeguard, to be safe in case of any incidents in the water.

2.3 Members/Partners

For the Ahoy Mattsee offer, Steiner Nautics is the most suitable stakeholder to perform the on-water teambuilding challenge. The food and beverage side can be covered by the Stiftskeller, with its rustic ambience, appropriate for the occasion. The Schloss Mattsee could provide breakfast-vouchers for the winning team.

Possible sponsors for the launching and summer opening event are Captain Morgan, Red Bull, GoPro and sports brands such as O'Neill.

2.4 Financing

On the financing side, there will be the following expenses to be covered:

- Staffing
- Supplies
- Rewards

These will have to be covered by the performing business. For the launching/summer opening event, the city of Mattsee and the government will have to be on board as well. Another opportunity to increase the budget, is to acquire sponsors, such as the ones mentioned above.

2.5 Launching Event

Pirate themed water sports event which is called Ahoy-Mattsee, will be organized in the beginning of the June of every year as it is usually the best warm weather in Mattsee during this time period. Registration will be taken into consideration and should be finish a month prior to the event. Bigger version of game of building rafts in teams in terms of several competitions will be conducted among different groups in order to promote the destination especially for the business groups and schools for team building workshops in fully entertaining way. Further, all the organizing staff will be dressed according to the theme of the event and provide possibilities to the attendees to try some of the themed clothing. Participants will have the chance to go to different beer banks, local food trucks which should be made by the local farmers and the restaurants from the destination so that folks could try the local food and enjoy special offers of the destination.

2.6 Target Group

Mattsee with pirate themed water sports event will focus on business companies in terms of offering an opportunity to the workers for team building workshops in order to enhance mutual consensus and concurrence of productive activities. Moreover, when it comes to company's management team building programs, tremendous impacts and result has been observed in establishment's management. According to Lisa Magloff team-building events deliver high-impact learning, upsurge communications and skills, and advance efficiency and self-confidence. Personnel come into contact with a sense of completion in working as a group to accomplish a stimulating task. Team building permits employees to yield to the office reinvigorated and with advance set of problem-solving skills. Magloff L., (2017).

Furthermore, by working with peers to complete a goal in a fun, non-classroom setting, school/university student can acquire how to work better with others, and workout their inventive thinking muscles. The constructive experience of concluding a group game aids to bolster the self-esteem of teens and adults by giving them competence of success. (Liza., 2016). So in this aspects, other focus group for Mattsee will be school/university students who are at the age of 14 or above. Also families and friends could be targeted for them to have entertaining water game with pirate themed at Mattsee.

2.7 Persona

“Your persona is the way you present yourself to the world, the character traits that you let show and the way that people will see you. If you are true to yourself, then your persona should reflect who you actually are”. (Veal R, 2016). Since your persona is the part of yourself that you present to the world or show to the world, your persona or the way people view you is only as accurate as you want it to be. Example of a persona for Mattsee with the business group's perspective could be:

“An office worker who is 30 years old, wants to give new activities a chance to relax and refresh with friends/colleagues, just to be out of daily office routine. He/she works in teams, does sports but not excessively and struggle with lack of motivation but is quite open and curios to new activities”.

2.8 Promotion

Ahoy Mattsee event will be promoted through traditional marketing as well as internet marketing in terms of social media such as Facebook, Instagram, YouTube etc. Advertising Pirate themed event would also be interesting to promote in a traditional style such as mixture of ‘pirates theme and water sport event’ printed on flyers and banners, will effectively contribute to attract youngsters, families and workers. Further, the role of internet marketing is absolutely marvelous in terms of social media such as website, Facebook, twitter, YouTube, Instagram and hashtags etc.

According to Amily Copp 2016 *“There are over 3 billion internet users—and over [2 billion of them have active social media accounts](#). Popular social platforms have become marketing giants, offering businesses valuable data about their customers and a (mostly) freeway to reach them. The jury has spoken: social media for business is no longer optional”*.

Ahoy Mattsee will be posted especially on Mattsee Website home page, FaceBook page (by creating upcoming event and inviting already existing traffic locals and others), different hashtags (#ahoy mattsee!) on twitter or Instagram. Small videos or trailers of the event could be produced and published on YouTube and all social media channels to create more curiosity and interest of the guest and to grab their attentions towards to the final episode.

