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STENDEN  
UNIVERSITY  
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ACTIVITIES FOR SINGLES: HOW CAN  
REGIOMARIS ATTRACT SINGLES TO BOOK  
ACTIVITIES?



**Stenden University of Applied Science  
Commercial Economics  
Tourism and Eventmanagement**

## **Bachelor thesis**

# **Activities for singles: How can regiomarism attract singles to book activities?**

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Place: Hamburg  
Date: 09.06.2014

## Preface

This Bachelor thesis is part of the four-year study program at Stenden University of Applied Science in Emmen. It has been written in the period from February 2013 to April 2014 and has been combined with a seven-month internship in the company regiomaris GmbH placed in Hamburg. The theme of the Bachelor thesis has been a proposal of the student as research stated that the CEO of the company, Alexander Montana, was always interested in the singles market. The theme is “Activities for singles: How can regiomaris attract singles to book activities?”

I would like to thank Alexander Montana for the possibility to write the Bachelor thesis in his company. I got a really good insight in how the company works.

Furthermore, I would like to thank the participants of my questionnaire who clinched the end product of this thesis. Additionally, a big thanks to the people who supported me.

Last but not least, I would like to thank Max Knap and Elga van der Spoel for the supervision during this process.

Hamburg, June 9<sup>th</sup> 2014

Lena Gringhuis

## Executive Summary

The Bachelor thesis has been written to investigate how regiomaris can use the developed strengths of the company and opportunities of the external environment to offer activities for singles. The student has chosen for a marketing plan including desk- and field research. Field research includes interviews as well as an online questionnaire. This helps to get insight in the internal and external environment of the company regiomaris and the tourism industry.

regiomaris is operating since 2010 and the number of customers is constantly rising. The main target group of the company is best agers. The company is selling packages for day trips or short stay trips from Hamburg to Schleswig-Holstein. These trips include the journey via public transportation and local activities. The products are mainly distributed via the service hotline and the online booking form. The company is using newspapers, radio stations, brochures and social media for their marketing activities. At the moment, the company is in the black. The major strengths of regiomaris are sustainability, a strong network of partners and distributors, 20% returning customers, a creative and young team and a multichannel approach concerning marketing communication.

The external environment consists of the customers, suppliers and distributors, competitors, trends in tourism and the political, economical, socio-cultural, technological, environmental and legal surrounding. There is a rising number of one-person households in Germany but also in Schleswig-Holstein and Hamburg. In addition to that, people living alone are very interested in activities where they get to know other singles like cooking events or parties. Economically, Germany is doing well. The most important sector is the service sector. The communication system of Germany is well developed. Internet is very popular and even the number of best agers using the internet is rising constantly. Germany is getting more and more popular for vacation and even the Germans themselves like to make holiday in their own country. Schleswig-Holstein is one of the most important destinations as it contains two kinds of sea as well as cities and beautiful nature. The potential customer of regiomaris is living in Hamburg or its direct surroundings. The company is operating on a very seasonal market with their basic concept, the day trips. But the tourism market is one of the most profitable markets in the world as people are going to travel anyhow. The market is attractive for a company as the entry barriers are low. regiomaris has several suppliers like public transportation systems, hotels, museums, city guides or restaurants. It focuses on long term business relationships. Tourism is a sector with constantly changing trends. At the moment, sustainability is a very important trend. In addition to that, people make more short stay trips instead of a long vacation. The use of internet for the booking and during the holiday is very common. It is easy to get

information through the internet and people like to use this easy medium. Singles are entering the tourism market looking for fitting offers. The main opportunities of the external environment are the popularity of internet, the rising number of one-person households, the trend for short stay trips and day trips and the rising monthly income of the Germans.

The internal and external analysis ends with a SWOT matrix which shows the most important strengths, weaknesses, opportunities and threats. One can make strategies to use the opportunities with the own strengths, to use the opportunities to eliminate the own weaknesses, to put threats down with the own strengths and to eliminate the own weaknesses to pass over threats. Diversification is a good chance for a company to grow and to maximize the number of customers but it faces the most risks concerning feasibility and in terms of money. By establishing a new product for a completely new target market, regiomaris will develop further. The new target market would be singles. The research shows that singles do not like whole day trips just for the reason to make a match with another person. This is why regiomaris has to adapt its concept and has to develop an event for singles. As the company is still a start-up company with a constantly changing workforce, it is not ready for the diversification method. Product development is less risky and it will help the company to get more popular and tightened. Instead of focusing on a new target market, regiomaris needs to have a strong network of partners, a tightened workforce and a good working marketing strategy. The company has to add important points to their marketing campaign. First, the sustainability they are offering should be more in focus. Second, SEO need to be made. Last, the company need affiliate marketing to get more presence online. The new product will be a visit at a Christmas market as Germans like Christmas and regiomaris can use well-known partners for this project.

