

# **A Sustainable Hotel Concept and its Contribution to the City-Hinterland Tourism**

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Master of Business Administration

in Public Governance and Sustainable Development

Submitted to Sabine Sedlacek

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## **AFFIDAVIT**

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## ABSTRACT

The tourism industry is a constantly growing industry worldwide but shows one of the highest levels of wasting valuable resources. In order to counteract this negative development there are already several hotel businesses concentrating on sustainability. Those enterprises can be found in rural or urban regions in Austria but apart from the metropolitan or the countryside areas, the city-hinterland also offers great potential for sustainable tourism development and the best of both worlds. The city hinterland-region of Perchtoldsdorf is an example for such a location which has not been capitalized yet sufficiently. Yet there are not many hotel businesses with innovative concepts in city-hinterland regions that concentrate on implementing and using given resources or seeing the potential of contributing to the region's sustainable tourism development.

On the basis of an innovative sustainable hotel concept with the focus on this region, its environment, economy and social circumstances, this study will identify and answer the research question: How can an innovative sustainable hotel concept contribute actively to sustainable tourism in a city-hinterland region?

The hotel concept includes a wide spectrum of cooperation with the local economy, with the municipality and the local institutions. The goal is to act as a role model enterprise as well as to enhance the opportunity to achieve the most positive effects and benefits.

The hotel concept follows the concept of the "three pillars of sustainability" and is proposed as a prototype in order to be implemented in other similar regions and environments.

The research of this paper includes a case study and an interview guideline. It questions how such a hotel concept could actively contribute to such a specific region. By means of expert interviews of the particular region Perchtoldsdorf, using open-ended questions as well as individual statements it was possible to identify distinct measures as well as particular elements of the concept which clearly define great potential for success.

The research shows that local stakeholders in Perchtoldsdorf have a profound understanding of the importance of sustainability in the hotel industry and the results also show that almost all participants agreed that this sustainable hotel can strongly contribute to the development of sustainable tourism in Perchtoldsdorf and furthermore the research reveals that all interview partners fully agreed that they would support and welcome such a concept in this city-hinterland area.

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# 1 INTRODUCTION

## 1.1. Problem statement

According to the UNWTO World Tourism Organization Barometer in 2017 international tourism grew by 7%. This increase is expected to continue but based on the current trends the growth will only result in 4%-5% in 2018 (UNWTO Barometer, 2018). Also in Austria tourism is following this trend and develops dynamically. This includes not only the major increase or urban tourism destinations but also the rural regions (ÖHV Destinationsstudie, 2016). These identified facts facilitate the problematical increase of mass tourism and the negative move towards quantity instead of quality in the tourism industry.

Against this development there is a shift of demand towards sustainable tourism offers including recreation, nature, cultural and wellness activities but due to the need of protecting our natural resources from wasteful usage and for future generations the importance of sustainability and responsible behaviour in the environmental, economic and social tourism sectors is gaining increasing attention globally. It is necessary to raise awareness of supporting sustainable and environmental measures in our current times. Many industries use resources as if they were limitless and do not care about the consequences. Especially the tourism industry is one of the biggest waste producers in the world which will be investigated in more detail in the literature review of this thesis.

In the tourism industry there is great potential and urgent need to enhance sustainable strategies, measures, environmental friendly concepts, alternative projects and innovative implementations to enhance and to develop the current tourism market.

## 1.2. Motivation Statement

The ambition behind this thesis came up due to several years of studying hotel management and tourism, gaining international work experience and observing the tourism market developments. My personal experience showed that the urban as well as rural tourism industry is already well developed and positioned in the global tourism market. However the idea of my study concentrates on the example of my home town Perchtoldsdorf which is located in a city-hinterland region. City-hinterland regions lay in between the metropolitan environment and the natural country side areas dissemble a multitude of chances for development and offers

the best of both worlds - on the one hand the nearby city experience with its booming tourism and on the other hand the natural surroundings of the region. The combination of urban and rural characteristics offers new opportunities for sustainable tourism development in this city-hinterland niche market.

As a result of the above conditions and findings I followed the idea of planning an innovative sustainable hotel concept which takes all three pillars of sustainability into account. This includes the environmental, the economic and the social elements in tourism.

Many hotels in rural regions as well as in urban territories of Austria already implemented some sustainable elements within in their operations and follow the aim of sustainability but the extend of sustainable measures in this industry should receive much more attention in future.

Taking a closer look at Perchtoldsdorf with its handful of hotels and private accommodations sustainability is no particular focus for the existing businesses.

The aim of my hotel concept is to offer an innovative sustainable hotel focusing on combining the benefits of urban and rural advantages, offering full sustainable experience and including the local environment in the operational activities. This could be a strong driver for a city-hinterland niche market and even create a prototype case for comparable regions.

The purpose of this thesis is to allocate sustainable measures concentrating on all areas of sustainability to make a difference and to become a strong contributor to the positive change of sustainable tourism in city-hinterland regions. All the above raised the following research question: How can an innovative sustainable hotel concept actively contribute to the sustainable tourism in city- hinterland region?

This question sets the scene for my research, which is focusing on the investigation of what particular measures could influence the current sustainable tourism situation and the regional development.

### **1.3 Research approach**

The research goal is to test the hypothesis that such an innovative sustainable hotel concept can achieve a positive impact to sustainable tourism in a city-hinterland region on the basis of a case study. As such the case study offers a first insight into the potential of an innovative sustainable hotel concept for city-hinterland regions.

In the second chapter of the paper the analytical procedure and research approach explored and evaluated primary data. The main topics were sustainable tourism, city-hinterland tourism

and entrepreneurship and innovation in the tourism industry.

After examining the existing literature and documenting the essential findings, the subsequent business concept is presented in chapter three where all core topics are bundled in one hotel example. It provides a plan to concentrate and to implement as many aspects of sustainability as possible. This includes all three pillars of sustainability as well as further innovative approaches for a city- hinterland niche market.

After having presented the hotel concept in a detail a look at the empirical data follows in chapter four. This thesis employs a qualitative research approach and uses a case study with semi structured in-depth interviews with the goal of finding out how such a business concept can actively contribute to a city-hinterland's tourism. Nine experts' interviews with open-ended questions and statements were conducted face to face. The expert interviews cover three stakeholder groups, three interviewees of each group from the environmental, the economic and the social sector of the region Perchtoldsdorf. The aim is to allow the participants to talk freely and to express their perceptions, opinions and experiences in order to better understand the environmental, economic and social demands and to find out whether this business concept offers all necessary aspects to become successful.

In chapter five the interviewees' individual inputs and opinions were also compared and analysed as the basis for the evaluation of the research outcome. The analysis of these interviews provides a deeper insight in how sustainability can contribute to developing a specific area's tourism and how sustainability can be used as a USP.

This chapter also combined all collected primary as well as secondary data and merges the findings in one overall outcome.

The conclusion in the final chapter six summarizes and reviews the empirical findings resulting in answering the research question and hypothesis, reveals limitations of the study and provides recommendations for further research.

## 2 LITERATURE REVIEW

### 2.1 Sustainable tourism

#### 2.1.1. Definition and history of sustainability

The tourism industry is in one of the largest industries worldwide with an enormous impact on the environment, economy, culture and society. At the same time the hotel industry and hotels in general have the most negative impact on the environment compared to any other economy (Sloan et al., 2013). This means that this industry also hides great potential for positive impact and opportunities to develop and improve the current situation as well as future perspectives. This can be achieved by sustainable and environmental consciousness and commitment as well as concrete measures and innovative practices.

The United Nations Environment Program (UNEP) and the WWF defined “sustainability” in 1991: “Improving the quality of human life while living within the carrying capacity of supporting ecosystems” and in 1992 the economic and socio-cultural factors were added (Sloan et al., 2013). According to the Oxford Dictionary, sustainability is defined as “avoidance of the depletion of natural resources in order to maintain an ecological balance” (Oxford Dictionaries, 2018) and in the Longman Active Study Dictionary again as “begin able to continue, especially without destroying the environment (Longman Active Study Dictionary, 2004).

However one of the most recognized definitions was presented by the United Nations World Commission on Environment and Development (WCED) in 1987 and their report defines sustainability as “sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” (WCED, 1987). All those definitions represent and follow the same overall goals and have the same perspectives and ideals about what sustainability stands for. Measures to reach those aims can be implemented and applied in different industries

Taking a closer look at the particular term “sustainable tourism” the World Tourism Organization (UNWTO) defines it as follows: “Tourism that takes full account of its current and future environmental, economic and social impacts, addressing the needs of visitors, the industry, the environment and host communities.” (UNEPTO, 2005). A sustainable hospitality operation defines itself by managing the given resources responsibly by including economic, social and environmental aspects to achieve the most beneficial sustainable outcome in order to support

and protect the current as well as the future environment and generations (Sloan et al. 2013). It's the ability of a business to reduce pollution and to deliberate on the management of natural resources (Esty & Simmons, 2011). Sustainable tourism proved huge effort to combine and to achieve all aspects mentioned above within its industry. It pursues to minimize negative environmental, social as well economic impact which will be explained in more detail in the following chapter. The goal is to develop and to improve the industry and all its components. Sustainable tourism concerns all types of tourism including business and leisure tourism as well as visitors.

Sustainability in general though appears to also has critics due to a great number of different interpretations of sustainability. It is difficult to identify whether a product or an organization is seriously sustainable or not (Lansing & De Vries, 2007). Critics often use the word "greenwashing" in order to describe the abuse of untruthful and fake sustainable practices. Getting accused of greenwashing can have capital effects on a business reputation, appearance and success. Following a clear and consistent sustainable marketing strategy for example could be one way to avoid such accusations. In general among the consumers the interest and support for sustainable development is growing but there are still critics which deplore such concept as vague but at the same time complain about the limited amount of sustainable models out there (Whellams & Mac Donald, 2007).

Therefore as an enterprise representing a sustainable structure it is very important to act transparently and to provide as much information as possible in order to convince the public and the consumers of the implemented sustainable measures and actions.

### 2.1.2 Importance in the tourism industry

As of today, there is no near end of negative impact on the environment and the world keeps using its resources as if they were unlimited. The economy is greatly responsible for those negative environmental effect due to the fact that it has supported the increase of mass production, using non-renewable resources and producing millions of tons of waste each year (Munier, 2005). According to the UNWTO the tourism and hospitality industry is known as one of the fastest growing and developing industries and economic sectors worldwide (UNWTO, 2018). Waste and environmental risks are often not directly connected with hospitality and tourism industries but unfortunately it is proven that most of the hotels in the world are great polluters and waste producers (Sloan et al. 2013). The main challenge today is to find a con-

nection and to merge development and the growth of the tourism industry and at the same time support the protection of the planet and sustainable measures. The difficulty though is that many companies believe that such sustainable measures might harm their economic performance and their economic status but only by implementing sustainable behaviour such hazards can be reduced and converted into something positive and beneficial for a company (Esty & Winston, 2009).

According to the UNWTO the effort to minimize negative environmental impact is gradually gaining importance in the tourism sector (UNWTO, 2017). Today already almost 80% of all European hotels are participating somehow in environmental protective projects and activities. The most popular fields are energy and water saving, green purchasing and minimization of waste. The International Hotel & Restaurant Association (IH&RA) presented a set of sustainable practices focusing on energy, water and other natural resources conservation, increasing recycling and encouraging the use of sustainable materials and alternative energy sources (International Hotel & Restaurant Association, 2016). Other organizations also created guidelines or principles which show that awareness and interest for sustainability is growing. But the overall process of implementing sustainability in a cooperate environment and practices is still in its early starting phase (Sloan et al. 2013).

However a remarkable potential for development and improvement can be seen and therefore it deserves a closer investigation of its possibilities. When looking at the whole picture it is necessary to include the entire value chain of a hotel's operations. Starting with the building construction, the furnishing of the property, the waste management system all areas of a hotel, the Food and Beverage (F&B) management, daily operations, the hotel's environment, the society and the company's profitability. All aspects are connected with each other and have to cooperate with each other (Sloan et al. 2013).

In 1997 the triple bottom line (TBL) was introduced for the first time. It focuses not only on the economic performance of a business but also on the social and environmental performance to reach total sustainability (Blackburn, 2007).

They are also called the three dimensions of sustainability and include:

- the environmental dimension
- the economic dimension and
- the social dimension.

The environmental dimension takes a close look on the ecological footprint an organization leaves behind connected to its operations, the facilities and companies' products. The goal is to minimize all activities which could have a negative effect on the environment and its resources and which could cause short or long-term environmental damage. Instead the focus should lie on implementing a sustainable operational structure and supporting the natural diversity.

The economic dimension describes the goal of profit and to maximizing commercial success. What the touristic enterprises should learn is that environmental sustainability could also contribute to saving costs. Implementing an intelligent waste management system, using an upcycling strategy and implement energy efficient facilities can already lead to increased profitability of a company and assuring an efficient and fair employee structure. Also beneficial collaborations, useful relationships with other stakeholders and targeted public relations can be the positive outcome of a sustainable management culture.

The social dimension contains the key responsibility of a company's impact on society. The main objective is to positively contribute to society and if possible to the local structures. This includes fields like health, social justice, human and labour rights, equal opportunities, skills and education, workplace safety and job conditions but it also respects incorporating communities, promoting social as well as cultural variety and training staff sustainable methods. It is necessary for a sustainable business to evaluate and to understand its social environment and then to decide about the impact of its operations in order to develop and to increase the positive influence on individuals and the community (Goodwin, 2011).

Sustainability can also offer competitive advantages. In contrast to ordinary hotels and competitors, companies with sustainable attributes and initiatives can create a better image value and reach competitive advantage compared to others (Esty & Winston, 2009). The competitive advantages of sustainable and responsible marketing primarily lie in the ability to differentiate from other concepts and businesses which can attract potential investors. It also has the benefit of creating customer loyalism and qualitative recognition value on the market and not to underestimate the innovative and creative identification compared to other competitors. Last but not least it also has the power to build a strong brand image, develops well trained and committed employees, satisfied customers and the chance to save costs for the hotel (Sloan et al. 2013). But in order to distinguish from others and to stay competitive it is necessary to continuously work and improve the business concept and its positioning. Innovative ideas, modern technology and creative thinking are essential.

If a company is implementing sustainable operational enhancements it is not enough though to only implement the one or the other single change. In order to use sustainability as a competitive advantage and a unique selling point several features have to be considered which the following subchapter investigates further.

### 2.1.3. Sustainability as an USP and competitive advantage

There are different tools and measures which have the power to influence a products sustainable performance. In this following chapter several strategies, instruments and options to implement sustainability as a competitive advantage are explained.

Waste Management for example is one of the most common and known sustainable action. Yearly over one billion tons of waste is produced in Europe only. The hospitality branch as a large waste producing industry has the opportunity to make a difference against competitors by focusing on minimizing waste and implementing for example a recycling structure, use of eco-friendly products and the use of regional suppliers. Concentrating on reusing, recycling and reducing waste in daily operations supports the preservation of resources for the further generations. Overall the most important criterion is reducing the usage and disposing it correctly (Radwan, R.I et al., 2010).

There are different tactics to avoid or to minimize waste production. If a hotel works with suppliers from the local area it can be possible to utilize reusable delivering and packing material. Also deciding for eco-friendly products for the hotel contributes to reducing waste. Another effective method is to decide for recycled articles, second hand items or upcycled furniture and equipment which give those products a new life instead of buying always new ones. This way of handling waste management avoids that more waste gets produced and at the same time it saves natural resources.

Reusing materials as much as possible is a creative and very effective way of minimizing waste. Reusing different items and textiles and creating something new out of it in order to use it many times again.

Recycling is another approach and a very well-known way of supporting waste management. Using products made of secondary materials and disposing them in the correct disposing station for creating another product out of it with the same material is one way to recycle.

Recycling has the advantage that it protects natural resources, saves energy and avoids that more pollution and greenhouse gases are produced.



This can also be implemented relatively easy in the F&B operations of a hotel as long as the necessary facilities are given to do so (Sloan et al., 2013).

In many cases also outsourcing can be an effective option to minimize waste but also to reduce costs on a daily basis. Outsourcing dry cleaning and laundry services for example helps to save water, detergents, energy and possible additional staff. Implementation of a water, heating and energy saving policy within a hotel structure could be another possible way to contribute positively (Goodwin, 2011).

Implementing waste reduction in a hotel business is connected with challenges but it is possible as long as motivation, enthusiasm and the necessary resources are provided by the hotel organization. Active entrepreneurship and leadership with an internal waste production analysis and an adequate waste management system are the crucial elements to realize a waste reduction concept successfully.

The meaning of sustainable food and beverage (F&B) management is used to describe products which do not need additional natural resources for its production. Sustainable groceries are often more expensive but are very welcome by customers who want to know more about the history of the products, where they come from, how they were produced and by whom, if they are organic or handmade (Sloan et al. 2013). Furthermore it is vital to understand how the products are manufactured and what kind of ingredients are used in order to be as sustainable as possible.

Using local suppliers and producers a hotel offers the possibility to implement a sustainable F&B environment supporting the local economy at the same time. Cooking meals with only seasonal products also shows different sustainable effects. Not only that seasonality and the value of seasonal products gets strengthened but the variety of different tastes at different times of the year gets promoted and also results in saving local cooking traditions (Gordon W., 2002).

There are already different international wine producers for example which aim to support the environmental, social as well as the economic sustainable environment. There are different kinds of sustainable wine producing methods and products to be found on the market: organic, biodynamic and vegan - and all three categories follow different sustainable indicators which make it possible to decide what the customers might prefer mostly (Sloan et al. 2013).

Responsible sustainable marketing of hotels is another key aspect. Traditional marketing strategies follow the four Ps (product, price, place and promotion) but often neglect sustainability

and do not consider how many resources are used and how much waste gets produced through conventional marketing and public relation activities. The purpose of sustainable also called responsible marketing has still the same goal. Selling successfully the product but with the additional focus nowadays to also satisfy customers and not to follow the principles of the four Ps only (Goodwin, 2011).

Customers want to be satisfied with their purchase and with their growing concern about the environment, green and sustainable aspects of a product can facilitate this satisfaction (Moreo, 2008). Responsible marketing includes the aim of minimizing the environmental impact of products and services, ethical public relations and sustainable branding by ones entrepreneurial activity. The new four Ps are: people, planet, profit and progress. They support the goals of sustainability and meet the demands of the growing number of customers who are more and more interested in knowing as much as possible about their preferred products before buying them – this creates building a customer foundation on quality and trust. There are different types of responsible marketing which can be implemented in a business marketing concept but not all strategies fit to all companies, places or in all circumstances (Esty & Winston 2009).

Cause-related marketing is a well-known form which includes reduced prices or charity services as successful strategies that can lead to the increase of revenue and the public product image. It can also include incentives for voluntary contribution, products or services. This again can create an emotional bond for consumers with the product and the brand (Sloan et al., 2013). And it focuses on the reconsideration of the typical marketing patterns embedded in companies for positioning on the market, image perception, customer expectation of the product and green marketing (Kotler & Armstrong, 2010).

This is only possible if the hotel takes in consideration that its specific way of marketing has an effect on several areas. Responsible sustainable marketing has great influence and strives to develop an ethical responsibility to spread the understanding of its importance and power. It is not only an addition to the typical marketing strategies, it also has the ability to change the overall perception and philosophy of a product (Sloan et al. 2013).

Using responsible marketing strategies can create value and gain competitive advantage as well as positive reputation, customer loyalty and employee's commitment (Esty & Winston , 2009).

In order to design a sustainable marketing concept and to create a responsible strategy several principles have to be taken into account. First of all the entire corporate structure must be committed and has to identify itself with the sustainable standards. Once the cooperate level

agrees and executes its sustainable behaviours also the products and services in the hotel must focus on sustainable and eco-friendly practices. The entire structure has to be credible and straight forward about the production process and services (Sloan et al. 2013).

There are different ways of how responsible sustainable marketing practices can be implemented in a business. Packaging is one of them which a hotel should have a close eye on and should try to minimize the use of packaging material as much as possible. This also affects suppliers. Their practices should be analysed before cooperation are made. If packaging is unavoidable possible recycling or re-usage options should be preferable.