2.9 Conclusion

Many companies decide to use team building as a way to further motivate their employees. Team building essentially puts people from various backgrounds and work ethics in groups and forces them to work together in order to achieve a common goal. Most companies who want to employ good team-building strategies are willing to travel great distances for optimal experiences. Optimal experiences for companies are key in ensuring a positive user experience.

The benefits of team building are endless. If the activity is organized correctly, the goals should be achievable yet challenging. It is difficult to assess prior to the game if the goals are able to be met by the general audience, so trials must be conducted in order to avoid any possible problems with the structure of the activity. If done correctly, the event should serve as an opportunity for customers to overcome barriers together and build trust in the process. Team building is able to instil confidence in the users, enabling them to be proactive in the long

term. Participants must be creative in order to best approach the course that is set forth, which can lead to creativity in the workplace.

Mattsee's main goal for this project should be to attract business tourists. Since this is a demographic which has yet to be exposed to Mattsee, this proposal should be a great opportunity to achieve this goal. Although others can also participate for leisure purposes, the activity should mainly be marketed towards companies. They may consider Mattsee for future reference once the game has been completed. This includes possibly hosting conferences and meetings within Mattsee. Also, the other offers available in the region could be implemented with the product in order to maximize the user's participation and length of stay within Mattsee. Multi-day itineraries can be offered in combination with the team-building events, such as hiking excursions, cycling tours, and many other possibilities. Although the exact structure does not have to explicitly follow word-for-word what we have proposed, our idea should serve as an ideal framework for an optimal user experience with the team building activity.

3. Bike Tourism Mattsee

The goal of this paper is to highlight the possibilities Mattsee has, to establish itself in the tourism market as a leading e-bike destination in Austria.

First of all, current developments and trends will be given. Afterwards potential markets and current offers will be analysed. Furthermore, suggestions for improvements will be made. In the end the main idea of an e-bike festival will be explained in detail.

3.1 Current Development & Trends:

Within the last several years, there have been many investments in the cycling infrastructure & marketing initiatives in Austria in general. It can be seen, that cycling plays an increasing importance in people's daily lives, it is not only athletic-oriented anymore.

Furthermore, there is an increasing market development due to technological innovations such as e-bikes. E-bikes make it possible for a broader market share to cycle for longer distances since they are not so physically demanding anymore.

Moreover, it can be seen that there is a rising environmental consciousness through the climate change which leads to an ecological lifestyle. For example, due to this people tend to use public transportation more often than they did before.

In general, the demographic change must not be forgotten which means that people get older and stay longer fit as well as active due to their increasing health awareness.

All those trends can be used in a positive way to establish Mattsee as an attractive biking destination.

Therefore, several ideas were developed which will be explained in detail in the following:

- Themed biking path (e.g.: for families with children- to get to know the area a bit better. But there are already multiple existing paths in the region)
- "Rennradregion SalzburgerLand- Salzkammergut "cooperation with the "Rennradregion" and expanding the trail to Mattsee. Routes exist at the moment from the Attersee, Mondsee, Wolfgangsee till Neumarkt am Wallersee, which would not be far from the Mattsee- to be precise only 12 km.
- Treasure-hunt like biking trail- with incentives for bikers. Through this they would have an incentive to explore the wider region of Mattsee and several stops could be included, where they would find a "code" which could be used in the end to get something for free- a cap for example.
- Increasing the offer of e-biking in the region- there are already e-bikes available in the region of Mattsee, this could be further enhanced
- Bike festival- at the end of September- to increase the number of visitors in the "end" of the summer season- prolong the season and to position Mattsee (or Salzburger Seenland with a particular emphasis on Mattsee) as a great biking destination within Austria

→ In the end, we decided to focus on the last two aspects- to market Mattsee as a leading e-bike destination in Austria & to organize one e-bike festival.

The decision to focus more on e-biking was made due to the following reasons:

First of all, there is a high potential for the future of e-biking, numbers have been increasing steadily over the last years. According to the Radlobby biking analysis 2016 the proportion of e-biking among biking excursions increased to 15%. Furthermore, 90% of the people that go

on a biking holiday stay within Austria, which would perfectly suit Mattsee, since domestic tourism is a major source market there.