So, the company is using its strengths and the external opportunities to offer a new product instead of an activity for singles.

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## 1. Introduction

"I don't like to be labeled as lonely just because I am alone." (Burke, 2008).

Nowadays, there are more and more singles living in Germany (Statistische Ämter der Länder und des Bundes, 2012). Being single and living alone is very common. Different things have been adapted to this fact; one can buy smaller portions of groceries in supermarkets, there are special insurances for singles and there are more and more activities and travel possibilities for singles. The up to date single does not want to be at home alone the whole day but he wants action with other people.

This Bachelor thesis has the subject "Activities for singles: How can regiomaris attract singles to book activities". In the large number of offers for singles activities, one has to be special to let an event or trip being a success and to attract singles. regiomaris is a tour provider located in Hamburg, Germany and is already offering different types of day trips to Schleswig-Holstein. So, they have experience in developing products and selling them to the customer. The motivation of the research for a new product is to enlarge the product portfolio to reach a new target group. What do the singles like to do? Where do they inform themselves? What is an attractive special activity? To answer these questions, research and analyses have been done, strategies have been developed and were worked out in a new product.

The chapter about the research methodology gives a short overview of the whole research. The setup of the research and the objectives are described. Furthermore, definitions of used terms are given. In addition to that, a conceptual model leads to the problem definition and the sub questions. For every research, there are delimitations. Lastly, the type of research and type of information are described.

Chapter three deals with the internal analysis of the company regiomaris. The history of regiomaris is given as well as the organizational structure and the management style. Every company has its own mission, vision and goals combined with values which are stated in the internal analysis as well. The target group and the current marketing mix are described. Furthermore, the competitive strategy and advantages are explained. There is also an overview of the financial aspects. Lastly, all strengths and weaknesses are summarized.

The external analysis in chapter four deals with the environment of the company. The customers are analyzed. In addition to that, an industry analysis with a PESTEL analysis and a market analysis is given. Suppliers and distributors are important for a company and so, there is an analysis of them, too. Additionally, the competitors are analyzed. Furthermore, actual tourism trends are stated. Lastly, all opportunities and threats are summarized.

The next chapter gives the SWOT analysis to have an overview of the strengths, weaknesses, opportunities and threats. By combining them, one has several strategies to choose from. Marketing objectives, the marketing strategy as well as a description of the professional product can be found within this chapter, too.

Chapter six gives the conclusion of the whole research including recommendations for the future of regiomas and their chances at the singles market. Lastly, a reflection of the whole research is done.

## 2. Research Methodology

In the following, the research methodology of the Bachelor thesis is given.

### 2.1. Background of research and relevance

There have been several themes for researches and after research about the company and its CEO, the idea of developing possibilities of the singles market came up. Before the internship and the research started, regiomaris had several trips but there has not been any special singles event. The singles market is growing, so that this could be a possible new target group for the company.

### 2.2. Objective of the research

The objective of this research is to gain an overall insight in the strengths and weaknesses of regiomaris GmbH as well as the opportunities and threats of the external environment (PESTEL analysis, market analysis, competitor analysis, target group analysis, ...) resulting in the development of a marketing strategy while using a SWOT matrix in order to define a marketing advice for a new product aimed at a new target group for regiomaris to get an insight in the possibilities of activities organized by regiomaris GmbH.

The final product of the research will be a marketing plan that leads to selling a possible product to the CEO of the company and informing potential customers. The title of the subject is the following: "Activities for singles: How can regiomaris attract singles to book activities?"

### 2.3. The problem statement and sub questions

The problem, the company has, could be defined as the company does not know if there will be a demand for organized trips for singles and how to approach the singles. So, the central problem question is:

**How can regiomaris GmbH use the developed strengths of the company and opportunities of the external environment to offer activities for singles and compete in the market?**

One should ask the following research questions:

- What are the internal strengths and weaknesses of regiomaris?
- What are the current trends in the tourism industry?
- Who are the competitors of regiomaris? What are their recent marketing strategies?

- Is the singles market interested in activities for them?
- What are threats and opportunities on the tourism market?
- How does the new strategy adjust to the company? How can the new strategy be implemented in the company?