Pricing should be fair and should reflect all financial benefits the business might gain through sustainable behaviour (Dahlstrom, 2011). Also transportation and distribution have an environmental influence. This applies to private transportation but also to supply transportation. Therefore it should be evaluated if there are public transportation option and where products for the business are from. Focusing on, local, regional and close by producers would minimize the problem of long distance distribution (Dahlstrom, 2011).

Quality vs. quantity is the rule. The focus should be to concentrate on the quality of the products rather than the quantity in order to achieve a long lasting effect. Also training and education should be provided to employees to guarantee sustainable practices in a hotel.

Another important factor is the environmental information. It stands for the successful alliance between the environmental management system, politics and the hotel business demands. Only if the cooperation between those factors is working together it can create a positive outcome for the whole enterprise.

Promotion of sustainable goals, achievements and initiatives should be communicated to the public in order to raise awareness and to increase public relations but it should be always done with caution as it could also have a negative effect if not done carefully (Sloan et al. 2013).

It is necessary to create a commercial communication strategy to have the most efficient publicity outcome which should strengthen and foster the sustainable hotel brand. This strategy should include active dialogue communication with customers, the willingness to listen to them and to create dialogue platforms and responsible reporting of all actions.

Apart from the outside communication, the internal communication is very important in order to create a solid team spirit and a common base of knowledge about the brand identity and the corporate operations. Without successful and positive teamwork the business can never achieve its full potential of success (Dahlstrom, 2011).

## 2.2 City-hinterland tourism

### 2.2.2 Definition of urban and rural tourism

Tourism itself is essential for Austria's economy in each part of the country even though it is important to understand that not every kind of tourism is suitable for every region. Different regions attract different kinds of tourists. In general tourism gets divided into two kinds of industries: The urban and the rural tourism (Roberts & Hall, 2003).

First of all the meaning of "urban tourism" has to be clarified. This kind of tourism is located and developed inside cities, smaller as well as metropolitan ones, and in the urban sites of the rural areas. Cities are the most visited tourism destinations worldwide. And especially city tourism has grown internationally because of increased living standards and the wish of many people to travel more often all over the globe. (Page & Hall, 2003).

Urban tourism shows many different characteristics such as the great pool of different activities. This includes historic and cultural entertainment as well as modern sights. City tourism is dominated by business related travellers and those who are attracted by urban activities and events. City tourism is very dynamic and delivers a wide range of hospitality offered for all types of guests (Ryan & Page, 2000). At the same time urban tourism creates positive as well as negative impact in different areas. In order to evaluate the urban tourism's impact it has to be divided into different target segments (Mathieson A. and Wall G., 1982).

The following paragraphs will describe the environmental, the economic and the social impact. Urban tourism has the power to stimulate and develop the economic impact in cities. It also contributes to preserving historic architecture which needs huge investments. The tourism industry rises the encouragement for new business opportunities and entrepreneurs to become active and this supports the employment situation of a city. Last but not least tourism is a dynamic taker when it comes to structural improvements (Page & Hall, 2003).

Another very important influence results from the social and cultural impact. This can affect community and local institutions as well as residents and their behaviour. It can contribute to changes in value system, individual behaviour, lifestyle, safety, creativity, as well as traditions and relation between tourist and locals (Page & Hall, 2003).

The environmental impact is another influencer which has to be considered. Tourism needs to create harmony and symbioses with the environment and this can result in a positive as well as in a negative environmental impact that may effectuate overcrowding of areas and traffic agglomeration and overload. As far as tourism design and recreation is concerned, it is relevant

to collect all basic data and necessary information about the region to avoid creating negative impact through touristic offers and challenging possible rejection by the residents. It is evident there are also possible negative impacts which can influence and threaten city tourism like other tourism environments such as rural areas and their offers for example (Archer, B. and Cooper, C., 1994). For example contribution to minimize waste production, the commitment to environmental aims and reducing negative impact, application of sustainability and implementation of reducing resource principles as well as more reusing materials and keeping an eye on packaging and agreeing to recycling systems could be tools to regulate and to have a positively share in impact control (Page & Hall, 2003).

The counterpart of urban tourism is the rural tourism which will be identified and described in the following paragraph.

Rural tourism is located in the countryside areas respectively in small towns in the regions outside of cities. Due to the fact that certain non-rural tourism activities - for example theme parks – are located on the countryside and aren't connected at all with rural tourism it may causes uncertainties to clearly define "rural".

There are three characteristics which can define rural areas. First there is the size of population. In Austria a criterion of a maximum number of one thousand inhabitants in a region is set to call it a rural area (Roberts & Hall, 2001). Rural tourism characteristics would include small family sized businesses including a lot of tourism related activities in a compact local business structure, with restrictions on infrastructure and construction as well as with public control of the environment and resources.

Land usage and its economy is another criterion which contributes to defining rural areas. Traditional agricultural as well as foresting businesses are characteristics which play an important economic role for rural regions. They also have a character which the tourism industry can benefit from, they award diversity and the potential for further rural tourism development (Roberts & Hall, 2001).

The third criterion is the traditional social environment. Fostered and maintained traditions and values are the rural inhabitants' treasure, these people are mostly very proud of. This includes the appraisal of community, local rather than international objectives and a slower way of living, a closer relationship to nature and a less consume driven manner.

Those characteristics exist in a close contact with nature emphasizing traditions and culture of the region. An EuroBarometer from 1998 showed that about twenty-three percent of the Eu-

European tourists spend their yearly holidays on the countryside and rural activities make a good portion of tourism in every country (Roberts & Hall, 2001).

Rural tourists are attracted by visiting traditional and local places to experience the pure and traditional lifestyle of a country preferably when smartly and carefully those tourists can again contribute to the development of those regions. At the same time there exist risks and dangers because a bigger number of guests can even cause quite some damage to the heritage and environment (Butler & Hall, 1998).

### 2.2.3 Comparison of rural and urban tourism

There are several similarities between urban and rural tourism which create competitive opportunities in the hospitality industry of a country. Both tourism areas follow mutual economic, social and political structures and are continuously growing and so do recreational activities and outdoor opportunities. There is a wide range of culture and sights offered to visitors which creates a big pool of attractions to promote a certain region. Urban as well as rural tourism is quite adaptable to different tourism demands and circumstances which give both industry environments a similar competitive position. Apart from fields that are alike, there are of course also many distinctions between urban and rural tourism.

First to mention is the overall capacity and population. One can name a great range of differences and prospects. City tourism can be perceived as crowded and implies the possibility of mass tourism whereas rural tourism is often connected with privacy and ease on the countryside. Whereas the infrastructure is more advanced in urban areas than in rural environments. Another major disparity can be the level of product prices which partly results from the higher quality of the products in rural areas.

Due to the fact that both tourism types represent two different kind of end products it is a must to address the specific offers to the specific customer target groups and to create the exactly fitting marketing strategy accordingly. Even though both types follow the same aim - the concepts are very different. For example the diverse landscape and environment given. Both kind of tourism types have different impacts and power on its surrounding and even on each other.

A contrast of rural to urban tourism is that the smaller and less people live in a rural area the more likely it is that it rises interest and attracts rural tourist.

#### 2.2.4 Definition city-hinterland tourism

City-hinterland also called borderland or fringe area describes the region which lays between urban and rural areas. Cities are usually defined by its districts' breakdown including postal codes around a city centre. The size and geographical space of a city depends on the number of inhabitants and residential areas. This also includes suburbs which are bordering districts to the city centre radius. Hinterland however is a non-urban area located in a travel-to-work radius of a city. This differs from city to city and can vary up to 60 km of distance to the urban area. The rural regions countervail the remaining areas of the country (Centreforcities, 2018).

#### 2.2.5 City-hinterland: Region of Perchtoldsdorf as an example

An example for a city-hinterland region is the town Perchtoldsdorf and its environment and neighbourhood. This town is located directly on the border of Austria's capital Vienna and well connected to several public transportation opportunities like the commuter railway, bus, underground and tram system to reach the city locations as well as the countryside (Perchtoldsdorf 2018).

Since 1140 the town's name is "Perchtoldsdorf", it has a beautiful castle as the town's landmark which was erected in 14<sup>th</sup> century and the attendant peel was completed in 1521. Still today the castle and the tower are the centre and the heart of the town – perfectly renovated as a modern conference and successful event centre (Burg Perchtoldsdorf, 2018).

The area of the town counts about 12,6 km<sup>2</sup> and the latest statistics from the year 2017 shows 17.877 inhabitants which build the local community. The township including the mayor and the town council is in charge of public governance and all policies fields. This includes a high involvement in environmental, social and economic issues. Apart from all facts and figures this town has a long history and so do its buildings, its environment and its development. Today Perchtoldsdorf offers quite an impressive range of architectural and historical attractions (Perchtoldsdorf Kultur, 2018). An essential part of the community life the cultural activities deliver to all citizens and at the same time to all guests. This includes a theatre festival, plays, literature and readings, concerts, music schools, art galleries, museums, memorials and traditional as well as modern events which take place mostly in the castle or in the outdoor areas around throughout the year (Perchtoldsdorf Veranstaltungen, 2018).

Additionally Perchtoldsdorf has a great variety of other activities to offer. With its location adjacent to the "Wienerwald" forests as well as to the thermal region of lower Austria the

town is surrounded by attractive nature, woods, vineyards, range lands and fields. This features a great foundation for a remarkable biodiversity of animals and plants. The protected landscape of Perchtoldsdorf “Heide” and “Fischerwiesen” is part of the region taking care of over 300 plants and more than 1000 animal species which are endangered and require conservation. (Fischerwiesen, 2018). Perchtoldsdorf is maintaining and putting a lot of effort in the sustainable development of the town and the region and want to strengthen the environment (Perchtoldsdorfer Heide, 2018).

For active people in spring, summer and fall there many different trails from the city centre directly across the near nature leading to the protected national park “Föhrenwald” for example or to the highest point at the Josefsware in 576 m height which offers a wonderful panorama and delicious food and beverages in one of the traditional cabins of the woods.

The area offers many different trails designed for walkers, strollers, hikers, bikers and joggers to explore the local country and the surrounding villages and regions. Perchtoldsdorf offers free e-bikes and e-car transportation opportunities.

In summer Perchtoldsdorf also offers swimming as well as horse-riding opportunities and in winter one can visit the local ice-skating rink or can go curling, sledding or taking a sauna in the local leisure centre and other facilities in the area (Perchtoldsdorf Freizeit, 2018).

Apart from sportive and cultural activities Perchtoldsdorf is also well known for its vineyards and wine producers. Currently the town offers 44 traditional “Heuriger” which does not include the several further locations in the neighbourhood villages.

“Heuriger” is the name for the most traditional wine which means the last years vintage. And it is the identical name for the traditional local wine restaurants, run by the local wine farmers, offering traditional food and beverages and opportunity to get together to enjoy time with family and friends. „Heuriger“ represents an important part of the local lifestyle of Perchtoldsdorf bringing together citizens and guests. The winegrowing culture has a great history and also is a relevant economical factor for the whole region (Perchtoldsdorf Wein, 2018).

Next to local vineries there are also other restaurants, cafés, bakeries and public spaces one can enjoy time off and the charming surrounding and characteristics of this town.



## **2.3 Entrepreneurship and innovation in the tourism industry**

### **2.3.1 Definition of entrepreneurship**

The term entrepreneurship was already created in the 18<sup>th</sup> century (Coulter, 2001). In order to understand the meaning of entrepreneurship one should know that there are several characteristics which describe the personality of an entrepreneurial business. Because there are different forms of understanding and many variable qualities picturing entrepreneurship it is not possible to standardize one definition only (Lee-Ross & Lashley, 2009).

A business' characteristics and its corporate behaviour are two elements playing an important role in entrepreneurship. They are describing the business overall and its individual appearance. There are also different features an entrepreneur brings along such as opportunity driven, motivated, skilled, confident and fearless of failure.

Another key fragment in becoming an entrepreneur is to find a suitable and open market position. Also it is important is to find characteristics which differentiate from the competition's. Areas such as political, economic and social as well as technological environments should also be considered in the field of entrepreneurship.

In general there is no formula whether a business will be successful or not but there are basic steps which should be made before deciding for an entrepreneurial idea.

The first step is to initiate the move from idea to concept. The overall concept and its surroundings must be defined and evaluated before starting a new business. This should happen by elaborating a detailed feasibility study, creating a concrete business plan including a structured market analysis and a marketing concept. Only once those steps are compiled and their results are taken into account a decision can be made (Lee-Ross & Lashley, 2009).

Of course there are several aspects of becoming an entrepreneur such as independency, creativity, status achievement, potential to effectuate and to accomplish substantial financial outcome.

There are also different possibilities and reasons for the risk of failure such as lack of managerial knowhow, missing business experience and insufficiently thought through business planning. But also various influencers such as environmental, political and social circumstances can be the reason for an entrepreneur not to succeed with the original business idea.

The field of hospitality is a well-known business environment for such failure. A reason for that is that people with the idea of owning a restaurant or hotel fancy this picture in their heads but they do not imagine it to be real hard work.

The hospitality industry has great room for small and medium businesses which makes it easy to enter this market with an attractive entrepreneurial idea (Ateljevic & Page, 2009). But of course it takes more than just starting a new business to be successful.

Creativity is a very powerful key attribute of entrepreneurship and can be found in many best practices of the hospitality and hotel industry. Logos, interior, presentation and marketing of a product are embossed by creative ideas and visions. It creates and arouses emotions, identifies and presides a products' personality, plays a core role for differentiation and has an essential competitive advantage in the hospitality industry (Kirby, 2003).

Creativity only may not invent a new product but it has the strong ability to reconfigure resources and practices as well as the power to support the development or the enhancement of a product. Creativity and innovation are often used and perceived with an equal value (Davił et al., 2006). But still there is a clear difference between the two which will be explained in the following paragraphs.

### 2.3.2 Definition of innovation

Creativity and innovation have a great bond. Creativity is very important for entrepreneurship but has a different effect in business than innovation has. The role of innovation is to successfully bring a creative idea and concept on the market (Lee-Ross & Lashley, 2009). Amabile Conti and Coon again saying "All innovation begins with creative ideas ... We consider innovation as the successful implementation of creative ideas within an organization. In this view, creativity by individuals and teams is a starting point for innovation; the first is the necessary but not sufficient condition for the second" (Amabile, Conti and Coon, 1996, p. 1154-1155).

First one must come up with a creative idea, with the right tools and skills to execute it successfully. The process behind the idea is crucial in order to call the product in the end innovative. To be different and to create a strong market position it is necessary to think creative, innovative and entrepreneurial at the same time. With a combination of all three in one idea, great potential is offered to be successful and to effectuate market and product change (Lee-Ross & Lashley, 2009).

### 2.3.3 Sustainable entrepreneurship and innovation

Sustainable entrepreneurship has become more popular in the past years and more and more businesses follow the example of sustainable behaviour and principles (Nicolopoulou et al. 2017). Also hotels are more involved in sustainability than they were before. It depends on

what the primarily driving forces are for an entrepreneur. In most cases it is not only the financial profit to be the key perspective of a business but also taking a direct personal influence on development and contribution is a dominant motivator. A sustainable entrepreneur is concerned about natural resources of a region, sustainability of its resources and thrives to develop a community based economy (Lee-Ross & Lashley, 2009). Combining entrepreneurial and innovative thinking with sustainable objectives and goals offers a possible niche market as well as new opportunities in the hospitality and tourism industry

#### 2.3.4 Trends and development in the tourism industry

There is a list of trends and opportunities which stimulate the tourism market and contribute its development.

Firstly sustainable tourism shows a positive trend in nowadays tourism industry (Willard, 2005). It reflects the interaction between the people's demands and the given environment, the resources and nature. The principles are

- preservation and maintenance of ecological conditions and
- keeping and fostering resources for the present and the future generations.

The concept of sustainable tourism itself is not new but in our times it has achieved a strong reversal of the goals in the management and the planning aspects.

Sustainable processes and economic developments do not compete but complement another if a spirit of win-win is recognized by the relevant stakeholders (Wahab & Pigram, 2004).

Tourism should principally concentrate on sustainable concepts, practices and processes since its entity relies on the upkeep of environmental quality and resources as well as economic and tourists' demands which are decisive for the success of the tourism industry and its further growth. Also volunteering and solidarity based support is not only a trend but already characteristic for many citizens who wish to be part of society's processes that concern them.

Examples are the outdoor recreation and natural resource management activities which already represent a today's trend in the tourism industry. Likewise education is an important measure recommended to raise awareness at all citizens by teaching students and the next generations how to maintain and to govern resources in highest social responsibility (Gartner & Lime, 2004).

Other trends for qualitative and strong attributes of rural tourism are for example personal contact to the population, authenticity rural life style, cultural heritage, living traditions and individualism. These are important strengths and are the reasons for a big number of tourists

to spend their vacation in rural areas – therefore it seems to be evident: Rural tourism becomes fashionable again.

There are also predicaments which might influence the further rural development. For example the fact that land prices have fallen, different services have been outsourced to urban areas and the youth is moving out of the small towns into bigger cities. But at the same time new opportunities for rural tourism improvement exist. Transportation and communication movement, new technologies, the fear of crime and pollution in cities and the retirement margin make more and more people preferring to move to rural areas and by that increasing the tourism potential there. Tourism can enhance the local economy in rural environments and many rural communities already see that potential. Preserving valuable rural natural and human heritage for future generations offers new economic opportunities together with growing employment chances.

Rural tourism development attracts also new implications such as increase of competition on the market, creation of new cooperation and partnerships, market growth together with newly developed product ideas targeting rural tourism, evolution of the real estate industry and preservation of the cultural heritage. All that becomes vital and sustainability and will play an important role (Gartner & Lime, 2004).

One more trend shows that communities intend to connect natural, authentic, historical and cultural resources with different stakeholders and other economic players in order to create efficient joint tourism developments. The public interest in the decision making process can be possibly a positive contributor. The goal is to strengthen the social, environmental and economic status of a community and to haul out the most out of various partnerships (Hall & Richards, 2000). Community involvement can lead to remarkable benefits for future local or regional development such as empowerment of stakeholders, increasing chances for long term investments, a better understanding of the history, culture and natural resources by the local population, protection of endangered resources, implementation of strategies that minimize negative impact respectively increase and improve resident amenities, share resources in the community, keep economic profits within the community and can help to better understand the close relationship between, the local community, environment and its resources (Goodwin, 2011). The principles of such developments rely on the fundamental shift of roles and circumstances within a community. The change from competitive to cooperative principles is decisive to reach a win-win outcome. The common goal and the united perception is the key to community driven tourism success. This includes stakeholders such as land managers, tourism professionals, community planners, players who appreciate traditional values, keep an eye on perception and the role of professionals and believe in public processes. A joint perception

within community cooperation has the potential for positive long term recognition and benefits in all tourism levels. This might be tested before entering the overall community tourism market, to first recognize the demand of tourists as well as residents in a tourism developing environment (Gartner, 2004).

Another trend is the linkage between health and tourism which was created already in the nineties and developed for wellness holidays. This trend is still growing and becomes more and more attractive to tourists nowadays. Seeking for a better quality of life is a great motivator for tourists to enjoy a peaceful and relaxing wellness and spa vacation (Csirmaza & Pető, 2015).

Increased stress and more intense working conditions are further reasons for people to cherish their vacation and time off more and more. Wellbeing and health care come to the fore and rise in value for tourists. Also increasing age and life expectation together with a growing span of life rises the interest in health tourism in future. Especially retired people today are much interested in fitness and health tourism offers as they actively care for their physical and mental fitness and also feel younger than they are. More and more travellers are also looking for destinations with a focus on the balance between human and nature. This evolvement of health tourism also includes a healthy natural environment by cooperating with nature and outdoor providers (Gartner, 2004).

Another very important trend results from the new Information technology which plays an essential role in tourism development – it is the development of internet. This enables not only tourists to research, decide and to purchase products and services by themselves but also offers suppliers of the hospitality industry new chances to distribute, market and sell their products internationally (Xiang et al., 2014). Internet together with social media already became substantial tools to connect customers and suppliers in the whole world which constantly develop further and provide new opportunities for tourism, hotel marketing and management. Thanks to information technology innovative enterprises have to conclude customers' expectations with services of increased quality more efficient than ever. Small and medium businesses are motivated to follow this trend continuously in order to create and canvass their services and niche products to strengthen their competitiveness on the market as well as their attractiveness and level of brand awareness (Gartner, 2004).