Additionally, e-bikes were the second largest bicycle product being sold in 2016 in Austria- this fact is not directly linked to the tourism industry but nevertheless indicates the people's appeal and willingness to try them out and use them. In general, e-powered bikes offer the possibility to explore the region while being active but still able to enjoy the nature and several attractions along the way. Holidays are an excellent occasion to test something new and if Mattsee offers a great infrastructure and amenities, people will do so during their stay in Mattsee.

3.2 Target markets of e-biking:

- The "primary" target group for e-biking are the "best agers". Their average age is between 60 and 70 years. They are retired, white collar workers. Concerning their attitudes, they are nature lovers, enjoy easy sport tasks and are eager to try out new things- this is also why e-biking perfectly suits their needs and wants.
- Additionally, groups of friends and couples from the age of 40 plus are target groups of e-biking. This is perfect for Mattsee since the average age of the guests is 47 years according to the "guest survey" from 2011 for the Salzburger Seenland (390 completed surveys, done by students of the private university of Schloss Seeburg). So Mattsee already attracts rather elderly people, which are also the source markets for e-biking.
- Furthermore, according to the EURAC research, there has been seen a growing target market lately, called the "cyclotour"-bikers . This term relates to people that like to combine cycling with cultural visits, culinary delights and attractions.

3.3 Current offers in Mattsee:

Currently, there are already multiple existing biking trails in Mattsee and its surrounding areas. Those trails start from 10 kilometers like the Mozart Radweg and go up to nearly 60 kilometers like the Seenland Radweg. For these trails, there are cycling maps available in the tourist office in Mattsee (for the Salzburger Seenland).

Concerning the e-bike rental possibilities:

According to the website mattsee.at there are two possibilities to rent an e-bike in Mattsee:

- The first e-bike rental is Minigolf in der Weyerbucht:

-
- 6 e-bikes available for rent at the moment
 - Opened daily from 9-6 p.m.
 - Costs: 15€ for entire day, 10€ for half a day
 - The second one is Zweirad Grabner Mattsee
 - After calling them it could be found out that they don't even offer any bikes for rent, they only repair them. (This is a mistake on the website of mattsee.at, which should be taken care of since it might lead to confusion of the guests.)

If Mattsee wants to improve the bike tourism within the destination it would be required to improve the following points:

3.4 Signposting:

Mattsee needs to set up signposting in the village itself and in the surrounding to help tourists and bikers to orientate and to increase the visitors.

Signposting is needed within the destination, to mark accommodations, public toilets, restaurants and the center of Mattsee.

Perhaps there is a possibility to make a cooperation with hotels and restaurants, to find some sponsors for the signs, because this would be also a help for restaurants to increase their visitors

Another idea would be to set up warning labels for car drivers, that they are aware of bicycle traffic and to avoid accidents in the village. Also, there is a need to mark biking paths, with km, better than in min, because e-bikers are faster than normal bikers.

There is also the need of information points for bikers' due to the rare opening times of the tourist office, therefore Mattsee should arrange different information points within the village, the best idea would be near the charging stations, with biking maps and information about the village. The improvement of the infrastructure with signpostings has to be done in cooperation with the Salzburger Seenland.

The arrangement of picnic places would be also required. Mattsee should offer them the possibility to relax and to make small breaks. Do not forget to put enough dustbins there, to avoid trash. Possible spots could be at Buchberg where you have an awesome view at the lake Mattsee.

3.5 Availabilities to charge E-Bikes:

It is mandatory that Mattsee offer different availabilities for the E-bikers to charge their bike. This should be done in cooperation with the different stakeholders. Restaurants or Accommodations should offer the bikers power points and spaces for their bikes. In the best case the bikers should consume in return. To charge an E-bike takes in average 1-2 hours, during this time the bikers are looking for entertainment, food or rest anyway. Furthermore, it would be a good idea to combine the charging spots with the information spots for the bikers. It is very important to communicate the different charging spots on the website, with the specific address and the hint that they have to bring their own battery charger. Another possible investment for the future could be charging stations.

At the moment, there are three different types of charging stations on the market.