## 2.4. Theoretical framework

A theoretical framework helps to get an overview of the used theory within a research. Appendix 1: Theoretical framework shows a list of all used books including all relevant information. .

*Basisboek marketing, Strategische marketingplanning, Marktonderzoek* and *Organisatie en Management* are books about marketing, market research and internal information about managing a company. This helps for the theoretical part of the Bachelor thesis and the background of evaluating a new product. Specialist knowledge in these fields exists through the study but the literature helps to delve into the themes again. Furthermore, there is specialist literature about the whole theme tourism. *Tourismus-Marketing* is a general book about marketing in tourism and gives much input about the sector tourism. *Singles – Eine neue Zielgruppe im Tourismus oder ein alter Hut?* is special about single tourism. These books are used because there is more input about the general theme of the Bachelor thesis. This helps to get a deeper insight in the tourism market first and in the singles market second. Lastly, there is use of a data base for statistics in the Northern part of Germany. In this data base, one can find much information about the population and tourism. This helps to see trends and to get information about the lifestyle of people. To answer the research questions, desk research helps to gain an overall overview. *Statistikamt Nord* is offering statistics about the Northern part of Germany. One can find information about all singles living in the Northern part of Germany. For the desk research, one should find statistics with an overview about how many singles there are, what are their spare time activities, how much money do they have etc.. With the desk research, one is looking for the existence of already made analyses and data. Germany has a huge online portal with many statistics, which is called *Statistisches Bundesamt*. There, one will find many information about the target market which will be reliable as it is an official website of the German state. With exact research, one can find valid data to work with.

A PESTEL analysis, Porter's Five Forces and benchmarking are well known models which support the external analysis.

A PESTEL analysis gives an overview about political, economical, socio-cultural, technological, ecological and legal factors. Concerning to Alsem (2005), this analysis is important because all these factors influence the work in a company. Furthermore, the factors have direct influence on the market complexity and so, they influence market appeal. These factors can influence other functional fields of operating in a company like staff or production. By doing a PESTEL analysis, one can see how these factors influence threats and opportunities for the company regiomaris. This will help to find the right strategy.

According to (Christoph, 2013), Porter's Five Forces help to analyze the attractiveness of the market as well as determine the profitability. There are five factors: rivalry, threat of substitute, buyer power, supplier power and threat of new entrants and entry barriers. Basically, competition is present on almost every industry and companies have to strive for competitive advantage over their rivals. Entry and exit barriers limit the ability of a company to enter or leave the market. If a company is unable to leave the industry, it has to compete. While using Porter's Five Forces, the student gets insight in the five factors and can estimate the influence on improving the actual travel portfolio.

Benchmarking can be described best by "looking for the best strategy" (Alsem, 2005). The operations in the own company will be compared with the operations of another one. This gives an insight in points which can be improved and in points where the own company works better than the compared one. This helps the student to develop a product which has a competitive advantage.

Following to the analysis of strengths, weaknesses, opportunities and threats, a SWOT matrix can be established. This matrix shows the most important strengths, weaknesses, opportunities and threats and gives a final overview of what has been analyzed in the whole text before. While combining on the one hand the strengths and weaknesses and on the other hand the opportunities and threats, one can make strategic choices. One thinks about different strategies which connect strengths, weaknesses, opportunities and threats to improve the operating process of the company. The whole process is very creative and one has to find several different strategies to have possibilities to select from (Alsem, 2005). After choosing a strategy which fits most to regiomaris and the new target group, a conclusion with recommendations has to be done.

To get a reliable and significant result, all above mentioned analyses need to be done accurately.

## **2.5. Conceptual model**

The conceptual model represents the research methodology. The whole process starts with internal and external desk- and field research.

The desk- and field research lead to the internal and external analysis as these two analyses are results of desk- and field research. The external analysis contains a PESTEL analysis as well as Porter's Five Forces.

The next step is the SWOT matrix showing the main results of the internal and external analysis: the strengths, weaknesses, opportunities and threats. This matrix helps to get a good overview of the results as well as formulating strategies which fit to the internal and external environment. After choosing a strategy, one could develop a product and the marketing mix which would lead to the goal of the research: informing potential customers and selling a product.