Also cultural tourism is one of the strongest trends and driving forces for tourism worldwide (Cultural Tourism, 2017). Culture plays a role in almost any trip abroad and this causes a

growth demand in the tourism industry by increasing desires to learn and experience new things. Developing and promoting cultural tourism is supported strongly by new media and online information sources that make it easy to find out any cultural attraction. By establishing a good collaboration between tourism and cultural community successful results for both worlds can be achieved (Richards, 2007).

In the following chapter three an innovative sustainable hotel concept will be introduced. This concept combines and interlinks the above mentioned main topics and issues in chapter two. It shall also represent a prototype model of a sustainable enterprise accommodating as many approaches as possible by implementing various sustainable measures, services and tools deviated from the “three pillars of sustainability”. The concept describes in detail its mission and vision, products and values, operations, services and USPs, prospective target markets, management structure, its marketing strategies, SWOT analysis, its competition analysis and provides overview of further development and financial aspects.

### 3 SUSTAINABLE AND INNOVATIVE HOTEL BUSINESS CONCEPT



#### 3.1 Mission and vision

The mission of the hotel concept is to create an innovative business concept which contributes to the development sustainable tourism in a city-hinterland region.

The idea is to realize this specific hotel in a niche market offering on the one hand rural atmosphere, nature and local characteristics and on the other hand the dynamic metropole of Vienna. Combining those two worlds introduces a new form of sophisticated and sustainable hotel claim.

The hotel concept's vision is to become a modern and up to date business in a traditional city-hinterland location, transferring something old into something new, by implementing innovative and sustainable measures. Through responsible execution of sustainable practices the hotel concept strives to contribute to sustainable tourism.

The goal is to be a prototype for other hotels in comparable city-hinterland regions.

#### 3.2 Executive summary

##### **The company**

The tourism service industry is growing fast and P'ension Perchtoldsdorf intends to effectuate and capitalize on that.

P'esion Perchtoldsdorf is a small sustainable hotel located in a town in Lower Austria focusing on developing the city hinterland tourism, its environment and targets a possible new tourism niche market. It represents an innovative business implementing characteristics and services that deal with sustainable issues and provides possible solutions.

The hotel is located in a city hinterland region combining two opportunities: on the one hand the city experience of Vienna with all its sights and offers and on the other hand the enjoyment of ease and relaxing environment of nature, cultural and the traditional flair of the surrounding city hinterland region. It provides a chance to escape the typical city offers but still allows to be close to it. In the future, the business may become a franchise concept adoptable to different regions, circumstances and locations throughout Austria.

### **The products and services**

One of the primary goals is to implement and use given resources instead of producing new to become a successful and prime example of a sustainable business and to achieve a great coverage of awareness in nowadays wasteful society.

The focus of the business lays, apart from selling room nights, on sustainable attributes and characteristics such as benefiting of upcycling and recycling as the major attribute of the property appearance and interior. Also creating employment opportunities for people 50+ and the youth as well as educational services and events which shall be provided to customers and locals to create more awareness of sustainability. Local cooperation are important to enhance and develop the regional environment and its economy. Additionally a sustainable company behaviour and structure implemented in the daily operations is part of this hotel.

### **The target market**

P'ension Perchtoldsdorf shall operate in Lower Austria Perchtoldsdorf targeting the sustainable tourism of the city hinterland. It also concentrates on the local market as well as the niche market that addresses customers interested in combining the experience of city and rural atmosphere in one opportunity. It offers the great chance to get to know Austrian traditions, local environments and regional offers and services which create an innovative and unique market in the tourism industry as well as in an economic perspective.

### **The competition**

In the region of Perchtoldsdorf, its surrounding area as well as in Vienna there are only a couple of hotels which concentrate on sustainability and sustainable measures and this fact creates substantial market opportunities.

### **The marketing and sales strategy**

P'ensions Perchtoldsdorf follows a sustainable marketing strategies including social media tools and interactive marketing which includes Facebook, Instagram, Twitter and a company based homepage linked with a reservation system for rooms as well as events and activities. P'ension Perchtoldsdorf also plans to be represented on online reservation platforms such as [secretpaces.at](https://www.secretpaces.at), [checkfelix.at](https://www.checkfelix.at) and [booking.com](https://www.booking.com) to reach a high marketing and sales coverage. Additionally, the company strive to be covered and represented in local and Austrian magazines, papers and news to reach out to regional and national customers.

### **The operations**

P'ension Perchtoldsdorf offers twenty-two guest rooms, four public areas including food and beverage, customer, transportation and concierge services. The hotel cooperates with local businesses, fosters a close relationship with the community and strives to create a unique sustainable environment for tourists, customers and locals. This concept is a prototype and shall be expanded to other similar regions and location in future.



### **The management**

The hotel structure follows the sole trader principle. The company is planned to be owned and managed by the General Manager who brings significant tourism and hospitality experience to this position. Hotel operations, management and marketing skills but also creativity and social characteristics are essential to operate the property. Next to the hotel manager, an assistance position concentrating on the customers and services provided will be important to cover all required areas of the hotel. Five additional employees are responsible for the daily operations.

### **The financials**

The hotel property runs with a leasing contract of a private owner. All hotel equipment and interior are either second hand, donations or leased, resulting in lower capital expenses. Local and regional cooperation shall save financial means and minimize additional costs.

The company seeks to gain financial funding by the governments of Lower Austria and Austria for supporting entrepreneurial, innovative and sustainable development. Other possible financial aid and support might come from investors and sponsors which will be attracted by this business idea.

All details of the final financial plan including potential funding, investments and sponsorships are parts of future investigations before the business concepts will be actually realized.

### 3.3 From idea to business concept

The Business Model Canvas provides a general overview of all factors of an idea which need to be considered before creating a business plan and identifying all aspect of it in detail.

The Business Model Canvas		Team or Company Name: P'ension Perchtoldsdorf	Date: 02/09/18	<input checked="" type="checkbox"/> Primary Canvas <input type="checkbox"/> Alternative Canvas
<b>Key Partners</b> <ul style="list-style-type: none"> <li>Municipality Perchtoldsdorf</li> <li>Cooperation with local/ regional economy</li> <li>Online booking platforms</li> <li>Local and regional producer and supplier</li> <li>Community, civil society and associations in Perchtoldsdorf</li> </ul>	<b>Key Activities</b> <ul style="list-style-type: none"> <li>Offering sustainable personalized accommodation and services in traditional hospitality manner</li> <li>Creating attractive and tailored activities, events and packages for customers</li> <li>Promoting destination Perchtoldsdorf as attractive city-hinterland location</li> </ul>	<b>Value Proposition</b> <ul style="list-style-type: none"> <li>Creating enduring experiences for guests with a demand for sustainable, young and innovative hospitality atmosphere</li> <li>Offering a modern and active hotel concept to enhance and to promote tourism in Perchtoldsdorf</li> <li>Creating social and sustainable events and services for the guests including cooperation with the local industry and partners</li> <li>Implementing social, environmental and economical practices in the hotel to support further sustainable tourism development</li> <li>Supporting the job-market</li> </ul>	<b>Customer Relationships</b> <ul style="list-style-type: none"> <li>Establishing long term relationships with customers and guests, partners and the local community</li> <li>Customer relationship management: Satisfaction feedback and caring by follow up contacts</li> <li>Fostering cooperations and partnerships</li> </ul>	<b>Customer Segments</b> <ul style="list-style-type: none"> <li>Sustainable tourist</li> <li>Nature lovers</li> <li>Sportive travelers</li> <li>Dog owner</li> <li>Cultural tourists</li> <li>local lifestyle and offers</li> <li>Guests who are interested in traditions and local lifestyle and offers</li> <li>support further sustainable tourism development</li> </ul>
<b>Key Resources</b> <ul style="list-style-type: none"> <li>The own hotel team, cooperation and partners' know how and engagement</li> <li>Local and regional support and offers</li> <li>Target group information and feedback</li> </ul>		<b>Channels</b> <ul style="list-style-type: none"> <li>Continues presence on online booking platforms</li> <li>Up to date Homepage</li> <li>Social media</li> <li>Meetings and fairs</li> <li>PR and Marketing including local and regional magazines also together with partners</li> </ul>		
<b>Cost Structure</b> <ul style="list-style-type: none"> <li>Property rent, maintenance and renovation</li> <li>Employees including training</li> <li>F&amp;B products and supplies</li> <li>Interior</li> <li>Marketing and PR</li> </ul>		<b>Revenue Streams</b> <ul style="list-style-type: none"> <li>Accommodation/ Room nights</li> <li>F&amp;B</li> <li>In-house services and offers</li> <li>Activities and events of the hotel</li> </ul>		

Source: [www.businessmodelgeneration.com](http://www.businessmodelgeneration.com)

Bplan: The UC Berkeley Startup Competition

Figure 1: Business Model Canvas (Business Model Canvas, 2018)

This includes the key partners, the key activities, the key resources, the value proposition, customer relationships, channels, customer segments, the cost structure and the revenue stream. Only once all those aspects are clear and decided on it is recommended to start with the actual business plan.

This overview is a guideline and helps to identify all the important areas of a business idea and can be adjusted and added on at any time during the process (Osterwalder & Pigneur, 2010). When the idea of an innovative sustainable hotel concept first came up the thought and ideas were unstructured and incomplete. Therefore the first step was to fill out the Business Model Canvas in order to generate a first overview of the idea. Only during the process and even at this stage there is still room for improvement and possible adjustments before this business plan will be executed.

### 3.4 Product and value proposition

The following characteristics describe the basic values of the business concept. They are essential for the hotel's perception, acknowledgment and future success.

#### **The location Perchtoldsdorf**

Perchtoldsdorf is located in the city-hinterland, about 30 minutes away, from the Vienna city centre and the Vienna International Airport, on the boarder of Vienna's 23<sup>rd</sup> district. Leaving the city's surrounding and entering the suburban area one will find many great attractions this town can offer. It is not only close to Vienna's city highlights but also right in the middle of nature, woods, parks, vineyards and historical attractions.

Perchtoldsdorf is a municipality with a medieval centre presenting beautiful architecture and a great story to tell. It offers many different indoor as well as outdoor activities such as hiking and bike trails, climbing spots, walking routes, historical monuments, modern architecture as well as a large public pool, sports halls, ice-skating and sledding opportunities in winter. Within town there are more than 50 different local wineries and restaurants. They all own their private vineyards for producing family owned wine which they sell and throughout the year.

Local special events are on the yearly agenda. Most famous is the wine-tasting event one a year in spring, Easter and Christmas markets as well as some culinary events in town. But you will also find occasions to enjoy concerts of different styles, plays and art exhibitions.

Perchtoldsdorf is also surrounded by beautiful regions with historical castles and villages, refreshing lakes in summer and other neighbourhoods by foot or bike.

But it also offers great shopping opportunities reaching from shopping malls to flea and food markets. Once the weather doesn't play along, located only 15 minutes away, you can enjoy your day in one of the largest shopping centres in Europe: SCS or "Riverside" a smaller one only 10 minutes away from town.

#### **The property and current use**

The prospective property for this business concept is located in the centre of Perchtoldsdorf, directly by the highly frequented marketplace surrounded by several local businesses, shops, restaurants and a grocery stores. The location is currently leased and rated as a three-star hotel. It has been operated since more than 10 years as a family business enterprise and today offers the option of a new take-over.

The main entrance from the market square leads to a lobby and three public areas: one cafe & one parlour and a big courtyard.

The currently running hotel offers twenty-two rooms including four single bedrooms, eleven double bedrooms- three maisonettes, five three bed bedrooms and two four-bed four-bedrooms. The average room rate ranks from 48€ - 112€ p.p./ per room included breakfast. The hotel services include a small breakfast as well as a public guest refrigerator. In the back of

the building it also offers eight parking spots for guests only.

At present the hotel is outdated, ordinary and very conservative. Looking at the property in this wonderful location and the historical character it requires renovation and a make-over to capitalize its fullest potential.

### **The motivation**

The business plan is driven by being part of a sustainable era. It aims to support the environment of the city hinterland region Perchtoldsdorf and the rural surrounding, helping to expand and develop to its full potential for successful tourism and recognition.

The fascination lays in restoring old and creating new in giving an old property new life adjusted to today's expectations and wishes by reusing furniture and interior and demonstrating that new isn't better. As this is the fundamental of this business concept it implements ideally.

### **The industry development and trends**

This business concept follows a recognized niche market to benefit from the opportunities which result from a continuously expanding and developing hotel and tourism industry. Sustainable hotels are a relatively new on the market, do not present any market leaders and therefore create room for new business chances. This again causes that P'ension Perchtoldsdorf can arise with a strong presence in the tourism market of the city hinterland area.

### **The company name**

"P'ension Perchtoldsdorf" introduces and represents the town's name as well a modern interpretation of a small hotel (pension) which gives the hotel character with the existing background and history.

## **3.5 P'ension Perchtoldsdorf's operations**

The hotel will operate twenty-two double rooms with the option for extra beds. In every room rate breakfast is included. Additionally to the guest rooms the hotel manages four public areas including the reception, two F&B areas a courtyard and a guest parking area operated by 7 employees.

The hotel's sustainable measures can be recognized by means of the hotels interior and supplies, the employee's performance as well as the services and cooperation offered. This creates an innovative and unique atmosphere which differentiates this hotel concept from competitors.

The hotel's pricing takes seasonal rate differences into account as well as opportunities for discounts available for business clients, partners and other guest functions.

Food and beverage offers are also part in this strategy. It includes different types of coffees, a diversity of teas, regional beer, wine and sparkling wine, homemade lemonade, soft drinks,

still and sparkling water etc. Pastries and homemade cakes as well as the daily breakfast menu and buffet, regional cold cut sandwiches platter also available for takeaway as well as “bring your own” concept on evenings are respected in the pricing strategy.

The goal of the hotel’s pricing is to position itself in a most favourable price-value relation for the customer. The following table provides an overview of the indented room rates.

Rates per room	
Winter rates (November through April): Double room rate	During the week €80,00 Weekend €100,00
Summer rates (May through October): Double room rate	During the week €100,00 Weekend €120,00
<i>Single rental: 20€ reduction of room rate.</i>	
<i>Extra bed (max. 3 person /room): additional 30€ to room rate</i>	
<i>(Includes Breakfast, W-Lan access, parking and hotel facilities)</i>	

Table 1: Rates per room

The hotel’s shuttle services will be priced as follows:

Shuttle service (go and return)		
Surrounding areas	€10,00	
Airport shuttle		€30,00

Table 2: Shuttle service

### **3.6 P'ension Perchtoldsdorf's services and USPs**

There are different kinds of services and characteristics this business concept offers which are part of the unique positioning and image.

#### **The hotel interior**

It is especially important to set an example in this consumer-driven society that products deserve a second chance and shouldn't be simply wasted and thrown away.

Every guest shall recognize that every part of the hotel is realized under the principle of sustainability. Giving interior a second chance and reuse furniture and interior instead of buying new one and the aim is to design the whole building in a sustainable new presentation.

Every single room as well as all public areas will be designed differently but with a common style realized with upcycled furniture and interior only. A vintage but modern look will give the property a "being home" touch. All this provides a cosy and unique atmosphere for customers to enjoy an exceptional stay and vacation at the hotel.

Another sustainable implementation will be the use of bio/chemical-free products in all areas of the property to support the environment. It is easy to exchange regular products with bio/chemical free products with the same quality.

Supplementary there will be recycling bins placed in every guest room as well as in the public areas of the hotel. Also a clear "energy, heating & water saving policy" in all guest rooms and public areas will be implemented, which shall be supported and respected by every guest as well as every employee.

Additionally, the property will be updated with adequate and up to date electronic devices and services in the guest rooms and common areas to also follow nowadays electronic standards. This includes free WLAN in the entire property, charging stations, adapters for international visitors, TV, radio-music docking stations as well as an iron station, hairdryer, and a ventilation system in every guest room.

Also sustainable charging device will be offered to guests to charge their electronic devices by producing their own power by means of cycling a fixed power generating bicycle stationed fixed in one the public area of the hotel.

#### **The Food & Beverage (F&B) services**

The focus of the hotels F&B offers is to only use local and regional products and specialties for the breakfast and coffee time. This shall support the producers and pursues the goal to introduce and convince customers to invest in qualitative and tasteful local and regional products. This will be possible by building a close relationship with adequate suppliers and producers in the region.

All products offered in the hotel's F&B menu will be seasonal products only.

Daily breakfast from 7:30am to 11:30am will be offered to all guests but also external customers. From 1:00pm to 6:00pm the Café will open its doors to everyone who wants to enjoy traditional Austrian beverages and pastry.

The hotel also offers a cosy book corner in one of the public areas filled with donated books and magazines. The idea is that guests leave their books after they read it and possibly take another book or magazine in exchange.

This area also includes a small shop corner where visitors and guest can purchase upcycled products and articles of the hotels interior they like. This service shall support sustainable handling of upcycling and recycling of different items.

Apart from the indoor public areas the location has a beautiful out-outdoor sitting area for hotel and local guests to enjoy their breakfast or café at all seasons. This courtyard will be also designed in a unique vintage and sustainable interior with many green aspects and flowers including a “bring yourself” concept which shall allow visitors to enjoy this area with their own food and beverages in the evening (only).

### **The employees**

P’ension Perchtoldsdorf follows sustainable believes and therefore wants to contribute by providing job, occupational as well as trainee opportunities to people in the age of 50+ as well as elderly and young people seeking to develop their educational but also professional skills. The company is supporting job seekers above 50 who might have a hard time finding a job again due to their age. The reason for this focus group is to give them a second change to continue their careers. The goal is to avoid the loss of professional backgrounds and skills as they are very valuable to the tourism industry these days. Their experience and know-how can be very beneficial.

The main sources to generate staff are the “AMS” (Arbeitsmarktservice), which is the national job market service of Austria, job portals and local networks in order to generate an adequate and professional team. (AMS, 2018)

Another aim is to give young people, following an apprenticeship or further education in the hotel and hospitality industry, the chance for practical training getting coaching.

Connecting youth with an older generation of the industry can create a great transfer of knowhow and a learning for both sides dynamic which should benefit all parties.

Volunteers get an additional platform next to the employees for their individual contribution in the F&B area by baking and serving in the P’ension Perchtoldsdorf’s café. The idea is to invite especially elderly to participate on the hotels daily operation. Many people which are already retired or are alone do not feel needed. Inviting people of this generation to become valuable members of the hotel by volunteering or getting partially occupied in the daily operations will be also part of this concept.

### **The hotel special offers and services**

The company also provides different services such as activities in the surround areas and other

kinds of events and activities serving different age groups as well as different interests.

One of the special services of the hotel is the “Dogs are most welcome” policy. The hotel will be a dog friendly property as the location offers a perfectly suitable environment for dog owners and dogs themselves.

The hotel offers personal, creative and individual concierge services. Due to the great natural surroundings in Perchtoldsdorf hiking, climbing and bike tours in the area will be organized as the area allows plenty of wonderful outdoor but also indoor activities.

In cooperation with the vintners guided wine tours will be offered by either vintners themselves or with a guidebook through the vineyards. It should allow a feeling just like in Napa Valley California with wonderful surroundings, delicious wine-tasting, and a professional introduction to the wine production itself.

Also excursions to close by attractions such as Vienna city sights, shopping centres and surrounding areas and villages are on the daily program.

The hotel will also offer private seasonal and wedding events by adopting the existing hotel space.

P’ension Perchtoldsdorf has its own shuttle service which includes guest airport and city transfer and the connection to nearby public transports (train, bus and underground stations).

Beside the shuttle service town Perchtoldsdorf offers free E-bikes for sportive and explorative guests who enjoy outdoor activities and independent tours.

Another special offer will be the in-house tours and workshops for young people and schools to learn more about sustainable behaviour and practices and their importance.

### **The cooperation with local and regional businesses**

To realize the hotel concept and to develop city- hinterland tourism and its economic status further, cooperation with many local businesses are necessary and important.

Cooperation has the potential to strengthen partnerships with the environmental, the social and the economic structure of Perchtoldsdorf and its surrounding areas.

This applies to the hotel’s suppliers, service providers, partners in cultural and environmental activities, municipality’s individual sectors, local community and regional economy. Both parties shall gain benefits by offering and receiving assets to another.