The e-bike tower offers space for 2 to 4 e-bikes. The bike energy line is set up at a wall and offers space for 1 to 30 e-bikes. The bike energy point is also set up at a wall and offers space for 1 to 4 e-bikes. The big advantage of these charging stations is that they are available for all kind of E-Bikes and people are not forced to bring their own battery charger anymore. Furthermore, there is support for E-charging stations from the Umweltförderung. Support is offered from € 200 to € 10.000 per station. (BMLFUW 2017). The charging stations should be set up at well linked places, near restaurants, hotspots, Fahrtraum or places where people can get a rest, food and can be entertained.

3.6 Biking maps:

There are no online biking maps available, just a written description of different biking tours. Especially for the tours which are going through Mattsee or around Mattsee, like the Obertrumer-Seenroute or the Salz Seen Tour, a biking map is needed. There is already an existing one from Salzburger Seenland, but we recommend creating your own online biking map at the website, to point out the most important spots in Mattsee (bike rental, charging spots etc). Make sure to register your charging spots online at different charging website, also for bikers who at first did not intend to go to Mattsee.

3.7 Bike Accommodations:

It is important that the accommodations in Mattsee are also mentioned as „bike accommodations“ on representative websites such as :

-
- The website of Mattsee itself
 - The website of the Salzburger Seenland Region
 - The website of Salzburger Land
 - Sports & biking websites as Bergfex, slow-bike-tour.com, etc.

Furthermore, it is recommended to provide appropriate storage rooms for e bikes as well as for conventional bikes. Moreover, rooms and facilities for bike equipment need to be given as well. If possible, bike accommodations should also offer charging stations for e bikes in front of or nearby their hotels, bed & breakfasts, etc. to ensure a frequent visitor number and attract more bike tourists.

Finally, technical equipment such as repair kits and cycling maps need to be provided as well to guarantee the most convenient way of biking through and experiencing Mattsee.

3.8 E-Bike Festival Mattsee

To attract potential tourists to come to Mattsee you need to offer them something special which makes Mattsee unique. For that purpose an E-Bike Festival in Mattsee would be perfect. This should be a mix of an e-bike trade fair and a summer festival. e-bike producers and distributors should be invited to present products and current trends regarding e-biking.

This Festival should take place for one weekend – 2 days - at the end of the summer seasons in September. This offers the additional benefit of extending the summer season.

Best practice example: Tirol: E-Bike Festival presented by ElektroRad

This E-Bike Festival takes place for the third time in 2017, in the area of the Kitzbühler Alpen. This Festival lasts for 3 days and is the biggest E-Bike Festival in Austria at the moment. The program is structured as follows: on the first day there is an industry specific convention and congress for consumers and providers. On the second and the third day it is possible to test and enjoy the numerous offers from e-bike specialists, local restaurants and food-trucks, test parkour, coaching-sessions and much more. The whole event offers additionally music, BBQ as well as bonfires.

In the first year this event attracted around 500 visitors. In 2016 there were already 1500 visitors.

Mattsee E-Bike Festival: For the Mattsee E-Bike Festival the suggestion would be to focus on E-Bikes and E-Biking. There should be a presentation of current market trends regarding e-biking by the producers and distributors to the private people and other interested businesses. For the additional entertainment live music and an evening program should be offered. This evening program could be a sunset bike tour including a nice evening around a bonfire on Buchberg. During the day food truck should be part of the festival. Moreover there should be a children's program during the day with a bouncer castle, handicrafts and more so the children are entertained while the parents have the possibility to inform themselves and test the e-bikes. There should be offered organized tours which can be used to show the people the beauty of the region of Mattsee which gives them motivation to return there.

As the walking distances within Mattsee are very short the event can be spread in the whole city centre. The focus should still be along the esplanade of Mattsee. The heart of the event takes place in front of the Schöchler-Werft because there is enough space using the parking spaces and the big grassland. The main location of the event is the esplanade from the Schöchler Werft to the public bathing beach. The main e-bike exposition of the different producers takes place in front of the Schöfflerwerft and also inside the Werft. The presentations can take place in the Fahrtraum museum because they have the necessary electrical equipment. Food trucks are located on the esplanade from the Schöchler-Werft to the bathing beach. On the park in front of the Schöchler-Werft there will be a sitting area to enjoy the food, live music and children's program with a bouncer castle. This gives people the possibility to use the toilet facilities in the Schöchler-Werft. If there should be bad weather Schöchler-Werft can be used as a location for an indoor event.