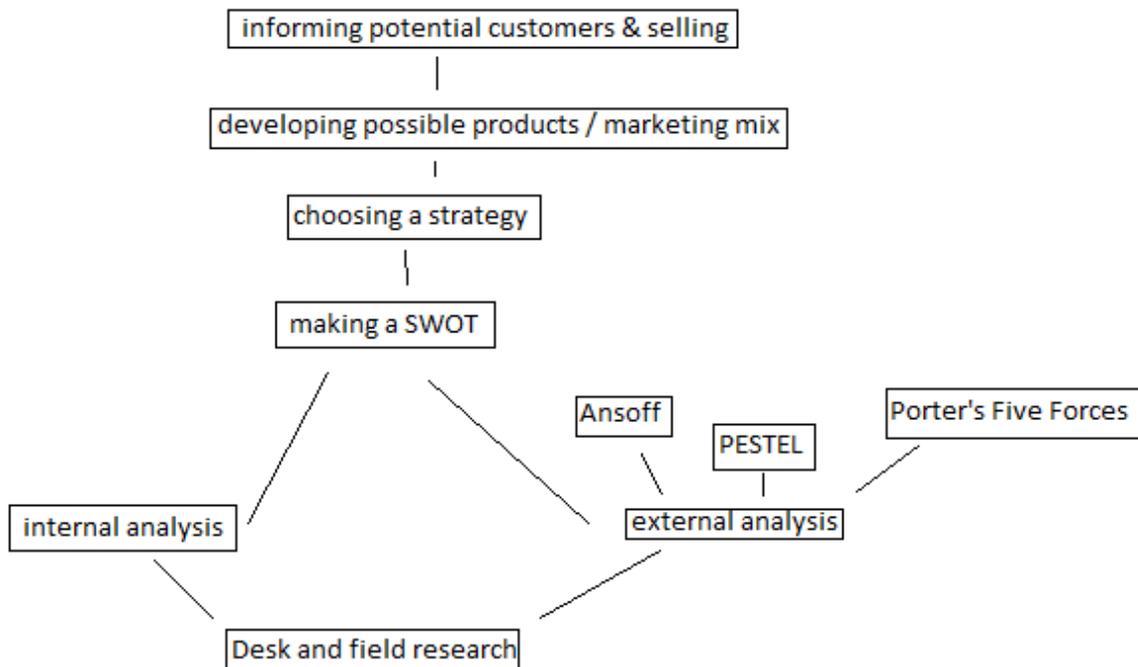


Fig. 1: Conceptual model 1

## 2.6. Research methods

The aim of the Bachelor thesis is to develop a strategy to attract singles to book activities or trips at the tour operator regiomas. The whole research will start with desk- and field research. Desk research is about the review of specialist literature, the examination of websites, data bases and statistics. Desk research helps to see the main structures of a market and its developments.

Field research is about activities aimed at collecting primary data. Methods are face-to-face interviews, surveys and direct observation. The student decided to do interviews and an online survey. Why these two are the most appropriate forms will be explained now.

Interviews will be made with the CEO of regiomas and (former) staff of the company. Interviews have several benefits. The interviewer can act directly and can go more into the depth if the interviewee has interesting things to say. One can ask further questions not standing on the interview list. Furthermore, the interviewer can help directly when a question is unclear for the interviewee. Of course, interviews have disadvantages as well. The interviewee could be influenced by the interviewer's behavior, look, nationality, etc.. Additionally, the interviewer has to put all the verbal information he gets into written parts without losing any details. Furthermore, high costs can occur by travelling costs and qualified staff to make an interview.

A survey (see Appendix 2: The questionnaire) has been conducted to get insight in the expectations of the potential target group. These expectations would help to see if there is a general interest of the target group and if so, what they would like most. The advantages of a survey are honest answers, the feeling of namelessness, no time pressure and no influence through the interviewer. Of course, there are several disadvantages as well. Not everyone seeing the questionnaire will answer it and one could not know how serious the participant filled in the questions.

A survey is quantitative research as one has a bigger sample size wherein concrete numbers and figures will be analyzed by statistical procedures. There is a concrete order of the questions and most of them are closed questions where the participants can choose from several answers. Qualitative research is freer because one only has a guideline about a theme but there are no standardized requirements concerning the order of the questions. So, the possibilities for answers are unlimited. An example for qualitative research is an interview as the student is doing with the CEO or other employees of regiomas about the single theme and the company itself as described before.