Following examples show key opportunities of cooperation:

One cooperation regarding the interior of the hotel would be realized with the local business called “Wohnstrudel” (Wohnstrudel, 2018) and the local access yard “Wirtschaftshof” (Wirtschaftshof, 2018) focused on upcycling furniture, textiles, tableware, etc. These partners offer better prices and the hotel offers a platform for marketing and new customers.

Also close cooperation with the viniculture association and the local vintners as well as the local gastronomy in the area can enrich the hotel’s offers and in return the hotel can present and recommend their products and services to its guests.

Another major cooperation planned is with the local community and municipality of Perch-



toldsdorf by utilizing leisure time activities, historical attractions, cultural and entertainment events as well as natural and sportive opportunities during all seasons. The benefit for the hotel would be a wide range of additional attractions for the hotel guests and the advantage for the partners would be the active promotion of the public offers in return. All the cooperation's are based on a B2B strategy and supports both parties' businesses and profits.

### **3.7 Target Markets**

This concept has a wide range of potential customers and stakeholders. It addresses mainly hotel guest interested in combining city and nature flair in one trip. It has the potential to become a niche market with this "all in one" product.

In order to reach this target market different target groups are playing an important role for the hotel's success.

#### **The guests**

The hotel concept focuses on "sustainable tourists", "nature lovers", sport enthusiasts, dog owners, wine foodies, friends of diverse events and activities in every season, relaxation in unique surrounding, tourists interested in culture, history, traditions and monuments also including locals and regional guests. Next to the hotel guests this also includes visitors as well as locals.

#### **The community**

The business's goal is to become an asset for the township Perchtoldsdorf and the region of lower Austria in order to enhance its infrastructure, its degree of popularity and creates the opportunity to develop sustainable tourism further.

#### **The B2B strategy**

Cooperation with different local businesses and producers are necessary to increase overall revenue, economy and supports sustainable behaviour within the community. It shall benefit both sides to build a common and well balanced cooperation.

### **3.8 Management structure**

The hotel will be managed by a team of seven members: one General Manager, an Assistant Management position, two Food and Beverage staff members, two Front Office/Concierge agents and one Facility/Shuttle service supervisor.

The operational management areas will be covered by the general and assistant manager including accounting as well as all Sales and Marketing activities. But additionally, all daily opera-

tions will be also supervised and supported by them. For example, housekeeping and public area supervision as well as the front desk.

Breakfast, café and other food and beverage activities will be managed by the Food and Beverage staff members.

The two Front Office Agents and at the same time concierge will be responsible for the front desk and reservations, the check in and check out of the guests as well as for all events, activity, tours offered and will assist and service the guests with their individual needs and wishes. The Facility Supervisor will be present for facility matter but also act as shuttle driver for the guest.

The hotel's laundry as well as guest laundry services will not be pursued by the hotel itself but will be outsourced in cooperation with a local business in the region.

Additionally, the hotel offers trainee/ apprenticeships for young trainees to support their education and career development which are additionally supporting the hotel's operations.

### **3.9 Sustainable marketing**

P'ension Perchtoldsdorf will implement responsible sustainable marketing strategies in its overall marketing concept. This concerns the entire corporate structure and appearance of the hotel. Sustainable marketing includes an adequate selection of products and suppliers. The hotel will make sure that packaging, transportation as well as pricing and especially the quality of products follows sustainable standards. One of those standards focuses on the priority for online marketing strategies against traditional marketing. P'ension Perchtoldsdorf will be represented on its own homepage and different booking platforms necessary reach the target group and to distinguish from the competitors.

This also contains interactive marketing and social media tools. Those tools will be used internationally as well as nationally to create customer relations, to present latest news and offers of the hotel's portfolio. Regional and local online newspapers and magazines will be used to promote specific activities of the hotel.

Additionally the hotel will create and promote events and workshops. One with the focus on educating young people on sustainability practices for the daily life. The aim is to make further generations understand the importance of responsible use of resources. The other on leisure, culture, nature and sports with the local environment and partners.

### 3.10 SWOT analysis

The SWOT Analysis shows on which aspects the business plan can rely on and on which it needs special efforts to meet the future requirements.

#### **The strengths**

This innovative sustainable hotel concept is unique and does not exist in this form in the local and regional city hinterland tourism market yet.

The hotel is a small individualized hotel with personalized services and is closely linked with its environment and surrounding.

With this great location, close to the city centre and at the same time to the surrounding nature guests can enjoy all kind of activities combining best of all.

P'ension Perchtoldsdorf will contribute independently to the sustainable tourism market, the economy developments of a city hinterland region.

The capability for employees and staff is another important feature the hotel will pay close attention to. The staff will connect and create a generation overlapping team structure which has the objective to benefit on the one hand the young staff members and on the other hand the older generation to learn from each other.

There are competitive advantages and USPs such as sustainable features, measures, cooperation, interior, services and offers implemented in the concept as explained in the previous chapter which distinguishes this hotel from the existing competition.

The community, the sources and the environment are an asset for P'ension Perchtoldsdorf's concept.

Price, value and quality offered are other strengths of the hotel in order to be as attractive on the market as possible.

#### **The weaknesses**

Perchtoldsdorf and the area have a lot to offer as a tourism destination but unfortunately, there is a relatively low level of initiative by the town's municipality to develop sustainable tourism in this region so far.

Another weakness is the current lack of attractive events and offers for the younger generations. The region should concentrate on developing the town's offers further to keep the current and the next generations interested and to avoid to drive them off.

There might be a lack of competitive advantage which can be evaluated closer after analysing the competition now as well as continuously in future.

Also the moral and the commitment within the hotel play an important role and define the hotel in its fundamentals. Knowhow and capability are just as important and therefore they also presents themselves as potential weaknesses.

### **The opportunities**

The sustainably tourism market development as well as the development of the location Perchtoldsdorf shows a lot of opportunities. Perchtoldsdorf already offers several different services and attractions for the older generation but there is quite a great lack of attractive offers for the younger generation. A wider range of innovative and modern ideas interesting for the youth are still missing in the overall infrastructure of Perchtoldsdorf. This includes modern and trending activities, events, services and offers. Also bringing a new and different business idea on the market within this city hinterland region might create new opportunities also for new markets and niche markets. This might affect as well the competitors. There is potential for cooperation and partnerships with the local environment and community. Seasonal influences also arise different opportunities and chances for the hotel to react on. For example offering different services, events and activities including the different seasons. But there are even more opportunities for the hotel to create new offers and ideas.

### **The threats**

There are financial threats caused by a lack of a variety of funding for start-ups and innovative entrepreneurs. Another hazard it that the hotel concept attracts too little interest, generates not enough customers which would result with too poor revenue. One more factor to be aware of is the competition which might react by lowering their prices, by offering other attractions and services or imitate the hotel concept. There might be also a risk of reaching not enough cooperation with potential partners in the town and surrounding areas. Additionally the same threat occurs regarding the market reach and attracting enough customers and guests with this concept.

**The SWOT illustration:**

<b>Strengths</b> <span style="float: right;"><b>S</b></span> <ul style="list-style-type: none"> <li>• Location</li> <li>• Sustainable tourism development</li> <li>• Capabilities, Experience, Knowledge</li> <li>• Competitive advantage</li> <li>• USP's</li> <li>• Sources, Assets, People</li> <li>• Price, Value and Quality</li> </ul>	<b>Weaknesses</b> <span style="float: right;"><b>W</b></span> <ul style="list-style-type: none"> <li>• Lack of readiness for action</li> <li>• Little offers for young generation</li> <li>• Lack of competitive strength</li> <li>• Lack of moral, commitment and leadership</li> <li>• Gaps in capability</li> </ul>
<b>Opportunities</b> <span style="float: right;"><b>O</b></span> <ul style="list-style-type: none"> <li>• Market development</li> <li>• Competitors vulnerability</li> <li>• Trends and innovation</li> <li>• New markets</li> <li>• Niche target markets</li> <li>• Partnerships, cooperation community, distribution</li> <li>• Seasonal influences</li> <li>• Hotel services and events</li> </ul>	<b>Threats</b> <span style="float: right;"><b>T</b></span> <ul style="list-style-type: none"> <li>• Financials</li> <li>• Competitor intentions- various</li> <li>• New services and ideas</li> <li>• Obstacles various</li> <li>• Not enough cooperation</li> <li>• Attractiveness and market reach</li> </ul>

Figure 2: SWOT illustration

### 3.11 Competition analysis

A detailed competitive and market analysis is required to better understand the competitive environment and clearly define the positioning on the market.

The following paragraph will provide an overview of potential competitors, their hotel size, their price range as well their additional guest services and offers.

#### The region Perchtoldsdorf

Hotel Perchtoldsdorf ([www.hotel-perchtoldsdorf.at](http://www.hotel-perchtoldsdorf.at)) is located in the town's centre, has fourteen (14) rooms and costs 88€ for a single room, 125€ for a double room and 150€ for a three-bedroom including breakfast buffet. The hotel additionally offers free W-LAN, a sauna and a steam bath free of charge for their guests.

Gasthof Gerhard ([www.hotel2380.at](http://www.hotel2380.at)) is located near towns centre and offers seventeen (17) rooms. The room types are divided in single rooms for 38€-44€ and double bedrooms between 66€ -84€ per room including breakfast.

The hotel offers free W-LAN, parking places for their guest and try to use as much as possible sustainable raw materials and products it says on their homepage.

Pension Felner ([www.pensionfelner.at](http://www.pensionfelner.at)) is located near by the towns centre, offers five (5) rooms and the price per room is 48€ for a single room, 75€ for a double room and 95€ for a three-bedroom including breakfast in the room rate. The hotel also offer free W-LAN and Parking opportunities.

Haus zu den zwei Eichen (<http://hauszudenzeiichen.stadtausstellung.at/uber-uns/>) offers three (3) private double rooms including a microwave, a cooking field, microwave and a coffee machine. W-LAN, breakfast and parking is included in the price of 78€ per room.

Air BnB (<https://www.airbnb.at/>) as well as privately rented rooms offer mostly private rooms and accommodations in different location excluding in general any additional guest services or facilities.

### **The surrounding areas**

Pension Hössl (<http://www.hössl.at/startseite.php>) is a traditional Heuriger with an additional small pension. It is located in the neighbour town Brunn am Gebirge, offers twenty-five (25) rooms for the price of 59€ for a single room, 85€ for a double room, 115€ for a three- bedroom and 140€ for a four-bedroom. Breakfast is included in the room rate.

Pension Winzerhaus (<http://www.pension-winzerhaus.com/>) is also located in Brunn am Gebirge, offers five (5) rooms for the price of 47€ for a single room, 68€ for a double room and 84€ for a three- bedroom excluding breakfast. The breakfast buffet cost additional 7€ per person.

City Hotel Mödling (<http://www.city-hotel.cc/index.php/de/die-zimmer>) is located in the next further town called Mödling and is a 4 star hotel.

The hotel has ten (10) rooms with different room types. A single room costs between 75€-85€, a double room between 119€- 135€, an apartment for 1 person 105€ and for 2 person 145€. All room nights include W-LAN and breakfast.

Babenbergerhof Mödling( <http://www.babenbergerhof.com/de/index.php?id=382>) is located in the same town and counts seventy (70) rooms. The hotel offers single rooms for the price between 75- 90€, comfort double rooms for the price of 120€ and comfort three- bedrooms for 140€. All room types can be upgraded to luxury rooms for additional 20€, and another 15€

for a terrace room. Breakfast is not included in the room rates and costs additional 12,50-17,50€ per person.

The hotel also offers living suites for 130€ for 1 person and 190€ for 2 person. The hotel also offers packages including breakfast, a public transport ticket, a 4 meal menu including wine, coffee and water, as well a free usage of the in-house sauna.

Phoenix 7 (<http://www.phoenix7.at/hotel/>) is an Asian hotel offering its own Asian restaurant, free parking and free W-LAN for their guests. It has in total fifty (50) guest rooms. They offer single rooms for 59-69€, double rooms for 89-99€, junior suites for 99-110€ per night including breakfast.

The hotel offers also 2 types of packages, the “vacation feeling” package for 2 or the “love night” package for 2 in a junior suite. Both include additional flower decoration in the room, breakfast in the room, minibar with Chinese tee and water, bathrobes and slippers and dinner for two. The two packages cost between 220-280€.

Hotel - Karl Wirt ([www.karlwirt.at](http://www.karlwirt.at)) is a business oriented hotel about 10 minutes way from Perchtoldsdorf by car, offers eighty-six (86) rooms. It offers business seminar facilities, a bar and a restaurant.

A single room per Person costs between 84€ and 74€, a double room 61€- 52€, a panorama double room 66,50€ - 54,50€ and a three bedroom 164€ per room, and low budget room for two between 94€-80€ per night depending on how many days the guest stay (1-3 nights). Except for the low budget rooms, breakfast is not included in the room rates.

Seehotel Böck (<https://www.hb1.at/de/hotel-boeck-brunn.html>) is a business hotel offering seminar facilities, access to a public lagoon in summer and an in-house restaurant with bar. The hotel has eighty-five (85) rooms with single rooms for the price of 70-79€ and double rooms for 99-109€. Breakfast is not included and costs 9€ per person.

Eventhotel Pyramide (<https://www.austria-trend.at/de/hotels/eventhotel-pyramide>) is part of the Austria Trend group, has 429 rooms, free W-LAN is offered in the entire hotel and free parking as well as 3 restaurants and a hotel bar as well as a wellness area with sauna an pool are also part of the hotel services. The room types are the comfort room for 77,40-86€, the deluxe room for 86,40- 96€, the executive room for 95,40- 106€, the family room for 134,10-141€ and the deluxe suite for 113,40- 126€.

Breakfast is not included in the room rate.

### **The Vienna city centre hotels**

Generally, hotels in the city centre of Vienna are attractive due to their location for tourists who want to stay in the city and close by the city centre and touristic offers. Vienna has a cou-

ple of hotels which are direct competitors with their social and sustainable hotel business concepts:

Magdas Hotel Wien (<https://www.magdas-hotel.at/hotel/>) is a social sustainable hotel business with eight-eight (88) rooms, employing refugees as staff, using upcycled interior, cultural meeting zone, offering the facility for meetings but also business events, producing its own honey with beekeeping on their roof, using only organic cosmetic products and have a guest garden in the courtyard. A sustainable factor is that the hotel is located in a former retirement home. The hotel has classic rooms for 59€, balcony rooms for 69€, rooftop rooms for 76€, suites for 125€, four bedroom for 119€ per person. The room rate includes Wifi but not the breakfast.

Boutiquehotel Stadthalle (<https://www.hotelstadthalle.at/>) is a sustainable hotel located in Vienna, has ninety (90) rooms in total, offer organic products in their F&B service, includes free Wifi, is pet friendly, offer a bonus for guest travelling by bicycle, has green attributes such as solar energy plants, a water pump system, wind generators for producing its own electricity, well water used for the in-house garden and toilets, the entire hotel only uses LED lightning, for the interior upcycled products are used and the hotel structure follows corporate social responsibility. The hotel offers standard rooms for the price of 88-258€, comfort rooms for 98-268€, superior rooms for 108- 278€, Junior Suites for 128-298€ per night and family rooms as well as barrier free rooms are also available upon request. Breakfast is included per room night.

Further details about the completion will be determined in the competitive analysis of the business concept in the following analysis.

#### **Criteria for Competitive Analysis in comparison to P'ension Perchtoldsdorf**

<b>Hotel size / guest rooms</b>	How many rooms are offered, public areas and facilities, property?
<b>Price per room night</b>	How much is the average room night?
<b>Quality of hotel</b>	Star rating, hotel quality and appearance?
<b>Location</b>	How well is the property located in the city-hinterland area, how well is it connected to public transfer, attractions and surrounding areas?
<b>USPs</b>	Does the hotel have any USP's?
<b>F&amp;B</b>	Food and beverages offers and quality



<b>Additional services</b>	Does the hotel offer any additional guest services?
<b>Sustainable business</b>	Does the hotel follow sustainable business behaviour?

Table 3: Criteria of Competitive Analysis

### The Competitive analysis:

<b>Region Perch- toldsdorf</b>	<b>Hotel size / guest rooms</b>	<b>Price per room night</b>	<b>Quality</b>	<b>Location</b>	<b>USPs</b>	<b>F&amp;B</b>	<b>Additional services</b>	<b>Sustainable business</b>
Hotel Perch- toldsdorf:								
Gasthof Gerhard								
Pension Felner								
Haus zu den zwei Eichen								
Air BnB/ Privately rooms								
<b>Surrounding areas</b>	<b>Hotel size / guest rooms</b>	<b>Price per room night</b>	<b>Quality</b>	<b>Location</b>	<b>USPs</b>	<b>F&amp;B</b>	<b>Additional services</b>	<b>Sustainable business</b>
Pension Hössl								
Pension Win- zerhaus								
City Hotel Mödling								
Babenbergerhof								

Mödling								
Phoenix 7								
Hotel Karl Wirt								
Seehotel Böck								
Event Pyramide								
<b>Vienna</b>	<b>Hotel size / guest rooms</b>	<b>Price per room night</b>	<b>Quality</b>	<b>Location</b>	<b>USPs</b>	<b>F&amp;B</b>	<b>Additional services</b>	<b>Sustainable business</b>
Magdas Hotel								
Boutiquehotel Stadthalle								

Table 4: Competitive analysis

**Colour key:**

Very competitive	
Average competitive	
Not competitive	

### Competitive analysis evaluation

After determining which factors are relevant and which are directly competitive with P'ension Perchtoldsdorf's business concept the following findings were investigated:

<b>Hotel size / guest rooms</b>	7 out of 15 are very competitive
<b>Price per room night</b>	8 out of 15 are very competitive
<b>Quality of hotel</b>	5 out of 15 are very competitive
<b>Location</b>	5 out of 15 are very competitive
<b>USPs</b>	3 out of 15 are very competitive
<b>F&amp;B</b>	4 out of 15 are very competitive
<b>Additional services</b>	3 out of 15 are very competitive
<b>Sustainable business</b>	2 out of 15 are very competitive

Table 5: Competitive analysis evaluation

### Hotel size and pricing

<b>Region Perchtoldsdorf</b>	<b>Hotel rooms</b>	<b>Price / room night- single bed room</b>	<b>Price / room night- double bedroom</b>	<b>Price / room night- three bed room</b>	<b>Breakfast included</b>
Hotel Perchtoldsdorf:	14	88€	125€	150€	Yes
Gasthof Gerhard	17	41€	70€	--	Yes
Pension Felner	5	48€	75€	95€	Yes
Haus zu den zwei Eichen	3	78€	78€		Yes
<b>Surrounding areas</b>					

Pension Hössl	25	59€	85€	115€	Yes
Pension Winzerhaus	5	47€	68€	84€	No
City Hotel Mödling	10	80€ or 105€ (average 92,50€)	126€ or 145€ (average 145,50€)	-	Yes
Babenbergerhof Mödling	70	82€	120€	140€	No
Phoenix 7	50	64€	94€		No
Hotel Karl Wirt	86	79€	114€	164€	No
Seehotel Böck	85	75€	100€	-	Yes
Event Pyramide	429	80€	90€	138	No
<b>Vienna</b>					
Magdas Hotel	88	59- 76€ (average 62,50€)	59-76€ (average 67,5€)	119-125 (average 122€)	No
Boutiquehotel Stadthalle	90	92- 122 (average 107€)	112- 142 (average 127€)	160-170 (average 165€)	Yes

Table 6: Hotel size and pricing

**The average room rates**

	<b>Hotel rooms</b>	<b>Price / room night- single bed room</b>	<b>Price / room night- double bedroom</b>	<b>Price / room night- three bed room</b>	<b>Breakfast included</b>
<b>P'ension Perchtoldsdorf</b>	22	-	100€	130€	Yes
<b>Region Perch- toldsdorf</b>	39	63,75€	87€	122,5€	4 out of 4
<b>Surrounding areas</b>	760	72,31€	102,06€	128,2€	3 out of 8
<b>Vienna</b>	179	84,75€	97,25€	143€	1 out of 2

Table 7: The average room rates

The tables above illustrate all competitors within Perchtoldsdorf, the surrounding area as well as in Vienna. A closer look at the hotel criteria reveals which hotels are very competitive, which are rather average and which are not competitive. In regards to the hotel size and the price there are a couple of hotels which would be direct competitors for P'ension Perchtoldsdorf. Taking a closer look at the hotels qualities it is evident that many hotels do not set value on their appearance and rating and therefore would not be severe competitors to this hotel concept. In regards to the location hotels within the close radius around P'ension Perchtoldsdorf have favorable locations in the area and are well connected to public transport. Most of the hotels do not offer any particular unique selling proposition and also the overall F&B offers are only average. Except for a handful of hotels additional services are barely offered.