3.9 Organization:

The whole organizational process should include thinking about infrastructure, food and beverage, and a competition where you could win an e-bike. Concerning the infrastructure there has to be organized a bus connection from and to Salzburg. There must be enough free parking space available during the event. Furthermore the necessary permissions from all stakeholders to use the private and public spaces must be given (e.g. Esplanade, Fahrtraum, Schöchler-Werft...)

For the Food & Beverage part there should be a sitting and dining area in front of the Schöchler-Werft where there is self service only to save staff. You could invite Food trucks for example through community websites like www.foodtrucks-oesterreich.at. Also invite local restaurants

to participate and operate a stand At the sunset tour with the bonfire refreshments and typical bonfire snacks like "Knacker und Steckerlbrot" should be offered. To motivate visitors to visit more places than only the Schöch1-Werft there could be a contest where you can win an e-bike. Therefore they have to visit different places during the event and collect stickers. They get stickers at restaurants, the Buchberg, the Schöch1-Wörtl, etc. These stickers have to be used to create an e-bike pass. At the end this pass can be put in a box and there will be a draw in the end.

A program could be structured as followed:

Saturday		Sunday
Morning:	E-bike convention with presentations of producers and distributors --> for consumers and interested businesses	Guided tour: Mattsee on E-bike Children entertainment Food trucks
Afternoon:	Possibility to test e-bikes Guided e-bike tours Coaching sessions (by producers) Children entertainment Live music Food trucks	Guided Tour exploring the region of SalzbugerSeenland E-bike parkour Win an E-bike competition Children entertainment Live music Food trucks
Evening:	Sunset tour to Buchberg	-

3.10 Finance of Event

To finance the event there are several possibilities to find a sponsor. First of all a local e-bike producer should be contacted and asked to sponsor the event. Other sponsors like local

newspaper, radio channels, financial institutions, biking magazines and sport retailers should be asked. This could finance the marketing in an easy way. There should be no entrance fee, but there can be collected voluntary donation for example for the tour guides.

3.11 Benefits of the event

The idea is not about only hosting the event in Mattsee but to integrate the whole region and as many stakeholders as possible. The main aim of the festival should be to market the destination as a e-bike destination – after you have implemented the necessary facilities needed to fulfil the needs and wants of the e-bikers. The aim should not be to generate revenue. An additional benefit is to attract more visitors at any time of the year not only during the event.

4. Air Sports at Mattsee

In order to combat the challenge of incorporating a flying arena into the general scheme of Mattsee, three main forms of air sports were thought of. Namely being Paragliding, Romantic Ballooning and RC drone/plane racing. The idea of flying lanterns is also introduced as it is cost effective and fits into the general goal of creating a romantic experience and can be incorporated into weddings.

4.1 Potential

Mattsee has the potential to be a well-known air sports destination. Although it does face a few challenges, which will be elaborated on in the deficits section of the paper, the basic foundation is already there. The Flugschule Salzburg offers a professional impression on visitors to Mattsee as they have world-class facilities and well-trained staff with many years of experience. There is still potential to better the English version of their website as it is poor at the moment. The German version of their website also needs general improvement.

There are already competitors that are doing Ballooning around the area, however, Mattsee has the opportunity to cooperate with the romantic Hotel of Seewirt. There is then the opportunity to create packages for couples looking to have a special romantic experience overlooking Mattsee and its surroundings. One of the strongest potentials that Mattsee has would be to enter into the Remote Controlled drone scene and become one of the leading RC drone/plane destinations in Austria. This would be an achievable goal as the idea can easily be implemented

and would not be too expensive, which is a great advantage for Mattsee as there is not a big budget allocation.

4.2 Deficits

The obvious deficit that Mattsee has is the fact that they do not have any high mountains for air sports such as paragliding. The only possibility they have for paragliding is the Buchberg which is a good place for beginners, but more advanced flyers cannot fly for an extended period of time. There is also no airstrip for the possibility of something more adventurous like skydiving, which means that at the moment Mattsee remains one dimensional as it only offers paragliding as an air sport. Another deficit is that the paragliding school is not easily accessible by public transport and is relatively expensive.