The field research is an online questionnaire filled in by potential members of the target group. It has been chosen for an online questionnaire because it is much easier to reach people online. Furthermore, the participants can think about their answers calmly. A random sample of the target group living in and around Hamburg will be approached via the internet. The link has been posted in the social network Facebook as well as several platforms for singles. Other people have shared the link so that it spread on its own. Hereby, it is important to inform the target group about the concept of regiomas GmbH. In the beginning of the survey, there has been a short introduction about the company and the theme. There, it was mentioned that the survey is only applicable for singles living in and around Hamburg. The evaluation of the questionnaire will be made with the online survey program and PSPP. PSPP is a freeware program to analyze statistical data.

The survey will give insight in the opportunities and threats of the singles market. In addition to that, it has to be analyzed which marketing tools would be the most effective ones for singles. regiomar is wants to know how they can reach this target group effectively without spending too much money. The questions of the survey are motivated in Appendix 2.1: Explanation of the questions.

If the desk- and field research have been done, one can start writing and analysing the observed and researched facts. For the Bachelor thesis, the company needs to be analysed and strengths and weaknesses need to be defined. Afterwards, the external factors that have an effect on the company are examined. Threats and opportunities within the singles market and the tourism market will be disclosed. Trends within the market will be analyzed; the whole industry, competitors and suppliers will be described.

## 2.7. Analyzing the research outcomes

The questions will be analyzed by frequency distribution. Frequency distribution is used for qualitative and quantitative data and sorts' unorganized data into a chart. Kooiker, Broekhoff and Stumpel (2007) define frequency distribution as that one is looking for the frequency of the answers and decides which answers are the most common ones. In a frequency table, one can see the frequency as a number as well as the percentage. This helps to get insight in the most popular wishes, desires and behaviour of the target market. Furthermore, Kooiker, Broekhoff and Stumpel (2007) are stating that one can do crosstabs to see connections and dependencies of two questions. With the crosstabs, one can do chi-square analysis as well. Concerning to Kooiker, Broekhoff and Stumpel (2007), the chi-square analysis helps to declare whether there is a dependency or not between two variables. One chi-square analysis has been made between the variables age and source of information. Another one has been made between the gender and the expectations of a day trip especially for singles. Further information can be found in paragraph 4.1 Customer analysis.

For the questionnaire, one has to calculate the sample size.

$$n = \frac{Z^2 \times \pi \times (1 - \pi)}{E^2}$$

Z is the reliability, E is the allowed space for inexactness and  $\pi$  is the fractional amount of the population. As  $\pi$  is not known, it has to be 0,5.

$$n = \frac{1,645^2 \times 0,5 \times (1 - 0,5)}{0,05^2}$$

$$n = 270,6 \approx 271$$

The sample size has to be 271 persons to be reliable. At the end, it has only been 179 who completed the questionnaire but 135 people started the questionnaire and stopped at question six. When all those 135 people would have completed the questionnaire, there would have been more people than needed for a reliability of 90%. Now, the reliability is less as the sample size has not been reached. So the research is an indication for the sample. One is not able to generalize to the whole population of singles.

In addition to the sample size, one has to calculate the range of inexactness.

$$E = Z \times \sqrt{\frac{p \times (1 - p)}{n}}$$

Z is the reliability which is determined before as 90%. n is the population scope. In total 314 people began to fill in the questionnaire, so this number is n. p is the sample size fraction. As 67,2% of the people answered that they would be interested in a day trip for singles, this is p.

$$E = 1,645 \times \sqrt{\frac{67,2 \times 32,8}{314}}$$

$$E = 4,36$$

So, the reliability range has to be  $67,2\% \pm 4,36\% = <62,84\%; 71,56\%>$ .

With 90% reliability, the population fraction  $\pi$  is between 62,85% (= p-E) and 71,56% (=p+E).

The research will be delineated. First, Hamburg and the direct surroundings will be researched as regiomas is located in Hamburg and the trips will take place in Schleswig-Holstein or Hamburg itself.

## 2.8. Reliability and validity

Reliability is the degree to which an assessment tool produces stable and consistent results.

The research is reliable as there has been used several figures and procedures which will lead to the same outcomes as long as the internal and external environments are not changing. Of course, some points are matters of interpretation of the student and this interpretation can change if another student would take a view at it.

For the moment, the outcomes of the surveys are reliable but trends can change and so, the preferences for several actions or events can change, too. In addition to that, the outcomes could change if one increases the sample size. There could be more opinions and answers. As the calculated sample size has not been reached, one could not generalize the outcomes. To be reliable, 271 people had to fill in the questionnaire. At the end, it has only been 179 who completed the questionnaire but 135 people started the questionnaire and stopped at question six. When all those 135 people would have completed the questionnaire, there would have been more people than needed for the reliability. The desk research is reliable as it shows statistical data which has been captured through professionals. Of course, there could be changes over the upcoming years as well but the statistics which has been found now will stay.