In the closer region sustainable measures within hotels are hardly to find and therefore no significant completion would arise. The two hotels within the Vienna region however are the strongest competitors in regards to their overall concept but provide different offers, focuses and services.

Summarizing the findings it can be stated that there are only few hotels which would be directly competitive for P'ension Perchtoldsdorf. The combination though of all the mentioned criteria and the emphasis on the city-hinterland location, the hotel's appearance, the USPs, the offered F&B, additional services and sustainable business measures cannot be found in this dimension in the entire Perchtoldsdorf region yet. According to the outcomes of above evaluation the chances for success for P'ension Perchtoldsdorf seem realistic.

### 3.12 Planning and further development

#### Gantt chart milestones

12 months starting September 2018:

	1	2	3	4	5	6	7	8	9	10	11	12
Financials, funding, spon- soring												
pro bono, volunteers, donations												
Business foundation												
Renovation of property												
Interior and upcycling												
Staff/Team building												
Pre-opening												
Grand opening												

Figure 3: Gantt chart milestones (Katz, 2014)

To finalize the business concept the following list needs to be elaborated and analysed in additional steps of the working process.

- Detailed financial calculations on expenses including fixed and variable costs such as rent, interior and possible renovation costs, F&B, Marketing & PR (Public Relations) costs for the project, wages of employees, taxes and additional expenses.
- Research on financial resources: investors, bank loans and co-founder, municipality, tourism funding by lower Austria and Austria, sponsors, private investors, etc.
- Cooperation opportunities will be investigated and developed
- Renovation, interior design, furniture and equipment will be organized.

- Employees and staff members will be detected and hired.
- Continuous networking and staying in contact with the municipality, local businesses as well as tourism organizations in the region.
- Pre- and grand opening measures will be organized.

### 3.13 Financing

The final financial statement and analysis are parts of future investigations before the business concepts will be actually realized including all options of financial support from public and private stakeholders.

The next paragraph presents the estimated figures in an overview of the estimated costs.

#### Estimated costs

Building and improvement costs:	€ 50.000
Fixtures and Upcycling Furniture:	€ 7.000
Start-Up Expenses (incl. fixed & variable costs such as staff, purchases, expenses, F&B etc.)	€ 50.000
First six months working capital:	€ 25.000
Accounting	€ 1.500
Marketing, PR & advertising *	€ 12.250
Engineering & permitting	€ 5.000
Office expense	€ 2.000
Legal expense	€ 3.000
<b>Total 2019</b>	<b>€ 149.500,00</b>

Table 8: Estimated costs

**Example promotion budget (optional pro bono and sponsorship opportunities) \***

Hotel brochure	€ 450
Post cards (500 pieces)	€ 200
Breakfast/Café menus (50 pieces)	€ 100
Newspaper advertising	€ 3.000
Homepage & booking platform	€ 5.000
Online advertising costs	€ 3.000
Advertising specialties (give-aways)	€ 500
<b>Total 2019</b>	<b>€ 12,250</b>

Table 9: Example promotion budget

Chapter three represents a sustainable hotel concept which serves as a prototype idea for developing sustainable tourism in a city-hinterland region. In the following chapter four the research methods of this thesis will be described and evaluated.



## 4 METHODOLOGY

This research focuses on a new innovative sustainable hotel concept “P’ension Perchtoldsdorf” and its actively contribution for sustainable tourism in a specific city-hinterland region. The proposed hotel is defined as a case study and it includes the business concept and individual in-depth interviews with selected stakeholder groups in the location of the case study.

### 4.1 Qualitative research

The qualitative research construct consists of an introduction including the problem statement, the purpose statement, the participants and the research site.

It also presents the background information about the research question and problem, the personal statement of the author’s experiences, the position in the narrative, data collection procedures, a sampling strategy as well as a validating structure and how the study can be delimited (Creswell, 2014).

The qualitative research method follows the aim to discover, engage and to observe either individuals or groups, their perceptions and behaviour. The research aims to explore a problem related to a certain stakeholder group. This process includes questions and procedures, data collection as well as data analysis and in the end a research interpretation (Creswell, 2014).

In order to learn more about the stakeholder’s opinion in regards to the “P’ension Perchtoldsdorf” concept and the potential for future success sustainable tourism in the city-hinterland region this research will conduct a qualitative research methodology.

There are four different types of qualitative data collection: Observation, interviews, documents and audio-visual materials (Robson,2011). For the given research data is collected on the basis of documents and interviews.

In qualitative research there is only little to no use of numerical data as it focuses rather on meaning and context. It has a flexible structure and its openness is valuable for this method, only a small scale of participants is used for the research and the personal commitment of the researcher is essential.

The purpose of the interviews is to collect information and perceptions which help to determine the meaning and context relevant for answering the research question. (Hair, Busch and Ortinau 2000).

#### 4.1.1 Case study

Yin (2009, p. 136) defined the case study as “ a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence.” The case study focuses on one topic which is examined from different angles. It stimulates the consideration of how and why something might be the case. It is not possible to generalize from one case only (Thomas, 2011).

The case study is not a method itself but with differently chosen methods it is possible to generate in-depth understanding and analytical insight of a particular and unique topic (Thomas, 2011).

#### **The research question**

The following research question is proposed: “How can an innovative sustainable hotel concept contribute actively to sustainable tourism in a city-hinterland region?”

As stated in the proposed research question the focus of the research is on the ‘how’ which indicates the importance of the procedural dimension (Thomas, 2011).

#### **Hypothesis**

“An innovative sustainable hotel concept can contribute actively to the development of sustainable tourism in a city-hinterland region” is the hypothesis of this research.

In order to verify this hypothesis the innovative hotel concept needs to be defined in all of its dimensions. In addition the links to tourism in a city hinterland region need to be identified and those elements further analysed which particularly contribute to a sustainable tourism concept. Therefore the focus of the thesis concentrates on the factors and elements that are specifically contributing to sustainable tourism and how they are perceived by key-stakeholders in the region. As such the purpose of this case study is to explore in detail the potential of a sustainable hotel concept which includes different possible influencing factors on the regional sustainable tourism market. The goal is to collect as much evidence as possible in the given local environment.

The case study will be introduced and explained further in chapter five of this paper.

#### 4.1.2 In-depth interviews and guideline

There are different types of in depth-interview methods coexisting. First there is the structured interview which is predesigned in detail and does not deviate from its set structure, wording and questioning. Secondly the unstructured interview on the contrary does not follow any pre-set framework. In this method the interviewees are encouraged to lead the interview. The third option is the semi-structured interview method. It combines the qualities and characteristics of both, the structured and unstructured method (Seidman, 2013).

The semi structured in-depth interview method is the best suitable strategy for the given research because it allows enough room to investigate and to find out as much information as possible about the different topics implemented in the research. A semi structured method supports the research and also allows each interview to develop individually.

This gives both sides, the interviewer as well as the interviewee, the chance to be flexible for the interview questions and to answer individually and unbiased. In order to get enough information and data for interpretation and analysis at a later stage, the semi structured interview method fulfils all necessary requirements.

This kind of interviewing includes prepared questions in a certain order but the interviews follow a flexible structure with additional unplanned questions, also called prompts that might come up during the conversation. The interview guideline presents this kind of setting and is set by the interview schedule which provides an overview and checklist with all topics that are preferred to cover (Robson, 2011).

#### **Carrying out in-depth interviews**

There are different ways of conducting an in-depth interview, for example in person, on the telephone, with a focus group of 6-8 participants or via email (Creswell, 2014). Each form of interviewing has its explicit purpose and needs to suite the given interview setting. For the purpose of this thesis individual face-to-face interviews are selected as a mean of data collection. In order to conduct qualitative interviews a couple of important steps have to be respected:

- First there should be an introduction, which will be followed by the main body of the interview including a list of key topics, questions and prompts (sub-questions) finished with a cool off and closing statement (Robson, 2011).
- Mostly open-end questions are used which allow interviewees to express their opinions and points of view individually.
- During the interview the interviewer takes notes and should also audiotape the interview to make sure not to lose any valuable information. It is necessary to ask the participant if he or she agrees with taping the entire interview and quoting their answers. After the interview the notes and the audio material will be processed.
- The interview schedule includes the name of the interviewee, the time, place and date of the interview.
- The interview protocol shows all answers and comments to the questions and sub-questions of the interviewee.
- Final thank you statement (Creswell, 2014)

### **Interviewees sample and selection**

In order to define a representative amount of participants for interviewing it requires to define a sample of interviewees. A sample is the fragment of a vast range of people who are interesting for a particular case providing their thoughts, know how, ideas, concerns and influencing factors from their individual angle of view. It is only a little share of the whole population and therefore it is necessary to find a certain and suitable amount of people including one or of several stakeholder groups (Thomas, 2011).

For this study nine individual in person interviews were conducted. Following the principles of sustainability, the participants were identified and split in three stakeholder groups which are listed below:

- 1) Three interviewees represent the social stakeholder group: two participants are working for the municipality and one is the mayor himself.
- 2) Three interviewees represent the environmental group working for the local viniculture and the environmental department of the local council.
- 3) Three interviewees represent the economic sector. All participants are entrepreneurs in Perchtoldsdorf

The detailed description and information of all stakeholder representatives can be found attached as Appendix 1.

### **The interview structure for this study**

First, after thanking the interviewee for taking time and answering the questions, the purpose of the interview, of the study and the hotel concept were introduced to give the participants an overall picture of what the interview is about and what to expect. For this step an illustration was designed and used to help the interviewees to better conceive what was explained verbally at the same time. The visual presents all the key elements of the hotel business concept as well as all key factors of the research question but does not explain them in detail. The reason for that is to reserve room for creativity and further individual input of the interviewees. The goal is to find major similarities as well as differences in the given feedback and the actual concept in order to find out which factors are perceived positive and which are rather seen as negative. The illustration is enclosed as Appendix 2. Once a common ground of understanding was verified the actual interview started.

The interview guideline consists of twelve open-ended questions and prompt questions also called prompts. In general only the pre-set questions of the interview guideline were asked, except the interviewee did not understand the question or did not provide enough information. In this case prompts questions were used in order to dig deeper and scrutinize the interviewees answer. Additionally closed questions were also used to confirm the given answer, to achieve more insight but also to avoid possible misunderstandings.

The advantage of open ended questions is that the participants have the chance to respond in their own words and share their individual opinion instead of choosing from set answers or only answering closed questions (Leedy & Ormrod, 2001). It is very important that stakeholder group specific perceptions and opinions help to identify crucial information as in the given case.

Therefore interview questions follow five main topics of the business concept:

- 1) Participants information
- 2) Sustainable hotel concept
  - a. Evaluations
- 3) Sustainable tourism
  - a. Potential
  - b. Development
- 4) Innovation

- a. Perception
- 5) City- hinterland
  - a. Concerns or endorsement
  - b. Evaluation
  - c. Involvement

The full version of the interview guideline can be found in Appendix 3.

During the interview the interviewer concentrated on the detailed information the interviewee shared. The interviews were conducted in German language because all participants were Austrians. This made it more comfortable for them to answer the questions. All answers of the interview, which were voice-recorded were translated into English afterwards. Additional to the recording the interviewer also took notes during the interview as a first draft and interpretation which is also recommended in the methodological literature (Babbie, 1998).

After the open-ended questions the interview continued with ten statements which the interviewees evaluated by means of a six point Likert scale where 1 stands for “fully agree” and 6 for “do not agree at all”. Those statements supported on the one hand the previously given answers and on the other hand offered the interviewees to reconsider their opinions. This created a useful construct for comparison and analysis of the individual results. At the end all interviewees were asked whether they know anyone else who might be useful and qualified to be interviewed which equals the snowball sampling strategy. This kind of sampling method is used when suitable participants for the primary data collection are difficult to find or in order to avoid an interviewer selection bias. Therefore the interviewee is asked to name further persons who might be potential and qualified participants for the research (Snowball-sampling, 2018).

The interviewing period started March 12<sup>th</sup> 2018 and ended March 27<sup>th</sup> 2018. During this period the participants were contacted, interview appointments were fixed and the interviews were performed. The timeframe for each interview was estimated with 30 minutes each but it turned out that the meetings lasted between 40 to 60 minutes. The interviews were held in a comfortable and familiar surrounding the interviewee proposed once the meeting was fixed to improve the interviewee’s talkativeness (Kepper, 1996). Most of the interviews were conducted either in the participant’s office or in a public café close to their workplace.

By means of the determined qualitative research methods the case study analysis in the following chapter five investigates the findings of the in-depth interviews and statements. It includes a detailed overview of outcomes and presents the overall discussion of output.

## 5 CASE STUDY ANALYSIS

### 5.1 Case study: sustainable business concept

The structure of this case study analysis refers to the business concept and its different core topics covered and described in detail in chapter three of this thesis.

The main features and characteristics of the hotel concept were explained in a compact introduction as well with an additional visual presentation to the interviewees before the actual interviews started.

This case study deals with an innovative sustainable hotel concept in Perchtoldsdorf which shall support the sustainable tourism in the southern city-hinterland region of Vienna in respect of different sustainable characteristics implemented in the business concept.

Those features include recycling as well as upcycling in the hotel's appearance, interior as well as in its practices, it concentrates on sustainable responsibility within its operational structure and action. This also includes educational measures for guests and the local community to achieve an overall acknowledgment of sustainability.

The concept follows as well a generation overlapping employment selection focusing on youth as well as on generation 50+. The hotel also aims on building a cooperation network with the local community, the regional economy and the municipality's structure of Perchtoldsdorf. It respects the natural and cultural environment and therefore integrates existing attractions and new activities in the hotel's services which then correspond to the hotel concept's objectives.

In order to enhance the local sustainable tourism different measures are introduced which refer to the three sustainable pillars that are the environmental, the social and the economic responsibility.

The following analysis and evaluation in the next chapter follows the logic of the business concept in regards of the above described features. (see chapter 3)



## 5.2 Interview results

### 5.2.1 Open ended questions

This chapter presents the observations based on the perspectives of nine interview partners in respect to different topics discussed during the interviews. The open ended questions are listed in the interview guideline attached in Appendix 3.

The results of the qualitative in-depth interviews in German were translated into English, summarized and integrated into a table which is attached as Appendix 4.

After translating and summarizing the nine face to face interviews the given information were organized along a clear structure.

In order to evaluate and interpret the results the questions (Q) are categorized into four topics. They were also colour coded which helps to better understand and compare the different opinions and outcomes.

The topics of the open ended questions:

- **Sustainable hotel concept** includes questions 1, 2 and 8.
- **Sustainable tourism** includes question 3.
- **Innovation** includes question 4.
- **City-hinterland region** includes question 5, 6 and 7.

Question 9 was included in the interview in order to find further potential experts for this research and was coloured grey.

Those topics follow the key factors of this thesis and its research question. The same topics will also be executed in the statements analysis of the next chapter 5.2.2.

The open ended questions analysis are evaluated individually, by 3 stakeholder groups and the overall outcome.

The main focus of this working step is the comparison of “major similarities and differences” of the individual perceptions and opinions. It provides a clear overview and an explicit picture of which participants agree respectively disagree with each other.

## 5.2.2 Major similarities and differences analysis

### Individual outcome

**Q1:** *Imagine this sustainable hotel concept would open soon in Perchtoldsdorf. In your opinion what would be the chances for a success of this new business?*

- a) *Which aspects of this concept in specific do you believe would be successful?*
- b) *And which would not?*

All participants agree that this hotel concept has a great chance to be successful. Though a couple of interviewees indicated that its success will need the fulfilment of all factors. Only focusing on a partial implementation would not be enough in order to reach the goal of maximum sustainability.

Five out of nine participants stated that there are not enough hotels and beds available in Perchtoldsdorf and more capacity is desired which will increase the success rate. Some interview partners emphasized that it will require an innovative concept because a standard hotel would not fill the gap. And that it would be positive to have a “first house in town” again just like Perchtoldsdorf used to have in the past. Also that creative branding and outstanding image is as important as sustainability and environmental execution.

Upcycling and recycling were underlined and that raising awareness, educating and training should be part of the overall concept. In the context of saving resources one interviewee said “not everything has to be always built or produced newly.”

Another factor which most of the interviewees referred to was the importance of building cooperation with different stakeholders locally and regionally.

It was also mentioned that the clientele in this region would be favourable for this kind of hotel. The rural location close to the city combines both worlds, this aspect was addressed by a couple of interviewees.

Comfort and “feeling like home” was another aspect that was judged to be important.

**Q2:** *What concrete opportunities for cooperation with this hotel concept in our region do you see?*

Eight out of nine interviewees confirmed that cooperation with the viniculture and the vintners and regional producers should have priority. Its importance was explained because “Heuriger” and wine would make a big part of Perchtoldsdorf’s offer and character as a unique setting which cannot be found anywhere else in that quality near Vienna in its city-hinterland.

Using and offering local and regional products in the hotel is important for most of the respondents. On the one hand it was mentioned that purchasing and enjoying regional products becomes more and more desirable for the consumers. On the other hand the increasing value of local goods strengthens the existing producers and suppliers in the area and at the same time reduces the harmful long distance transportations. In general it would support the regional economic growth and sustainable development.

Another factor of importance addressed by several interview partners was to include nature and its attractions in the cooperation programmes. Various offers such as hiking, strolling and cycling were stated. Integrating the natural environment, the “Heide” and other protected areas should be an essential part of the hotel’s portfolio.

Some of the interviewees had a different focus when answering this question. One interview partner emphasized on upcycling and recycling and suggested a cooperation with the local waste management association in order to exchange knowhow on best practices.

Another two interviewees stressed upon cooperating with local cultural events and traditional attractions to integrate it in the hotel’s concept and its offers. Another mentioned that a close collaboration with the municipality and the local economy would be fundamental to utilize their potentials for the hotel’s benefit, for example with the local master builder, the glazier’s shop, the tiler and the carpenter were proposed when renovating the hotel. In regard of purchasing food and beverages Perchtoldsdorf’s butcher, bakery, greengrocer and local launderette came up during the interview.

Also transportation cooperation with taxi and bus enterprises and extended usage of electric car or bike services was suggested by a couple of participants.

The Interviewees stated that the business factor cooperation weren’t used enough until now and that there was still a relevant potential to be realized in Perchtoldsdorf. It was also suggested that more businesses should create such connection and cooperation with the given environment.

**Q3:** *What do you think this hotel concept can contribute to the development of sustainable tourism in this region?*

Questioning whether this kind of hotel concept could contribute to the sustainable tourism of this region created split views.

More than half of the participants answered with “yes” but some were not sure or did not believe that this would be the case. The ones that agreed that this concept can be a contribu-

tor believed that it could become a sustainable role model if all targeted measure within the concept were implemented from the beginning onwards . Then other hotels might adapt it as well which can create a push and a trend in future. Some interviewees were not that sure that this hotel project would be very challenging and doubted there was enough local potential given. The current offers might not be strong enough to make a change in the local sustainable tourism.

A hotel concept such as this does not exist in Perchtoldsdorf yet. This hotel concept could be an inducement for rethinking current measures and practices. Again the combination of rural and city-hinterland attractions was perceived very positively especially for younger people. During the interview it became evident that the aim and the priority on wellness and recreation has reached a higher level of interest than in the past. The interviewees believe that including deceleration and relaxation in such a hotel concept would have a positive influence on developing sustainable tourism in this region.

Five participants expressed the necessity to offer a good price-value position which matches the competitive hotel market needs was also highlighted during the interviews. Also the hotel size played a role. It was recommended that the hotel should accommodate at least 50 people, which is a fully occupied bus, in order to develop the current shortage.