4.3 Goals

Mattsee aims to incorporate air sports into their planned sports arena which includes Hiking, Biking and water sports. By linking everything they want to increase the awareness of air sports in Mattsee. Another goal that Mattsee has is to attract businessmen and women to the area and to provide activities during their stay. These activities can be team building activities are just generally fun things to do with colleagues. Linking up with local Hotels can also mean that costs can be split and packages can be created more easily. The ballooning and RC drones could be linked up to Hotels, creating new offers for the Hotels as well as attracting new customers to the relative attractions.

4.4 Projects

Paragliding School “Flugschule Salzburg”

The **first impression** of the *Flugschule Salzburg* is that it is professional with very well qualified staff and high quality equipment for paragliding. Also the offer has a great variety all year round with on site training as well as training holidays to European countries as well as further destinations. The overall **potential** of Mattsee for the aspect of flying is that the Buchberg mountain is quite humble with slopes that are not too steep and it actually represents the perfect environment for starters of paragliding or those who want to practice in an easy surrounding. Moreover, the Paragliding School there is already present and only needs some renovation and enhancement of the company’s website.

When it comes to the aspects that can be **improved**, first to mention is the marketing of the Flugschule, which starts with the online appearance. The company's website has a lot of information to provide, though it needs to be designed in a more appealing way to customers. It is necessary for visitors of the website to have an easy navigation with a clear overview of all the information available, dates, prices, etc. The English version of the website unfortunately shows no information at all, which is a clear need of improvement.

What might as well be a **capability** of the *Flugschule Salzburg* is to target young couples who come to Mattsee for a romantic holiday, e.g. for their honeymoon or maybe just a weekend off to spend at the romantic hotel *Seewirt Mattsee*, also known as "*Kuschlhotel*". Those young customers are more likely to seek for some adrenaline or an adventurous activity. Another idea might be to target businesspeople for incentives and team buildings.

For this project, a registration with platforms offering vouchers for all kinds of activities like *Jochen Schweizer* or *Mydays* would be of importance and help to boost the reach of potential customers. Upcoming costs would therefore be the fees for this registration, a contingent renovation of the facilities and the polishing of the website of *Flugschule Salzburg*.

Romantic Ballooning

First of all, the idea of ballooning came together with the potential focus of Mattsee on romanticism. Since the above-mentioned romantic *Kuschlhotel* is existent at the lake, there might actually be a huge potential for this positioning. Up to now, there is no ballooning station in Mattsee or the surrounding area within the next 30 kilometres. One option would be to establish a new station starting a cooperation with the *Seewirt Hotel* where romantic ballooning could be highly promoted among already existing customers.

Flying Lanterns

Another simple idea to make a romantic holiday in Mattsee special and unique would be flying lanterns with lights inside. This is a highlight used in many destinations or at weddings or special events whatsoever. It is easy to implement and not expensive but yet has a very positive effect on customer experience and for sure leaves great memories.