Validity declares how well a test measures what it has been purposed to measure. There are two main parts of validity; internal and external validity. Internal validity applies to the validity of the measurement and the test itself. External validity applies to the ability to generalize the finding to the target population.

The internal validity is high because the outcomes of the survey refer to the objective and the sub questions of the whole research. The questions have been formulated to support the research. As one cannot transfer the outcomes to other target groups or situations, the external validity is relatively low. But another company with the same interests could use the whole external research if they are interested in the singles market as well. So, the research is not only valid for the company regiomar is and the validity for other companies with the same interests is relatively high.

### **3. Internal analysis**

The aim of the internal analysis is to give a better overview of the structure of regiomar is and its current situation. Furthermore, the strengths and weaknesses are examined in order to get a better understanding of the problems regiomar is may encounter and its chances for developing trips for singles.

#### **3.1. History of regiomar is**

The company regiomar is (2010) is a tour operator for Schleswig-Holstein located in Hamburg. The company was founded in 2009 and it officially started in May 2010 when selling activities started. The legal status of the company is a "Gemeinschaft mit beschränkter Haftung" (GmbH). A GmbH is comparable to the English Ltd and means that the founder/owner is not personally reliable for the company's debts.

During the first year, regiomar is sold 98 trips to Schleswig-Holstein (regiomar is GmbH, 2010). In 2012, it sold 673 trips (regiomar is GmbH, 2012). In 2013, regiomar is offers more than 40 packages for day trips to Schleswig-Holstein during the summer season. During the winter season (the so-called off season), the company also offers packages which include overnight stays up to four nights.

#### **3.2. Organizational structure, management style**

Due to the fact that regiomar is is a very young startup company, the founder and owner usually recruits trainees. First of all, he has to save money but by recruiting trainees he also gets young, dynamic and flexible employees who come up with creative ideas how to increase the company's activities. Hence, there is only one permanent employee, the owner himself, and several trainees. The trainees stay between three weeks and seven months. Most of the time, there are five people working for regiomar is, all with different main tasks such as marketing, product development, distribution, book keeping or logistics.

In the following paragraph, the organogram of the company regiomar is is described.

Alexander Montana is one of the founders of regiomar is and the CEO. His sister, Maria Montana, does not work for regiomar is anymore but is still a partner. The CEO is using the democratic leadership for managing his company. This means that he includes others in the decision-making process but he takes decisions mostly by himself.

Every trainee has his own main task field where he is working in. Trainee 1 is responsible for the marketing like brochures, fairs and articles in newspapers. He gets support of trainee 2, who works at the marketing field as well as customer relationship management. Trainee 3 is responsible for customer relationship management, product development and project management. The main tasks of trainee 4 are personnel matters like applications and bookkeeping. Trainee 5 has to get an insight in all areas as he will be the apprentice from August 2013 on. For the winter season, the CEO has not that many trainees as this is the off-season. The organizational chart is shown in Appendix 3: Organizational chart.

### **3.3. Philosophy, mission and vision**

The company's philosophy is to create all-round carefree packages which all include the public transportation within the federal state Schleswig-Holstein and the visits of tourism attractions as well as lunch. This philosophy is coherent to the wish of more sustainability by using public transportation.

The CEO has not formulated a mission or vision statement for the company up to now. According to Alsem (2005), the mission statement is defining how the company wants the customers to see them. Furthermore, Alsem (2005) is defining a vision statement as it is telling what the organization wants to achieve in the further future. The mission and vision help to communicate the core values of a company to the outside world – the customers and the employees.

For this Bachelor thesis, a mission and a vision have been formulated.

The mission of regiomaris is their sustainable way of travelling including local activities or touristic attractions. regiomaris is offering all-round carefree packages for a fair price.

regiomaris wants to build a huge network where all tourism partners (suppliers) work strongly together. This would help to promote each other and as a consequence all partners can benefit since they get the customers from each other. To convince all suppliers about this approach is going to be a tough task. In addition to that, regiomaris wants to increase their revenue. Lastly, they want to extend their product portfolio as well as their target group.

### 3.3.1. Values

Core values are the underlying principles that guide a company's strategy like the internal conduct and the relationship of the company with the external world (Business Dictionary, 2013). Accordingly, a value structure map has been created to show the structure of attributes, benefits and values for regiomaris. This helps to create a successful company image.