Two interviewees were not that convinced that this hotel concept would have the required influence on change due to the fact that its location does not have much to offer and is too close to the city. At the same time both participants also mentioned that it depends on which USPs the hotel concept has to offer in order to evaluate whether this concept could have an impact or not. They also mentioned that currently tourism only exists of business guests or one day-visitors and no leisure tourism of noteworthy size yet exist.

**Q4:** *Do you think this sustainable hotel concept is an innovative business idea?*

Eight out of nine interviewees agreed that this hotel concept is an innovative one.

Though a couple of interview partners thought that it would only be innovative if all aspects of the concept can be realized. The overall sustainable concept makes it unique and new and furthermore it was described as very desirable for Perchtoldsdorf.

One interviewee stated that the existing hotels already follow several elements of this concept in means of using regional products and recycling but was not sure about it. Another participant would not call it innovative. He believed that this concept with the focus on sustainability

lies near dreams of the future. He also thinks that the current systems and practices will be replaced and stated that he already sees the alternation.

**Q5:** *This planned business is located between the city and countryside (city-hinterland).*

*What are your opinions on the*

- a) strengths and*
- b) the weaknesses*

*of such a location for the hotel?*

a) The evaluation of the location and the city-hinterland region of Perchtoldsdorf identified several strengths and weaknesses during the interviews.

One of the major strengths is Perchtoldsdorf's location close to the capital Vienna, its good accessibility by public transport and taxi networks. The combination of on the city experience and the charm and character of the hinterland was rated to be a great asset. It offers the best of both worlds and makes the location unique.

Cultural, natural and leisure offers and the opportunity for ease and recreation in the city metropole as well as in Perchtoldsdorf's surrounding thermal region with the rather intact environment, the preserved areas and the variety of activities in summer and winter time represent a full package in the city-hinterland. Traditional and historical attractions are available all year long. Existing events and entertainment offers are very welcomed by tourists. . It was also mentioned that existing gastronomy including restaurants, cafés, bars and the popular wine culture are well established on an over the average level and are positive factors of this location.

Another feedback was that whether in this or any other location or industry businesses which do not realize the importance of sustainability and that it is not only a trend, will notice the consequences soon.

The fact that this region is the starting point of pilgrimage tourism is quite well known. On the one hand this again rises the awareness level of the location and has the potential to develop tourism and on the other hand Perchtoldsdorf is only the starting point which means travellers and tourist won't necessarily stay.

b) It was observed that strengths can be weaknesses at the same time.

The close location to Vienna with all its attractions and offers is perceived as strength but also as weakness because the fact that for one part of the tourists Vienna's wider range of different

offers and services could be more attractive and might therefore be preferred as direct residence location for their vacation.

Others judged more negatively and doubted that Perchtoldsdorf's location is suitable for expanding tourism because they see a limited connectivity and accessibility, they do not think that Perchtoldsdorf has a good public transportation network and is not connected well enough to Vienna and regions in the neighbourhood.

Another weakness that was referred to was that a city-hinterland region like Perchtoldsdorf might be perceived as too rural and therefore condemned of possible restricted services and comforted in comparison to the city standards. This also included even possible language (dialect) barriers one interviewee pointed out. It was also assumed that Perchtoldsdorf does not have enough parking opportunities which was noticed as a possible weakness.

One interviewee expressed his fear of the hotel project could attract more and more prospective settlers which would mean that prices for land and properties would increase. This would cause several negative consequences in the interviewee's opinion.

**Q6:** *Can you imagine that this kind of hotel concept could be successful in another location than in this specific city-hinterland as Perchtoldsdorf is situated?*

The question whether such a hotel concept would fit in any other location than Perchtoldsdorf as a city-hinterland location was agreed by two third of the interviewees. After discussing different other options such as city or countryside most of them believed that Perchtoldsdorf would be the most adequate location for this kind of idea.

The interview partners do not negate that it could also be possible to realize this business in a city or on the countryside but several key factors and important measures of those locations would be missed in order to successfully implement this concept.

**Q7:** *Which further factors should be considered in your opinion to secure the hotel concept's success in this specific region?*

Offering packages is one of the most often proposed measure in all interviews. The combination with different existing offers, services, events and attractions would be of priority for the

majority of the interview partners. Cooperation should include Perchtoldsdorf but also the surrounding region areas as well as Vienna.

Interviewees emphasized further enhancement of offers and attractions such as wine events, cultural presentations, performances, folklore programmes, etc. as well as natural activities such as more bicycle trails, guided tours and hikes. Additionally newly created products and distinctive services such as grape harvesting, summer theatre and other unique offers were part of the proposals.

Expanding the e-bikes network, electro cars and car sharing and fair priced shuttle service were suggested by one interviewee in order to improve the local transportation situation.

Collaboration with the municipality, community and local environments was considered very important for the most. They strongly believe this would not only benefit the guests but also the population in Perchtoldsdorf itself.

Focusing on adequately trained and professionally serving employees was suggested by two interview partners. Furthermore they remarked to communicate a credible and valuable business concept. It is important that the entire company lives the concept with highest credibility to in order to convince others.

**Q8:** *Would you support such a hotel concept?*

*a) If yes - how?*

*b) If not - why not?*

- a) All interviewees, with no exception, would support and approve this sustainable hotel concept in Perchtoldsdorf. By means of cooperating with the hotel, recommending it to guests and sending customers, as well as providing continuous feedback all parties would help to integrate this hotel concept in the local environment and infrastructure.

In which form and with which measures and what kind of marketing tools including promotional price reductions or other deals would still have to be detected.

- b) None of the interview partners answered this question with no as already mentioned in the previous paragraph. A common agreement was achieved.

**Q9:** *Finally I would like to ask you if you can recommend someone else whom I can interview about this topic?*

This question was only a vehicle to get to know further competent participants for this in-depth interview.

### **Stakeholder outcome**

The interviewees are divided in three stakeholder groups with three different colour codes:

- The **environmental stakeholder group** includes interviewees 1, 2 and 5.
- The **economic stakeholder group** includes interviewees 6, 8 and 9.
- The **social stakeholder group** includes interviewees 3, 4 and 7.

In general the three stakeholder groups did not differentiate very much. Apart from some individual opinions and perceptions it cannot be said that the different stakeholder groups represented different point of views in the main aspects and criteria.

The environmental stakeholders focused primarily on the natural, the environmental and the location's development. In their opinion expanding the focus on regional resources, protecting nature and supporting the environmental quality should deserve more acknowledgment in future.

The economic stakeholder group showed great interest in building cooperation and pushing the local market. In particular the wish for closer collaboration with existing businesses and institutions was indicated during the interviews. Also partnerships for promoting existing offers and attractions would be welcomed.

What can be said is that the social stakeholder groups emphasised more than the others on community topics and people related matters. The idea in including the municipality as well as local associations reached high acceptance. Also involving local members of the community was considered to be a desirable measure.

But all in all the three stakeholder groups perceived such a sustainable hotel concept in Perchtoldsdorf as positive. They all would accept and support the idea and could imagine that this hotel would work well in this location.

### **Overall open ended questions outcome**

The sustainable hotel concept received positive feedback with a big number of valuable comments and suggestions as well as some specific criticism.



All key aspects of the hotel concepts were accepted and approved. Additional proposals were made which match very well with the overall ideas and objectives. Some suggestions were similar or almost identical to what the concept has intended to do and others were new ideas to consider if the concept would be realized.

Very strong accordance was evaluated in regards to the importance of cooperation, the expenditure of offers, attractions, activities and services including packages and other deals. Involving the community and the local environment was perceived as very positive and also integrating the municipality and the local economy met the interviewee's priorities. .

Discrepancies are mostly found when it came to the external conditions how such a hotel concept can be realized successfully. A couple of interviewees were uncertain if the local offers and circumstances would meet the requirements for operating economically or to develop sustainable and leisure tourism effectively.

One special factor that stuck out was the disunity in the consideration of local accessibility and the current transportation network. In general it was said that the better the connectivity the surrounding areas and the city is developed the higher the success rate for project in this location would be.

Concluding the open ended questions prove that there was great interest in this hotel concept in this particular city-hinterland location. It was mostly agreed that it would contribute to the region's sustainable tourism and would create a positive impact for the local setting. All participants stated that they would support such a concept and approved with 100%.

### 5.2.3 Statements and analysis

In this chapter a more detailed view on the statements will give an insight on the individual opinions of each interview partner. In the next step a combined analysis of the open ended questions and the statements' outcomes will be described in the following chapter 5.3.

The first part of this analysis deals with the mean value outcomes which provide insight of what the average answer of all the participants were. The second part of the statement analysis will focus on the percentage figure outcomes. This helps to analyse the results further and to compare them later on with other analysis strategies.

The statements (S) were ranked from one (1) to ten (10) and offered a Likert scale from one(1) which stands for “agree fully” to six (6) which stands for “do not agree at all”. The positive scale values are defined from one to three (1-3) and the negative values are ranked from four to six (4-6). Those two subdivisions help to classify the participant’s answers to assign their opinions for the analysis.

The answers of all Interviewees (Int.) were evaluated and analysed individually, in relation to the different 3 stakeholder groups and overall as defined as well in the previous chapter.

The statements and the given answers were analysed by their mean values as well as evaluated by their percentage figures. This has the purpose to identify the mutual perspectives and opinions as well as it presents discrepancies and differences.

The topics of the statements were the same as in the open ended questions in order to compare but also underline or distinguish from previously given opinions and answers.

- **Sustainable hotel concept** includes statements 1,2,10
- **Sustainable tourism** includes statements 3, 4, 5
- **Innovation** includes statements 6
- **City-hinterland region** includes statements 7, 8, 9

### 5.2.4 Mean value analysis

The mean value analysis displays what the average answer to each statement was. This can be observed individually, by stakeholder groups as well as overall. The results also provides an idea about how strongly the participants agree and disagree with the individual topics.

Statements	Int. 1	Int. 2	Int. 3	Int. 4	Int. 5	Int. 6	Int. 7	Int. 8	Int. 9	Mean value	Rounded mean value
S1	1	1	1	1	1	1	1	1	1	1,00	1
S2	1	1	2	3	3	2	3	1	4	2,22	2
S3	1	2	3	1	3	1	1	1	1	1,55	2
S4	1	1	1	1	1	2	2	2	2	1,44	1
S5	6	4	4	6	6	5	5	6	5	5,22	5
S6	1	2	3	1	1	1	1	2	1	1,44	1
S7	1	2	3	1	1	2	1	2	2	1,66	2
S8	6	6	1	6	3	6	6	6	5	5,00	5
S9	1	2	3	1	1	1	1	1	1	1,33	1
S10	1	1	4	1	1	1	1	1	1	1,33	1

Table 10- Mean value analysis

#### Individual mean value outcome

**S1:** *Sustainability in a hotel organization does not only include environmental but also social and economic corporate responsibly.*

A very clear mean value of one (1) which stands for “agree fully” provided a strong positive valuation. This proves that the participants are generally supporters of a holistic understanding of sustainability in the sense of the whole society’s responsibility.

**S2:** *Nowadays hotel guests care very much about sustainable measures within the hotel of their choice.*

For this statement the average mark was two (2), “agree”. The assumption that sustainable measures are relevant for tourism nowadays was judged positively. This result indicates that sustainability becomes more and more important for the tourism industry.

**S3:** *Sustainability also means more opportunities for the local and regional tourism job market.*

The assumption that sustainability also means more job opportunities for the local job market was “agreed” upon with the mean value of two (2), the participants believe that it could be a positive contributor.

**S4:** *Sustainable tourism and leisure time facilities are appreciated by tourists more than in the past.*

Another mean value of one (1), “agree fully”, was generated with the statement that sustainable tourism and leisure offers gain more interest these days. This supports the perception of a growing target market and more business opportunities.

**S5:** *So far the possibilities for sustainable tourism in the region were already realized sufficiently.*

A reversed formulation of this statement encouraged the participants interviewees to evaluate it from a different angle. As all of them expressed more or less identical positions the average mean value was therefore five (5). The average participant “does not agree at all”. The statement assumed that the opportunity of sustainable tourism is realized already to a sufficient potential.

This is a very positive result for the potential execution and further development in future.

**S6:** *There is still a lot of room for innovative ideas for tourism in city-hinterland regions.*

The understanding of innovative ideas in tourism of city-hinterland regions was evaluated with a mean result of one (1). This approves the assumption and facilitates the opportunity for further prospective dynamic development in the region.

**S7:** *Tourists appreciate the great number of activities and offers in the region of Perchtoldsdorf.*

The mean value of two (2) was calculated for this assumption. The participants were positively tuned towards the existing situation but also believe that there is still room for improvement.

**S8:** *The closeness to the city with its further attractions is a disadvantage for the local tourism.*

Again the statement was designed the opposite way and the attendees were challenged to evaluate carefully. The average “does not agree” by choosing five (5) as their answer confirmed that there exists no fear of the near city’s offers.

**S9:** *Tourism in a city-hinterland region offers on the one hand urban and on the other hand rural vacation flair and interesting qualities of both worlds.*

Another very positive mean value of one (1) was evaluated for the evaluation of the city-hinterland’s qualities. The common opinion shows that this specific location has a lot to offer and has the potential to combine both worlds for the tourism market successfully.

**S10:** *A sustainable hotel concept can strongly contribute to the development of sustainable tourism in Perchtoldsdorf.*

The clear answer with an average of one (1), “agree fully”, confirms the positive perception and valuation of the hotel concept by the participants.

The calculation of the mean values for all statements divides the results in either a strong positive or a strong negative direction. The mean value positions itself around scale 1 to 2 or around 5. The few scales three, four and six were left out or were neglected in the overview.

### Stakeholder groups mean value outcome

The interviewees are divided in three stakeholder groups.

1. The **environmental stakeholder group** includes interviewees 1, 2 and 5
2. The **economic stakeholder group** includes interviewees 6, 8 and 9
3. The **social stakeholder group** includes interviewees 3, 4 and 7

Statements	Int. 1	Int. 2	Int. 3	Int. 4	Int. 5	Int. 6	Int. 7	Int. 8	Int. 9	Mean value	Rounded mean value
S 1	1	1	1	1	1	1	1	1	1	1	1
S 2	1	1	2	3	3	2	3	1	4	2,22222222	2
S 3	1	2	3	1	3	1	1	1	1	1,55555556	2
S 4	1	1	1	1	1	2	2	2	2	1,44444444	1
S 5	6	4	4	6	6	5	5	6	5	5,22222222	5
S 6	1	2	3	1	1	1	1	2	1	1,44444444	1
S 7	1	2	3	1	1	2	1	2	2	1,66666667	2
S 8	6	6	1	6	3	6	6	6	5	5	5
S 9	1	2	3	1	1	1	1	1	1	1,33333333	1
S 10	1	1	4	1	1	1	1	1	1	1,33333333	1

Table 11- Stakeholder mean value

**S1:** *Sustainability in a hotel organization does not only include environmental but also social and economic corporate responsibly.*

All stakeholder groups fully agree with the statement.

**S2:** *Nowadays hotel guests care very much about sustainable measures within the hotel of their choice.*

On this statement the opinions differed because the stakeholder groups share different points of view. The answers spread from ranking one (1) to four (4) which presents a quite scattered

picture but almost all answers still lied in the positive range. Only the economic stakeholder group includes one outlier (Int.9).

**S3:** *Sustainability also means more opportunities for the local and regional tourism job market.*

Apart from the economic stakeholder group, which shares a joint opinion, the other two stakeholder groups had diverse answers among the participants.

**S4:** *Sustainable tourism and leisure time facilities are appreciated by tourists more than in the past.*

This statement shows a more united set of answers. The environmental stakeholder group fully agreed and the other two stakeholder groups split their answers between “fully agree” and “agree”.

**S5:** *So far the possibilities for sustainable tourism in the region were already realized sufficiently.*

In this case all stakeholder groups rather tended towards the negative scaling which again showed a very similar way of thinking and valuation between the different stakeholders.

**S6:** *There is still a lot of room for innovative ideas for tourism in city-hinterland regions.*

Here the stakeholder groups agreed within their groups and presented a collaborative positive opinion.

**S7:** *Tourists appreciate the great number of activities and offers in the region of Perchtoldsdorf.*

The findings of this statement are almost the same as for statement six (6).

**S8:** *The closeness to the city with its further attractions is a disadvantage for the local tourism.*

In this statement the economic stakeholder group presented the strongest outcome followed by the environmental group and then by the social stakeholder group. All groups decided for a clear average negative response to this statement. The social group included one spike which presented a quite a controversy. Int. 3 and 5 answered with a positive feedback and did not share the opinion of the other stakeholders.

**S9:** *Tourism in a city-hinterland region offers on the one hand urban and on the other hand rural vacation flair and interesting qualities of both worlds.*

The economic group “fully agreed” and the social as well as the environmental group shared a very similar opinion in regards to this statement.

**S10:** *A sustainable hotel concept can strongly contribute to the development of sustainable tourism in Perchtoldsdorf.*

Apart from the social stakeholder group which shows one outlier (Int. 3), the other two groups shared the identical opinion.

### **Overall mean value outcome**

In an overall judgement the mean values showed a great tendency towards the agreement and acceptance of the statements by all stakeholders. Such a hotel concept in such a specific location was considered positively as the approval of sustainability itself and its different measures and characteristics showed a strong acceptance of the hotel concept.

The identical joint answer of all interviewees of statement one showed a common understanding of what sustainability should include.

The findings also presented the one or the other different and also controversial feedback.

Interviewee five and three for example answered a couple of statements divergent to the other stakeholders and did not share the opinion of the rest.

But apart for the couple of outliers all stakeholder's and stakeholder group's valuation proved a very strong evaluation of all aspects and topics of the statement.

The mean value analysis provides a significant outcome which can be compared and merged with the percentage figures analysis followed in the next chapter in order to investigate even more findings for this study.

### **5.2.5 Percentage figures analysis**

As second part of the statements' analysis the focus of the evaluation was to determine how many participants gave same answers and how the distribution of the different answers on the overall Likert scale was.

The result is presented in percentages and shall give an overview as well as a better understanding of the distribution of the answers of all interviewees.



Statements	1	2	3	4	5	6	Sum
S 1	100%						100%
S 2	33,33%	22,22%	33,33%	11,11%			100%
S 3	66,66%	11,11%	22,22%				100%
S 4	55,55%	44,44%					100%
S 5				22,22%	33,33%	44,44%	100%
S 6	66,66%	22,22%	11,11%				100%
S 7	44,44%	44,44%	11,11%				100%
S 8	11,11%		11,11%		11,11%	66,66%	100%
S 9	77,77%	11,11%	11,11%				100%
S 10	88,88%			11,11%			100%

Table 12: Percentage figures

**Individual percentage figures outcome:**

**S1:** *Sustainability in a hotel organization does not only include environmental but also social and economic corporate responsibly.*

The participants “fully agree” with 100% that sustainability does not include only environmental but also social and economic responsibility in a business.

**S2:** *Nowadays hotel guests care very much about sustainable measures within the hotel of their choice.*

33,33% answered with “agree fully” and other 33,33% “agree somewhat” that nowadays tourist pay attention if a hotel follows sustainable measures. Over all there is a clear majority in favour of this (88,88% positive).

**S3:** *Sustainability also means more opportunities for the local and regional tourism job market.*

Two third (66,66%) of the interviewees “agree fully” that sustainability offers more job opportunities for the local and regional job market and even the others (33,33%) “agree” or “agree somewhat”.

**S4:** *Sustainable tourism and leisure time facilities are appreciated by tourists more than in the past.*

Corresponding with the assumption 55,55% “agree fully” and the other 44,44% “agree” that sustainable tourism and leisure time facilities are appreciated more than they were in the past. In general a very clear result.

**S5:** *So far the possibilities for sustainable tourism in the region were already realized sufficiently.*

Most of all attendees negate that the chances for sustainable tourism were realized/executed/taken up enough and adequately in the region. 44,44% “do not agree at all”, 33,33% “do not agree” and the other 22,22% “do not really agree”. All answers were placed in the negative scope.

**S6:** *There is still a lot of room for innovative ideas for tourism in city-hinterland regions.*

66,66% “agree fully” that there is still a lot of room for innovative ideas for the tourism in the city-hinterland regions. The remaining 33,33% of the participants also have a positive leaning towards this statement.