RC Plane Parkour and Racing on Mattsee

General Concept

RC plane stands for radio-controlled aircraft. The concept is based on the possibility to remotely control flying machines. With the help of a special radio transmitter the operator is enabled to send signals to the plane and therefore determine its flying patterns, as well as angles of landing and take-off's. The flying RC aircraft has started to gain popularity during late 90's, however the real successful market implementation happened after the 2000's. As the significant leap in terms of weight, motor, electronics improvements along with reduction of costs has been accomplished and allowed the market to expand and attract different target groups. Today RC incorporates various activities which are not solely bound by racing and parkour. Moreover, it includes different types of aircraft, such as: drones, quadcopters, classic helicopters and planes. The area of Mattsee has everything necessary for successful implementation of such innovative concept. As it is known, Mattsee offers a diverse arena for a considerable number of activities for different target groups. Thereby, it will most likely be a good idea to combine several aspects of the destination into one specific project or event. The availability of the prosperous lake zones in a close proximity allows to incorporate those water activities with air ones in a quite interesting way in order to attract several target groups and promote destination in a good way. So, the idea is to launch a specific event which includes RC aircraft performance on both water and land surfaces. The event can be held on seasonal, monthly or weekly basis, this will help to reduce the costs while maintaining a good awareness among the customers, both existing and potential ones. Furthermore, there will be necessary to install a certain infrastructure, which is also quite moderate in terms of size, because the installation and maintenance costs have to be taken into account as well. This infrastructure is represented in the form floating platforms of different sizes depending on the nature of the event and activity that is going to be held. As example of such construction, world famous Red Bull launches different sport events including water, air and land activities. During the air race on the real planes they have been using the specific floating constructions on the water surface, which were used as beacons for the participants, so the directions could be clearly seen. Mattsee can implement similar floating constructions of a smaller size, so it fits the RC aircraft. The constructions can be installed on both water and earth surfaces, so several sport arenas can be combined. Also, the idea to pursue more than one activity that includes remote-controlled aircraft will enhance already existing diverse arena of Mattsee. Thus, both parkour and racing activities should be implemented. To get into more details, parkour stands for a diverse and spectacular performance using then radio-controlled flying machines for the sake of the public entertainment. This activity can use the same infrastructure and facilities as racing event. This

will insure the efficient allocation of resources and costs. The participation in the event is not limited by anything aside from the motivation of the potential participant and spectators. The concept of the event launch is based on two different way of the event development. First one includes the aircraft building, which can be done entirely by participants themselves or professionals and then bought or rented by the participants. Second one is the event itself, where the performance starts and everyone has their personal machine on hands. There are no limitations on the entrance, either to spectate or participate aside from the entrance fee which is obligatory. The concept of the RC aircraft racing or parkour implies the use of any radio-controlled aircraft, therefore the modern variations of drones and plane models have been chosen. Drones are quite a new option of an RC machine, it is popular among different layers of age and social group and at the moment is being positioned as a trend, especially among young people. Moreover, it does not require high investments, as it is relatively cheap and obtainable, as well as easily repairable and replaceable. Another significant advantage of drones is that the new models have in their possession the modern cameras, which enables them to film from the flight from the first-person view. This will be highly valuable in terms of promotion and for the advertisement purposes.

4.5 Perspective

Mattsee already has a well-established infrastructure, as well as a certain target group and client base. This can be considered to be a decent base for organizing a new project or developing a new market. As mentioned earlier, RC drone event does not require high investments and an enormous infrastructure, however, what it needs is a motivation and willingness to put some effort into the project. The concept of RC drone racing and parkour has been conceived as an amateur project for people without any professional training or huge packs of knowledge about mechanics of drone and plane models. This is the way it can be started off, although with certain non-monetary investments the project can grow into a strong unique selling preposition for Mattsee which will incorporate different aspects of the destination, as it is positioned as an event where customers will have opportunities to experience diverse pack of activities, services and products Mattsee is able to offer.

Moreover, it is known that Mattsee has already established contacts with similar projects which include the RC plane models. Such connections will help to form and then strengthen the shape of the new offer the destination will have in its possession with the possibility to expand into

more professional and competent sector with the chance of cooperating with other businesses. Cooperation with local business is a good opportunity to reduce the costs and establish good relationships, as well as to attract the necessary people who can be involved into the project and help to develop it from a more qualified perspective. The RC drone racing and parkour event can be successfully used as a catalyst for businesses to promote themselves, as their logos or different banners can be easily installed on the platforms or flying machines themselves. This will help to ensure a decent incentive for business to participate. On the other hand, the companies can use this event as a team building activity for the sake of improving inner team conditions in the multiple departments.

4.6 Costs

The above-mentioned RC drone project does not require huge investments concerning the installation and maintenance sides. The platforms that need to be installed are relatively inexpensive and can be easily stored and maintained throughout the year. However, in order to successfully launch and organize the event certain costs have to be faced. Amongst which are the marketing costs. Being a brand new project, it has to be promoted outside the region so the specific target groups can be attracted. The proper rework of English part of the destination web-site and social media renovations have to be processed for substantial raise of awareness and its further maintenance. Along with the marketing costs, the equipment and infrastructure costs have to be considered. This will include both the investments on the drones or plane models, as well as the platform, which will be used for the performances. The competent staff responsible for the event organization and equipment maintenance in case of unexpected breakdowns should also be financed to avoid any inconveniences concerning the technical aspect of the project. As the event is going to be held on both water and land surfaces the obtainment of the specific permissions allowing the usage of the lake and land facilities must also be taken into account. Thus, the adequate organization planning will reduce the possible risks, as well as unnecessary costs.