Fig. 2: Value Structure Map 1

In the value structure map, one can see that the obvious characteristics of regiomaris are high quality products which are sustainable. This is what they are mostly promoting. In addition to that, long-term business relationships and customer satisfaction are important values for regiomaris. In the upper level, one can see the values, which need to be distinguished between affective and objective values. The affective values are elements to increase the desirability of the product like e.g. a high quality. regiomaris is doing this by giving as much as possible information before a trip starts as well as quality controls by employees of the company. If there are any complaints, regiomaris is acting immediately to guarantee a high quality. The objective values are those that are based on the attributes of the product like e.g. enjoyment. These characteristics lead to different attributes, which come along with the products.

The second level of the value structure map shows the benefits. Benefits of regiomaris are socializing, lifestyle, independence and earth-friendliness.

regiomaris attaches importance to the following attributes: quality, service, customer orientation and packages.

### 3.4. Target group

The company regiomar is has several target groups as they offer trips which are interesting for several groups of people.

The main target group can be described as best agers. About 70% of the customers of regiomar is belong to this target group. Hoffmann-Kramer (2007) states the primary characteristics of this target group are:

- age above 50 years
- single or in a relationship (children do not live at the best agers anymore)
- relative high income (> €3.000 per household)
- well-funded
- quality conscious
- ambitious.

Another target group is families with two or three children. Due to its attractive family card, regiomar is reaches young families with its products. 10% of regiomar is' customers are families. Concerning to (Montana, 2013), characteristics of these families are:

- interested in nature
- willing to teach the children outside of school
- average income
- want to have quality time at holiday or weekends
- children in the age group of six to twelve years.

Since a short time, regiomar is also published a brochure for incentives. regiomar is offers ten special trips for companies or groups of more than ten people. About 5% of all customers are ones who booked incentives. A short-time trainee also developed school trips. The brochure has been printed and spread by personal visits at school in the beginning of April 2013. The response has not been sufficient this year as only one class booked a trip.

regiomar is offering reader excursions, too. These excursions are special trips for readers of the Hamburger Abendblatt. So, they get special tours with special events like guidance through a ship and all of the trips are accompanied by an employee of regiomar is. This makes these trips attractive to older people. Readers of the Hamburger Abendblatt are mostly returning customers as well as regiomar is offering five to six reader excursions per year. This target group is overlapping with the

target group of the best agers but 5% of all customers are readers who book a readers excursion for the first time.

The remaining 10% customers are younger people (singles and couples) who do not fit in the group of the best agers yet. They are mostly interested in the cruises regiomaris is offering (around 80% are booking these cruises).

Most of the potential customers are targeted in Hamburg and its direct surroundings (+/- 30km) as most of the trips start there. But there are also some people living in the Northern part of Schleswig-Holstein. For them, only a few trips are useful as some destinations are not that good reachable as from Hamburg. An observation of the bookings shows, that about two-thirds of the bookings are made by women. In 2013, there have been 733 bookings up to now. Around 20% of the customers are returning customers who booked a second, third or fourth trip with regiomaris. In total, there have been 1861 people making a trip with regiomaris in 2013.

### **3.5. Current marketing mix**

In the following paragraph, the current marketing mix of regiomaris is explained.

#### **3.5.1. Product**

regiomaris is selling day trips as well as short-stay trips. There are 32 destinations in the Northern part of Germany and eleven destinations in other countries like Scandinavia, Great-Britain and The Netherlands. First, regiomaris was only selling summer day trips and winter overnight stays. In 2013, they added some overnight trips to the summer portfolio as well. In addition to the regular trips for single people, small groups, families or people in a relationship, regiomaris is offering incentives for companies. Since the beginning of 2013, regiomaris is offering school trips, too. In total, regiomaris is offering 91 packages for their customers. There are several destinations with more than only one package because there are additional activities.

Most of the trips go to the German federal state Schleswig-Holstein. The most popular trips for the summer are Neuwerk and Sylt. During the winter, the customers like the islands of Amrum, Büsum and Borkum.

regiomaris is offering so-called packages. A package has to include at least two of the following three services: transport, activities, stay. All packages include the transport to the destination and back home. In addition to that, all packages offer activities. These activities are very different so that many customers can follow their interests. Activities could be guided tours through the city, shipping tours,

visits of objects of cultural value like museums or castles. All packages in the winter offer overnight stays at the destinations. Some of the summer packages have overnight stays as well – especially the cruises. Nearly all packages include a meal in a local restaurant as well. Since the day trips are only attractive during spring and summer, the longer trips have been worked out to get some additional money during the off season. In addition to day trips and the winter trips, regiomar is offering four cruises to Oslo, Kopenhagen/Malmö, Gotenburg and London/Amsterdam. However, the core products of the company are the daytrips. regiomar is offering incentives and school trips as well.