**S7:** *Tourists appreciate the great number of activities and offers in the region of Perchtoldsdorf.*

Similar to the previous assumption, there is also a positive tendency evident but the outcome is less strong. 44,44% “agree fully” and the same amount of participants “agree” that tourist appreciate the variety of different activities and offers in the region of Perchtoldsdorf,” and 11,11% “agree somewhat”. But also for this statement 100% of participants chose a positive answer.

**S8:** *The closeness to the city with its further attractions is a disadvantage for the local tourism.*

The question if the near city with its attractions has a negative influence and if this is a disadvantage for the local tourism of a city-hinterland region such as Perchtoldsdorf ,creates a decomposition of reactions. 66,66% think that the city is no harm for the local tourism and chose to answer with “do not agree at all” as well as 11,11% “do not agree”. A couple of participants

answered differently - 11,11 % “agree fully” and another 11,11% “agree somewhat” that it has a negative impact.

**S9:** *Tourism in a city-hinterland region offers on the one hand urban and on the other hand rural vacation flair and interesting qualities of both worlds.*

77,77% “fully agree” that a city-hinterland region offers urban and rural vocational flair and interesting characteristics of both worlds. The other 22,22% also evaluate this question positively.

**S10:** *A sustainable hotel concept can strongly contribute to the development of sustainable tourism in Perchtoldsdorf.*

88,88% of all participants answered with “agree fully” on the assumption that a sustainable hotel concept can contribute strongly to the development of sustainable tourism. And only 11,11% “do not really agree”. This result has a very strong meaning for this study and its outcome.

#### **Overall percentage figures outcome**

Taking a look at the overall picture and findings of the percentage analysis a distinct pattern can be recognized. The majority of all attendees judges and assess all statements in a very positive way.

Apart from different ratings of some statements, most of the perceptions and opinions of the stakeholders resemble either in the positive or negative rating. The outcomes often spread on three ranks which represent a common point of view. Only statement eight and ten provide positive as well as negative evaluations but the distinct percentage outcome reveals a clear result.

In most statements all stakeholders mostly agree except in statement two and seven. In those cases the strongest outcomes distribute equally but still place themselves in the positive side. Statement nine also received the majority of agreements. It confirms the assumption positively, that tourism in a city-hinterland region offers on the one hand urban and on the other hand rural vacation flair and interesting qualities of both worlds.

Also the very stringent approval of statement ten, that a sustainable hotel concept can strongly contribute to the development of sustainable tourism in a city-hinterland region like Perchtoldsdorf, shows a very substantive outcome.

The remarkable finding is the full agreement on statement one that sustainability in a hotel

organization does not only include environmental but also social and economic corporate responsibly.

Collectively it can be identified that all interviewees share a positive affection towards the statements and share a very common ground of appraisal.

### **Overall statements outcome**

The overall outcome of the combined mean value and percentage figures findings shows very positive acceptance by all participants of all different topics implemented in the statements. This yields a significant outcome which fosters the assumptions of the hypothesis and this research.

A big number of similar opinions and evaluations of the different topics of the statements were evident. Except for a couple of outliers, which did not effectuate the overall results, the complete set of answers was rather coherent. This can be seen in the mean value analysis as well as in the percentage figures analysis. Both together yield a clear picture of arguments.

Comparing the answers and opinions of the individuals it clearly shows which participant is disposed generally positive and which is not. It is also important to understand that their opinions and answers are linked with their professions as well as with their personal experiences and depend on their own believes, preferences and know-how about the tourism and hotel industry as well as the local environment.

Even though the participants selection was diverse with a variety of different stakeholder groups and point of views the outcome proves that diversity still connects in one common result supporting the research question and hypothesis.

### 5.3 Discussion of output

Observing and interpreting the overall outcome of the in-depth interviews, including the results of the open ended questions as well as the statement outcomes, distinct findings can be stated.

Various strengths and opportunities were determined during the interviews. This sustainable hotel concept in the specific city-hinterland location of Perchtoldsdorf was not only approved by the interview partners but was also supported and appreciated as a new welcomed enterprise. The focus on sustainability and the corresponding measures in the hotel received a high degree of consent and were described as important factors. Almost every interview partner believed that this hotel concept could strongly contribute to the local sustainable tourism development.

The majority of interviewees also agreed upon that this hotel in its entity would be an innovative business concept. At the same time some of the stakeholders indicated that the implementation of all factors of the concepts would be necessary to achieve the desired quality.

The research shows that the city-hinterland region Perchtoldsdorf would be a valuable location for such a project with all its offers, services and attractions even though opinions of the participants varied in a couple of arguments. It was questioned if the number and the desirability of regional offers would fulfil the today's tourism demand. At the same time a high potential for expanding the portfolio of the local proposition was identified by the same respondents.

The interview answers also revealed that this hotel concept has the power to influence the overall development of the municipality with all planned implementations, ideas and services. This includes the environmental and social as well as the economic conditions as mentioned in many examples in the previous chapter 5.2.

Apart from the positive attributes this concept offers also a couple of potential weaknesses and threats were mentioned. One particular weakness that came up during a couple of interviews was the concern about the connectivity and the transportation network in this region. It became apparent that there is demand for further development. The infrastructure needs to be integrated in the concept in order to be an decisive element for the hotel's and tourism's success.

Another crucial aspect identified in this analysis was the doubt about the commercial expectations for this specific location. It was questioned whether the quality of the region's offers would be attractive enough to convince a bigger number of tourists to book this destination.

But it was realized and well understood by all stakeholders that this city-hinterland region has the potential to offer the best of both worlds, urban and rural experience, all at once.

The SWOT analysis which was created before the in-depths interviews shows analogue outcomes. Almost at all factors of the strengths, weaknesses, opportunities and threats in chapter 3 of the business concept are coherent with the interviewee's opinions and arguments. Even a couple of new thoughts and opinions were raised during the dialogues but the major positive as well as negative attributes correlate.

The overall analysis demonstrates a very stringent result of this case study and its outcomes. Not only it proves that there is a wide scale of opportunities, it also verifies that there is great room for sustainable development in tourism in a city hinterland region such as Perchtoldsdorf. Furthermore the study confirms that this sustainable hotel concept can serve as a prototype venture for other regions with similar circumstances and a comparable environment like Perchtoldsdorf.

### 5.3.1 Research question and hypothesis

In regards to the research questions several findings were detected on how such a sustainable innovative hotel concept can actively contribute to sustainable tourism in a city-hinterland region. The results show that the majority of the interviewees agreed that all measures in the hotel concept which represent sustainability and sustainable responsibility are the most important elements of this project. This includes using regional products, building cooperation and involving the local environment, community and municipality. The participants were also predominantly convinced that this kind of business concept is an innovative idea which would suite this region very well. Additionally it was stated several times during the interviews that Perchtoldsdorf as a city-hinterland location would be most suitable to realize such project.

All the aspects mentioned above were considered as the key elements on how such a business concept can actively contribute to sustainable tourism in a city hinterland location and play an essential role for the result of the research's hypothesis.

Summing up the findings of the qualitative research, the business plan, the case study including the generated in-depth interviews and the statements analysis show a significant result: The interviews' outcomes prove the forgoing hypothesis of this research to be correct.

On the basis of the conducted in-depth interviews there is a strong preference towards the

active contribution of the suggested hotel concept to an innovative sustainable development in a city-hinterland region.

In the final chapter six provides a summary of this thesis, its limitations and recommendations for potential future studies.

## 6 CONCLUSION

### 6.1 Summary

The scope of this thesis was to identify influencing factors and measures of a sustainable hotel concept which can lead to further development of sustainable tourism in a city hinterland region with the example Perchtoldsdorf. This research has investigated the following research question:

How can a sustainable innovative hotel concept actively contribute to sustainable tourism in a city-hinterland region?

The research question was the basis of this study. Hence three main topics were identified to answer the above question: sustainable tourism, city- hinterland tourism and entrepreneurship and innovation in the tourism industry. Those topics were firstly researched and elaborated in the literature review in chapter two of this paper. The primary research examined the available data on the topics and the findings from the literature. The literature already showed evidence for high interest and opportunities focusing on strategies for environmentally friendly and sustainable operations in the long term.

Many elements of the literature review as well as individual and new ideas were implemented and processed in the sustainable hotel concept of chapter three. The business concept strengthens the literature's findings and became the guideline for the empirical part of this research in chapter four.

The qualitative research methods set the research approach and the semi structured interviews with nine experts offered a significant outcome. The case study and the in-depth interviews underlined and proved the findings of the literature review and the implemented measures of the business concept to be correct. The focus on all three pillars of sustainability within one hotel concept creates high acceptance by the stakeholders who participated in the study. The environmental, the economic as well as the social stakeholder groups support this concept and consider it as a valuable and great addition to the current tourism situation in Perchtoldsdorf.

It was also agreed upon that this sustainable hotel concept has the potential to be a prototype concept for similar city hinterland regions and was identified as an innovative project.



All three main topics of the research question were elaborated and researched, distinct answers to the research question were detected and finally the hypothesis was proven right. Combining all findings of this thesis it can be clearly stated that developing sustainable city-hinterland tourism and implementing a sustainable innovative hotel concept in such a region can create new opportunities for sustainable tourism and has the potential to be a successful business model.

When looking into the future the research shows that sustainable measures in the hotel and tourism industry becomes more and more important and the demand and interest in sustainability is growing.

## **6.2 Limitations**

By carrying out qualitative research methods the researcher can be confronted with restrictions this method brings along.

The first limitation of this study at hand was caused by the sample size of the expert interviews. The limited number of participant in the in-depth interviews cannot represent the entire population, as it mainly reflects the opinion of a handful individuals. This again means that the outcomes cannot be as representative as quantitative research would allow.

Another obstructive factor during this study was the minor findings on city-hinterland tourism literature. While it confirms that there is a niche market, the view available data hindered the comparison with a bigger number of different researches.

The study also yields that there were uncertainties about some topics during the interviews which can be explained by the interviewees' limited knowledge about the detailed hotel concept. The participants' timeline didn't allow to present the complete business concept with all its specific measures and detailed aspects.

Another limitation is that only the example of Perchtoldsdorf represented the entire city-hinterland tourism in this study. Municipalities are different and not every location offers the same circumstances and criteria. This means that even though this particular region demonstrates to be very suitable for such a hotel concept it cannot be said that this would be automatically be the case for other city-hinterland regions.

The findings of the research together with the analysis and its limitations leads to the following recommendations in the next paragraph.

### 6.3 Recommendations

For the possible further research several recommendations on how to improve this study were detected.

First, the grid of the hotel concepts' benefits and the operational structure need to be explained in more detail before conducting further interviews. It occurred during the in-depth interviews that it would have been easier for the participants to answer more precisely some if the overall construct of the project would have been explained even in more details.

For further research also tourism and hotel experts could be included as perspective interview partners. Their know-how and specific opinions regarding such a business concept may be valuable in order to determine current and future market trends and to development further sustainable products and services.

To achieve an even more detailed outcome for this research question it became evident that additionally quantitative research should be included as a valuable add-on to this existing study. It would not only represent a broader size of population but also reveal further parameters which were not considered before.

Furthermore it would be recommended to conduct additional studies in other comparable locations because Perchtoldsdorf does not represent all city- hinterland regions. As this hotel concept might be a possible prototype model it is would be necessary to investigate other regions in detail, including their municipality, community and offers.

The recommendations made above show that there is still room for further research but overall this study provides all relevant answers on the given research question of this thesis.

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## APPENDICES

### Appendix 1:

#### 1) **Mag.Dr. Gregor Gatscher-Riedl**

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**9) Johannes Petrisic**

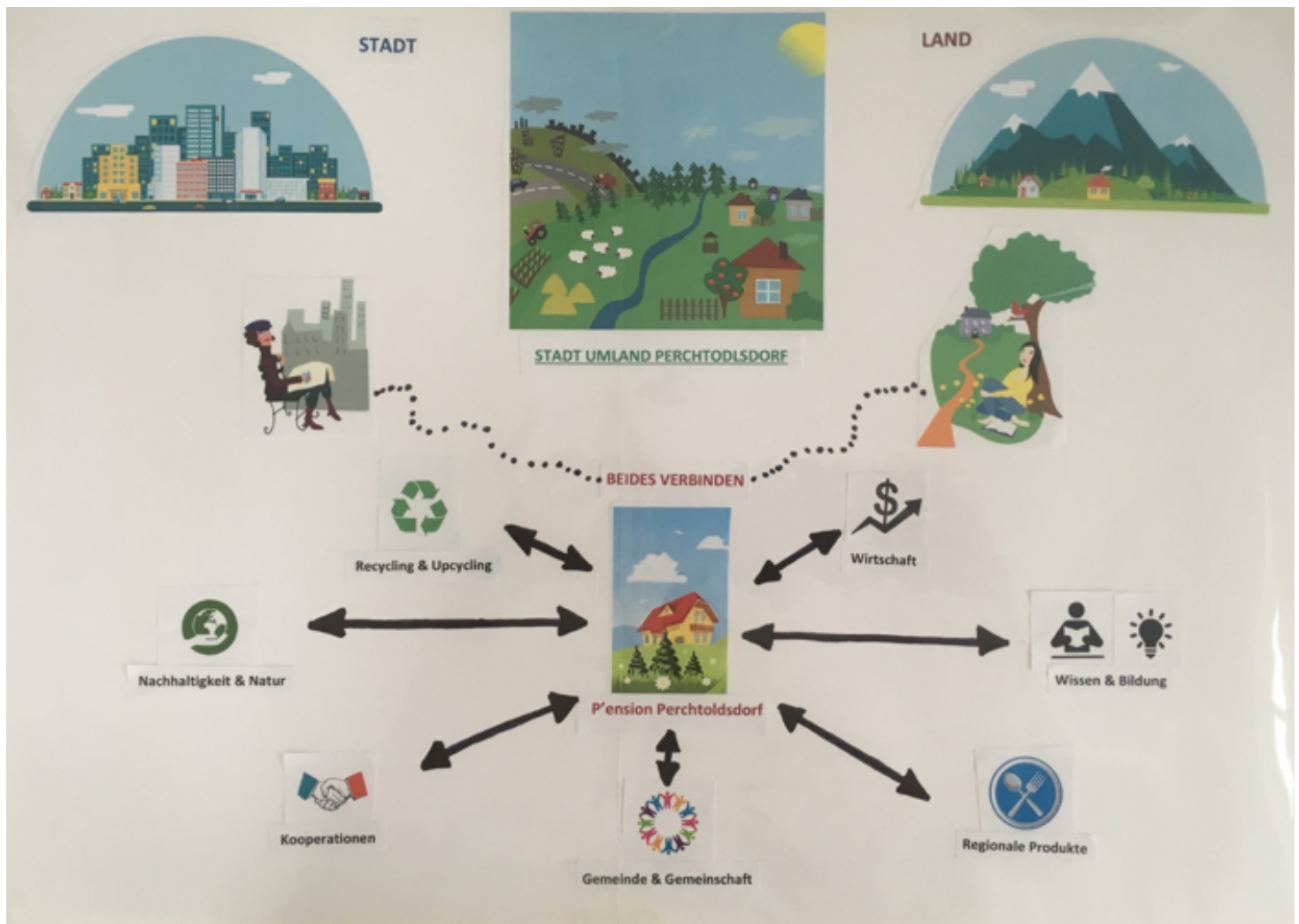
Entrepreneur “Wohnstrudel”

Hochstraße 81, 2380 Perchtoldsdorf

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## Appendix 2:



## Appendix 3:

Name:

Zeit:

Ort:

### Interview Guideline:

#### Das Hotel-Konzept P'ension:

Zum Interview-Einstieg:

Vielen Dank, dass Sie sich für einige Fragen zur Verfügung gestellt haben, die sich im Rahmen meiner Masterarbeit für ein spezielles Hotel-Konzept stellen.

Es geht hier um ein nachhaltiges Hotelkonzept in Perchtoldsdorf, das einen Beitrag zu nachhaltigem Tourismus in der Region im südlichen City-Hinterland von Wien leisten soll.

Das Hotel P'ension mit 22 Zimmern und 7 Angestellten versteht sich als ein Prototyp Modell für andere Betriebe, primär fokussiert auf Nachhaltigkeit.

Dies inkludiert nicht nur das traditionelle Verständnis von Nachhaltigkeit im Umweltbereich, wie Energie- und Wassersparen oder Recycling, sondern auch weitere nachhaltige Aspekte, hier die wesentlichen Charakteristika:

- **Wiederverwenden von Ressourcen und Rohstoffen, Upcycling & Recycling und Müllminimierung**  
(Interieur des Hotels)
- **Nachhaltige soziale Verantwortung innerhalb der Strukturen des Betriebes**  
(Teamarbeit, Gruppengeist, Mitarbeiter-Partizipation, Einbindung Freiwilliger, etc.)
- **Generationenübergreifende Personalauswahl mit Fokus auf Jugend und die Zielgruppe 50+**  
(Zusammenarbeit mit dem AMS, Weiterbildung und Wissenstransfer für Junge/ Schüler über die Prinzipien der Nachhaltigkeit)
- **Kooperationen mit lokal/regionalen Wirtschaftstreibenden und Produzenten**  
(Handel, Transport, Heurige, Bauern, lokale und regionale Unternehmer und Produkte)
- **Zusammenarbeit mit Ortsgemeinde und Bezirksstruktur sowie lokaler/regionaler Gesellschaft**  
(Soziales/Kultur/Tourismus/Umwelt, Vielfalt der Vereine, Gemeinschaften, Events, Aktivitäten, Teilhabe an Traditionen und Lebensweise)
- **Integrieren des natürlichen und gesellschaftlichen Umfelds**  
(Natur, Freizeitangebote, Umgebung, Geschichte, Kultur, ...)
- **Additional hotel services and offers**  
(tours, activities, workshops, shuttle service,...)
- **Konzentration auf Weiterentwicklung und Ausbau des regionalen Tourismus**  
(inklusive gezieltem Ausnützen touristischer Marktnischen)

**Interviewfragen:**

1. Stellen Sie sich vor, dieses nachhaltige Hotel würde hier in Perchtoldsdorf demnächst eröffnet werden.  
Welche Erfolgschancen sehen Sie für einen solchen neuen Betrieb?
  - a) Welche Aspekte dieses Konzepts speziell denken Sie wären erfolgsträger?
  - b) und welche nicht?
2. Worin liegen, Ihrer Meinung nach, konkrete Möglichkeiten von Kooperationen mit diesem Hotel mit unseren regionalen Strukturen?  
(politische, wirtschaftliche, kulturelle, landwirtschaftlich, soziale, ...)
3. Was glauben Sie, kann dieses neue Hotelkonzept für die Entwicklung von nachhaltigem Tourismus in dieser Region beitragen?
4. Halten Sie dieses nachhaltige Hotelkonzept für eine innovative Geschäftsidee?
5. Der geplante Betrieb liegt zwischen Stadt und Land (city-hinterland).  
Was sind ihrer Meinung nach
  - a) die Stärken und
  - b) die Schwächeneines solchen Standorts für dieses Hotel?
6. Können Sie sich vorstellen, dass dieses nachhaltige Hotelkonzept auch woanders als in dieser speziellen city-hinterland Lage wie Perchtoldsdorf erfolgreich sein kann?
7. Welche weiteren Faktoren wären Ihrer Meinung nach noch wichtig zu beachten um den Erfolg solch eines Hotelkonzepts in solch einer speziellen Region zu sichern?
8. Würden Sie selbst ein solches Hotelkonzept unterstützen?  
Wenn ja - wie?  
Wenn                      nein                      -                      warum                      nicht?
9. Abschließend möchte ich Sie fragen ob Sie mir jemand Weiteren empfehlen können, den ich ebenfalls zu diesem Thema befragen könnte?