4.7 Involvement

As for any project or event, the organization costs have to be invested which is a challenge for every destination facing them. In order to succeed with the financial sides of the RC drone racing preposition, there should be accomplished certain cooperation with local business for the promotional purposes and other organizations involved into the RC drone and plane event

organization, as it is easier to achieve the set goals by cooperating with the companies which have been in the market longer and have more experience in the implied area. Ortsmarketing is a very solid option to get financial support from and has to be considered as well.

4.8 Conclusion

In conclusion, Mattsee has many opportunities to develop as a destination, although there are many challenges that need to be faced. The implementation of these ideas could mean that Mattsee steers away from their competitors as they will be offering unique packages. These ideas need to be acted on quickly as there is the risk that as more time passes, more competitors will have the opportunity to implement these ideas to their own destinations. If Mattsee does decide to act on these ideas there is a great possibility that the destination will prosper.

The RC drone / plane racing and parkour event is a very prosperous and promising area with a very diverse presumable target group which can be successfully implemented on Mattsee. It is able to draw the necessary value from the advantages of the existing destination and its selling preposition while offering more opportunities for future development. Although, it requires time, investments and motivation in order to unleash all the potential of the project.

5. References

- Bulletin – Touristik-Magazin für PraktikerInnen. Wege zum Erfolg. Retrieved 21 May 2012.
- Fuschlsee Salzkammergut. Retrieved from <http://fuschlsee.salzkammergut.at>
- Mondsee Salzkammergut. Retrieved from <http://mondsee.salzkammergut.at>
- Mattsee. (2017). Retrieved from <http://www.mattsee.at>
- Salzburger Seenland. (2017). Retrieved from <http://www.salzburger-seenland.at/erlebnis-freizeit/radfahren.html>
- Wolfgangsee Salzkammergut. Retrieved from <http://wolfgangsee.salzkammergut.at/detail/article/impressum-10.html>
- Flugschule Salzburg. Retrieved from <http://www.flugschule-salzburg.com/en>
- Tutek, E., Gebbie, M., & Chan, K. Y. (2015). Retrieved from Tourism Megatrends: <http://horwathhtl.com/files/2015/12/Tourism-Mega-Trends1.pdf>
- Mills, M. (2017, January 18). Retrieved from Theguardian: <https://www.theguardian.com/travel/2017/jan/18/fatbiking-california-cycling-trend-bigger-than-snowboarding>
- Diego A. (2006) “Taking full advantage of Team Building Events as Event Tourism resources or existing tourist attractions” Northumbria University.
- Magloff L., (2016). Chron “what are the benefits of teambuilding” [Online] available at <http://smallbusiness.chron.com/benefits-team-building-1979.html> accessed on 26-052017
- Liza., (2016). Venture Team Building “Team building activities for teens” [Online] available at <http://www.ventureteambuilding.co.uk/team-building-activities-for-teens/> accessed on 26-052017
- Veal R., (2016). Career Foundry “how to define Persona” [Online] available at <https://careerfoundry.com/en/blog/ux-design/how-to-define-a-user-persona/> accessed on 26-052017
- Copp A., (2016). Hootsuite “10 benefits of social media for businesses” [Online] available at <https://blog.hootsuite.com/social-media-for-business/> accessed on 26-052017
- https://www.umweltfoerderung.at/fileadmin/user_upload/media/umweltfoerderung/Dokumente_Betriebe/Fahrzeuge_Mobilitaet_Verkehr/UFI_Pauschalen_Infoblatt_E-INFRA_PAU.pdf

Beckendorf 2016:

<http://www.bike-eu.com/sales-trends/nieuws/2016/6/austrian-e-mtb-sales-skyrockets-10126670>

Radlobby 2017:

<https://www.radlobby.at/oesterreich/radreiseanalyse-2016-anteil-der-e-bikes-steigt>