**Statements:**

(1 = stimme völlig zu – 6 = stimme überhaupt nicht zu)

1. Nachhaltigkeit in einem Hotelbetrieb beinhaltet nicht nur umweltgerechte Betriebsführung, sondern auch soziale- und wirtschaftliche Verantwortung.  
 „stimme völlig zu“ ☐ 1 ☐ 2 ☐ 3 ☐ 4 „stimme überhaupt nicht zu“ ☐ 5 ☐ 6
2. Hotelgäste achten heutzutage sehr auf nachhaltige Maßnahmen im Hotelbetrieb ihrer Wahl.  
 „stimme völlig zu“ ☐ 1 ☐ 2 ☐ 3 ☐ 4 „stimme überhaupt nicht zu“ ☐ 5 ☐ 6
3. Nachhaltigkeit bedeutet auch mehr Chancen für den lokalen und regionalen Arbeitsmarkt im Tourismus.  
 „stimme völlig zu“ ☐ 1 ☐ 2 ☐ 3 ☐ 4 „stimme überhaupt nicht zu“ ☐ 5 ☐ 6
4. Nachhaltige Tourismus- und Freizeitangebote werden von Touristen heutzutage mehr geschätzt als früher.  
 „stimme völlig zu“ ☐ 1 ☐ 2 ☐ 3 ☐ 4 „stimme überhaupt nicht zu“ ☐ 5 ☐ 6
5. Bisher sind die Chancen für nachhaltigen Tourismus der Region bereits ausreichend genutzt worden.  
 „stimme völlig zu“ ☐ 1 ☐ 2 ☐ 3 ☐ 4 „stimme überhaupt nicht zu“ ☐ 5 ☐ 6
6. Es gibt noch viel Spielraum für innovative Ideen im Tourismus von city-hinterland Regionen.  
 „stimme völlig zu“ ☐ 1 ☐ 2 ☐ 3 ☐ 4 „stimme überhaupt nicht zu“ ☐ 5 ☐ 6
7. Touristen schätzen die Vielzahl von Aktivitäten und Angeboten in einer Region wie Perchtoldsdorf.  
 „stimme völlig zu“ ☐ 1 ☐ 2 ☐ 3 ☐ 4 „stimme überhaupt nicht zu“ ☐ 5 ☐ 6
8. Die Nähe zur (Groß)Stadt mit ihren weiteren Attraktionen ist von Nachteil für den lokalen Tourismus.  
 „stimme völlig zu“ ☐ 1 ☐ 2 ☐ 3 ☐ 4 „stimme überhaupt nicht zu“ ☐ 5 ☐ 6
9. Tourismus in einer city-hinterland Region bietet städtischen wie auch ländlichen Urlaubsflair und interessante Eigenschaften aus beiden Welten.  
 „stimme völlig zu“ ☐ 1 ☐ 2 ☐ 3 ☐ 4 „stimme überhaupt nicht zu“ ☐ 5 ☐ 6
10. Ein nachhaltiges Hotelkonzept kann stark zur Entwicklung von nachhaltigem Tourismus in Perchtoldsdorf beitragen.  
 „stimme völlig zu“ ☐ 1 ☐ 2 ☐ 3 ☐ 4 „stimme überhaupt nicht zu“ ☐ 5 ☐ 6



## Appendix 4:

## Translated summarized in-depth interviews

	Major similarities of interviewees	Major differences between interviewees
	1. Major Dr. Gregor Gatscher-Riedl	2. Toni Nigl
	3. Dr. Christine Mitterwenger	4. Brigitte Sommerbauer
	5. DI Christina Czermak	6. Ing. Martin Eündtadt
	7. Martin Schuster	8. Alexander Lang
	9. Johannes Petrisic	
1. Chance of success of hotel concept	<ul style="list-style-type: none"> <li>Great chances of success</li> <li>Nature and Wienerwald</li> <li>Good traffic and transportation position</li> <li>Combining city offers and stay in nature with leisure time attractions: leisure center, swimming pool, and nature activities</li> <li>Point of interception and combination of two worlds: Location between city and countryside</li> <li>3 start segment</li> <li>Branding for public image and impression</li> <li>Connecting economic circle, regional products, existing touristic offers and municipality</li> </ul>	<ul style="list-style-type: none"> <li>Great chances of success</li> <li>Not enough beds/hotels in Perchtoldsdorf</li> <li>Close to the city</li> <li>Sustainability and environmental protection very important nowadays: possibility given to score with it in concept</li> </ul>
2. Cooperation with regional structure	<ul style="list-style-type: none"> <li>Gastronomy, vineries, viniculture, existing leisure time variety, local cultural offers: cultural scene, events, concerts, presentations, readings</li> <li>municipality</li> <li>Events have pull effect- positive for hotel</li> </ul>	<ul style="list-style-type: none"> <li>Regional products becomes more and more important in order to protect environment</li> <li>Minimizing long distance transportation</li> <li>Souvenir or gift - regional</li> </ul>
	<ul style="list-style-type: none"> <li>Vineries, viniculture</li> <li>Possible cooperation with events and local cultural offers in castle- 100 events per year: summer theatre maybe</li> <li>But hotel with only 50 beds not that thrilling for tourist development in her opinion</li> </ul>	<ul style="list-style-type: none"> <li>Very much with municipality</li> <li>Providing and including local cultural offers in hotel</li> <li>Cooperation with Vineries, viniculture vintner- sending guest. Reachable per foot- unique setting- exists</li> </ul>
	<ul style="list-style-type: none"> <li>Regional products</li> <li>Vineries and viniculture</li> <li>Local clubs and unions</li> <li>Concentration on nature: hiking, cycling, sport</li> <li>"Heideverein"- organizing something together</li> </ul>	<ul style="list-style-type: none"> <li>Very well Can picture it very well to be successful</li> <li>Right clientele for this concept in Perchtoldsdorf</li> <li>Future driven project</li> <li>Recycling and upcycling- not everything has to be always built or produced new</li> <li>Cooperation with local economy</li> <li>Hotel's mentality- everyone need to life the concept with all its features and measure -all in all important- if that's the case great concept</li> <li>Potential for guest feels comfortable and like home</li> <li>This is entrepreneurship</li> </ul>
	<ul style="list-style-type: none"> <li>Very positive</li> <li>Great chance</li> <li>Not enough hotels and rooms</li> <li>Possible market with those hotel features in this region</li> <li>Cooperation with educational institutions unclear</li> <li>All other aspects chances of success</li> </ul>	<ul style="list-style-type: none"> <li>Great chance</li> <li>Not enough hotels and rooms</li> <li>Cooperation with municipality, culture, including community very important but needs to be activated</li> </ul>
	<ul style="list-style-type: none"> <li>Good chances of success</li> <li>Enough existing hotels but non or barely no execution of sustainable measures</li> <li>Perchtoldsdorf already connects city and hinterland</li> <li>Wich provides foundation for this concept</li> <li>All aspects chances of success</li> </ul>	

		product to take along		<p>nowhere else in the world (except Vienna and its hinterland) <u>Traditions of Heidegger</u> deserves protection-cooperation can be beneficial</p> <ul style="list-style-type: none"> <li>Close to Vienna-asset for hotel business in <u>Perchtoldsdorf</u></li> <li>Local/ tow's character-charming and beautiful- combining city and in the evening <u>Perchtoldsdorf</u>-oasis with cozy atmosphere, no stress</li> <li>Would suggest every new business create this connection with packages and offers</li> <li>Local economy- Tow's offers are not very exciting but they make an effort- but surrounding areas area attractive: SCS, Riverside and Vienna</li> </ul>	<ul style="list-style-type: none"> <li>Local cultural offers: <u>Wienerassenfest</u>, <u>US1000000</u> local offers</li> <li>Municipality</li> <li>Traditions</li> <li>Many people visiting Vienna and making excursion to <u>Perchtoldsdorf</u></li> </ul>	<p>tourists and locals</p> <ul style="list-style-type: none"> <li>Supporting also <u>"Heideverein"</u></li> <li>Might be a good platform for cooperation</li> </ul>	<p>about recycling and upcycling and best practices</p> <ul style="list-style-type: none"> <li>Cooperation with non-gastronomic economy- offers and transfer of knowledge</li> <li>Mobility of guests and accessibility: E-bikes or car sharing</li> </ul>	<p>its practices and provides <u>three electro service stations</u></p>	<p>hotel (master builder, glazier's shop, carpenter, tiler, tailor's shop, antiquary,...)</p> <ul style="list-style-type: none"> <li>As well as local butcher, bakery, greengrocer, launderette etc.</li> <li>Nature reserve "Heide" and "Parapliberg", guided hiking offers and other activities</li> <li>Cultural and historical background <u>Perchtoldsdorf</u>, landmarked building, memorials and museums are an attractive offer</li> <li>All those factors should be integrated in hotel concept</li> </ul>
3. Development of sustainable tourism	<ul style="list-style-type: none"> <li>Yes</li> <li>From beginning on including all aspects- construction, operational processes &amp; basic principles</li> <li>Can be an example and role model concept</li> <li>Existing businesses only added and expanded</li> </ul>	<ul style="list-style-type: none"> <li>Depends: Why do tourists come to <u>Perchtoldsdorf</u>- not sure if guest would stay in <u>Perchtoldsdorf</u> only because of <u>vineries</u></li> <li>Good combination: city trip with stay in <u>Perchtoldsdorf</u></li> </ul>	<ul style="list-style-type: none"> <li>Depends: what tourism concept is concentrating on- currently only attractive for day-tourism and tourist visiting for a day</li> <li>Too close to city to achieve an impact</li> <li>Overnight tourism increased by <u>Waldsanatorium</u> and <u>Karlwit</u></li> <li>If 50 beds rather a possible influence in a city like Zwettl but not in</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> <li>Great demand for more room nights/hotels- 1000%</li> <li>23 rooms/50 beds- bus size would be great- to accommodate amount of people in one location only</li> <li>Karlwit to fare away other hotels do now have capacity</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> <li>Other hotels shall follow this example</li> <li>Nature and Heide- many people do not know that <u>Perchtoldsdorf</u> is a nature protected area. Possibility to stroll around, enjoy nature</li> <li>There is still room for improvement</li> <li>Starting point for pilgrimage – has</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> <li>Only hotel concept which concentrates on sustainability and all those factors- can score</li> <li>Does not exist yet</li> <li>Other hotel might follow this example</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> <li>Attracts a certain clientele with creates a continuative effect</li> <li>Region a bit difficult- more business guests and no classic tourism (holiday, vacation)</li> <li>Combining a weekend with <u>Wienerwald</u>, <u>sport</u>, <u>attractions</u></li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> <li>Viniculture and wine production</li> <li>Beautiful buildings</li> <li>Potential if hotel concept concentrates on wellness and recreation</li> <li>Way from the city but not too far- guests can</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> <li>Could be an inducement for rethinking current measures and practices</li> <li>Might be a push the trend of the future</li> <li>Already started</li> </ul>

		<ul style="list-style-type: none"> <li>Hike through vineyards offered once a year but that is too little to generate room nights all year long</li> <li>Vine union offers events 5-6 days a year- also too little</li> <li>Existing hotels without restaurant send guests to "Haussee" and vice versa</li> </ul>	<p><del>Perchtoldsdorf</del> she believes</p> <ul style="list-style-type: none"> <li>Either business or day tourism possible</li> <li>Due to location won't contribute much</li> </ul>	<ul style="list-style-type: none"> <li>Would stimulate and develop tourism</li> <li><del>Perchtoldsdorf</del> need hotel/rooms with charm and character- new design- Needs feel good character</li> <li>Price and quality have to match</li> <li>Breakfast</li> <li>No 7 start hotel with its nonsense won't fit</li> </ul>	<p>potential for improvement</p> <ul style="list-style-type: none"> <li>Attractive for young people- also because close to Vienna</li> </ul>		<ul style="list-style-type: none"> <li><del>terminal spring</del> region- Vienna close to <del>Perchtoldsdorf</del> close to Vienna.</li> <li>Existing potential but challenging</li> <li>Hotels are Monday- Friday full occupied- weekends empty</li> </ul>	<p>still visit city and cultural attractions but at the same time relax outside of the city</p>	
4. Innovation	<ul style="list-style-type: none"> <li>Yes absolutely</li> <li>Rounding off existing offers</li> <li>Improvement of offer and location</li> <li>Hotel's success desirable</li> </ul>	<ul style="list-style-type: none"> <li>Believes existing local hotels work like that already- with regional products as well</li> <li>Believes guest appreciates (if they know) recycling and other sustainable measures</li> </ul>	<ul style="list-style-type: none"> <li>Yes it is innovative</li> <li>If a new hotel was built in <del>Perchtoldsdorf</del> she would do just like that and including all those factors and features as much as possible</li> </ul>	<ul style="list-style-type: none"> <li>Yes very much</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> </ul>	<ul style="list-style-type: none"> <li>Yes, for sure, with all its features as already mentioned before</li> </ul>	<ul style="list-style-type: none"> <li>Yes if fully realized</li> <li>Not so innovative would be energy saving, water saving, solar collectors, heating measures, sustainable facility management only- many implemented already</li> <li>Combining and concentrating on all factors of sustainability does not exist yet</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> <li>Does not know if this kind of concept exists somewhere already but in <del>Perchtoldsdorf</del> it's divinity not it is innovative and has good chances of realization</li> </ul>	<ul style="list-style-type: none"> <li>Concept lies between dreams of the future and an already spreading reality of sustainability</li> <li>Will take over current systems and practices in near future</li> <li>Rethinking in population already happening and demand needs to be satisfied</li> <li>Change not only happening in gastronomy/ hospitality</li> </ul>
5. City-hinterland	<p>Strengths:</p> <ul style="list-style-type: none"> <li>City offers: Good accessibility, concentrated on cultural and leisure offers</li> <li>Countryside: Ease, distance to noise &amp; emission, local parks, nature, chance to pause, regional products</li> <li>Mixture is relevant</li> </ul>	<p>Strengths:</p> <ul style="list-style-type: none"> <li>Central</li> <li>Gastronomy and nightlife</li> <li>Taxi companies</li> <li>Accessibility- public transport good- do not need a car- is more tricky on the countryside</li> <li>Full package - cultural and leisure offers: castle,</li> </ul>	<p>Strengths:</p> <ul style="list-style-type: none"> <li>Possibly interesting for tourist who know Vienna already</li> <li>Can be interesting in regions like Salzburg with lakes nearby or combined with other attractive offers</li> <li>If there was a underground</li> </ul> <p>Weaknesses:</p> <ul style="list-style-type: none"> <li>Town has no attractive offers- not even an</li> </ul>	<p>Strengths:</p> <ul style="list-style-type: none"> <li>Close to Vienna</li> <li>Local charm and character</li> <li>Ease, silence</li> <li>Nature: Excursions, hiking, sport opportunities and cultural and leisure offers in region/ <del>Wien</del> <del>aid</del></li> </ul> <p>Weaknesses:</p>	<p>Strengths:</p> <ul style="list-style-type: none"> <li>Close to Vienna</li> <li>Public transportation connection and good accessibility</li> </ul> <p>Weaknesses:</p> <ul style="list-style-type: none"> <li>More interesting for day trips and visitors than for overnight stays because close to Vienna</li> </ul>	<p>Strengths:</p> <ul style="list-style-type: none"> <li>Close to Vienna- Combining city (cultural as cosmopolitan city) with nature (natural jewel Heide) and recreation area</li> <li>This is unique!</li> </ul> <p>Weaknesses:</p>	<p>Strengths:</p> <ul style="list-style-type: none"> <li>Advantages of both worlds</li> <li>Close to city and nature</li> <li>Detect center of <del>Perchtoldsdorf</del> region, cultural attractions which is not perceived yet internationally -but has its independent existence because</li> </ul>	<p>Strengths:</p> <ul style="list-style-type: none"> <li>Ease, nature, green areas, hiking, viniculture, woods but also close to Vienna (opera, concerts, theatres)</li> <li>good accessibility with public</li> </ul>	<p>Strengths:</p> <ul style="list-style-type: none"> <li>Close to city flair</li> <li>also ease and nature- combines and offers both</li> </ul> <p>Weaknesses:</p> <ul style="list-style-type: none"> <li>too far way from city center for guest who actually want to visit Vienna</li> </ul>

	<ul style="list-style-type: none"> <li>City: not many abundance offers- to relax and release stress</li> </ul> <p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>Countryside: restricted comfort</li> <li>Possible language barriers</li> </ul> <p>Can be positive or negative- different qualities. Can be advantage and disadvantage at the same time</p> <p>Necessary to focus on proper communication, WLAN, local and international media: newspapers/journals, disposal of current events, nature activities, leisure offers in hotel for guests, fulfilling urban expectation</p>	<p>museums, recreation center, other offers</p> <ul style="list-style-type: none"> <li>several cafés and gastronomy options</li> </ul> <p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>only for "business"- guests won't come</li> <li>not enough attractions, choices and variety- pubs or local shopping - only shoes</li> <li>local opening hours- all different</li> </ul>	<p>interesting bicycle trail. Except of hiking options there is nothing else for tourists</p> <ul style="list-style-type: none"> <li>Accessibility and public transport. City tourist don't want to rent or use car. station- would be better</li> <li>Too many city attractions and offers</li> <li>Misfortune that Perchtoldsdorf is the starting point for the Vienna pilgrimage tourism – no one stays overnight</li> </ul>	<ul style="list-style-type: none"> <li>Only weakness: public transportation connection and accessibility but is feasible</li> </ul>	<ul style="list-style-type: none"> <li>Visitors rather find out about Perchtoldsdorf by accident – do not know about it before</li> </ul>	<ul style="list-style-type: none"> <li>Attracts people to move here- increases demand and price of land and building costs. Demand already existent- would rise it even more.</li> <li>Not enough parking opportunities</li> </ul>	<p>of the castle and events</p> <ul style="list-style-type: none"> <li>Easy accessibility- other hotels in Vienna with a worst accessibility to Vienna city center</li> </ul> <p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>Advantages can also be disadvantages- in Vienna but not- it's important how to present hotel and to not create false expectations hotel cannot fulfill due to location</li> </ul>	<p>transport- without car</p> <p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>not many weaknesses if guests decides to stay in this location and wants peacefulness and ease</li> <li>if guests prefers action- guest will stay in city</li> </ul>	<ul style="list-style-type: none"> <li>accessibility- possibly offer cheap shuttle service (electro cars)</li> <li>risk that completion imitates concept and practices</li> </ul>
6. Location	<ul style="list-style-type: none"> <li>Basically fits the region well</li> <li>Open to be implemented in other locations as well</li> <li>In city not so much</li> <li>Suites to city- hinterland region and countryside</li> </ul>	<ul style="list-style-type: none"> <li>Not sure if concept can be successfully in all locations.</li> <li>Believes location Perchtoldsdorf is good</li> <li>Next towns already tricky- it is dead.</li> <li>Rather different town a bit further with more attractions and offers</li> <li>Believes it would work in Perchtoldsdorf, but not sure if for leisure/ holiday guests maybe more for business trips</li> </ul>	<ul style="list-style-type: none"> <li>Anywhere except close to Vienna- that's a difficult location</li> <li>Suitable in midpoint city- possible magnet and differentiate from others</li> <li>In Vienna not so much- already existing sustainable hotels</li> <li>Personally she would prefer staying in Vienna not in Perchtoldsdorf because of its infrastructure, more offers and attractions as well as better transportation opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Yes she believes so</li> <li>If qualitative- it can work anywhere. People dive for good food- so they would for this</li> <li>Special brand for town in Perchtoldsdorf, but also somewhere else</li> <li>City and its hinterland relation is important for concept- fits very well in this relation</li> <li>If it can work in Vienna- not sure</li> </ul>	<ul style="list-style-type: none"> <li>Yes she believes so</li> <li>Every region with is no city</li> <li>Nature important for concept</li> <li>Modified concepts also in city possible</li> <li>Suitable for similar regions like Perchtoldsdorf- city hinterland</li> </ul>	<ul style="list-style-type: none"> <li>Hinterland of Vienna: Baden, Mödling or Korneuburg with given clientele</li> <li>Countryside (Weinviertel)</li> <li>Vienna- not sure</li> <li>City-hinterland of tourism cities- always sought after alternatives</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> <li>Possible in committed countryside regions (south Waldviertel)- questionable if enough guests</li> <li>In city (Vienna) not really- difficult with cooperation, municipality and community, region products)- no city project</li> <li>City- hinterland suites best</li> </ul>	<ul style="list-style-type: none"> <li>Yes – city hinterland- if a bigger city is close by and still surrounded by nature</li> <li>Around Vienna- Korneuburg, g- suitable for different similar areas with same conditions of location</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> <li>Businesses who do not realize this coming trend and change- will feel and experience consequences soon- irrespective of location and industry</li> </ul>