The traveler does not have to plan and organize things by himself but regiomar is has several partners working together with it. Furthermore, regiomar works together with the public transportation and increases the utilization of busses and trains. Interested people can book the trips at home by visiting the website of the company. There, they can chose a trip, book it and print the ticket. But regiomar is also offering a service hotline for people who like personal approach.

### 3.5.2. Place

The products are mainly distributed through the internet and the service hotline. So, there is no direct contact between the customer and the employees of regiomar is. On the webpage of regiomar is, customers can choose a trip. There, they get information about it and the possibility to book it. When they click on this button, they get to the booking form. There, they choose the date, the amount of people and give in personal details like their name and the birth date. In addition to that, they have to pay via debit. Afterwards, the customers can download their ticket and a travel description. The service hotline is the most frequented method as the main target group, the best agers, like personal approach. Even if most of them do have access to the internet, they trust more in people they are talking to. The ratio of internet and telephone bookings is 1:10.

Furthermore, regiomar is has field staff that is responsible for concluding contracts and convincing tourism partners in terms of closer corporations. As the company mainly distributes its products via its own webpage and service hotline, the company's aim is to work closer with hotels located in Schleswig-Holstein in terms of distributing the regiomar is products. The hotels start offering regiomar is products by being proactive directly at the hotel which means that tourists can book a regiomar is day trip at the hotel reception. Obviously, this can be described as a win-win situation. The hotel will generate more overnight stays since the tourists will usually come back in the evening. For regiomar is this would lead to more publicity as well as more bookings. Tourists who already stay in the region can be reached easily through the hotels.

To minimize the phone calls, the CEO has distributors in Hamburg as well. So, people out of the main target group living in Hamburg who like personal approach can go there and book the trips. Appendix

4 shows a list of all current distributors. In total, there are 17 distributors in Hamburg and Schleswig-Holstein. Most of them are tourism service centers, but there is also the train company metronom with a service center in Hamburg. Approximately 10% of all bookings are made through these distributors. This is a part the CEO of regiomaris wants to improve. All of them have contracts with regiomaris according their payment. All of them get a special percentage per booking and they can send an invoice to regiomaris every three months. The percentages differ from each other and are lying between five and ten percent of the sum.

### **3.5.3. Price**

The trips of regiomaris have a price range from €39 to €85 per person for the day trips during the summer. During the winter season, the price depends on the duration of the trip. The cheapest trip includes one night and breakfast at Büsum for €99 per person. Staying four nights at Amrum is the most expensive trip and costs €359 per person. Looking at those prices, one can see that regiomaris is using the psychological pricing strategy as they are not using “whole” prices like €100.

For their pricing of the trips, regiomaris is negotiating with its nearly 100 partners. There, they often get discounts to the normal prices. There is no general discount; all discounts have to be negotiated. Because of these discounts, regiomaris can offer attractive packages which are cheaper than they would be as the people are organizing the same trips by themselves. regiomaris is using the cost-plus pricing strategy as it has to pay an amount to the partners and furthermore, regiomaris adds a margin of +/- 25%.

The company is offering small discounts to the readers of the Hamburger Abendblatt. If they book online, they can type in a code to get 10% discount on all trips. In addition to that, regiomaris is supporting voluntary workers in the German federal states Schleswig-Holstein and Hamburg. They get 10% discount during an online booking as well.

### **3.5.4. Promotion**

Concerning marketing activities regiomaris has various different approaches to reach its target groups. The most effective one could be described as cooperation between regiomaris and the “Hamburger Abendblatt”, Hamburg’s biggest newspaper. The so-called “reader excursions” which are published in the newspaper are always led by a regiomaris employee.

Another marketing communication tool can be seen in carrying out some lotteries with regional newspapers and local radio stations. The reader or the audience can win a family card for a regiomaris day trips. Many people participate in those lotteries and the company regiomaris is always named. So, regiomaris creates brand awareness through these channels.

Every season the company produces its own brochures to describe most of its offered tours. As the dates of the trips are changing every year, one cannot use a brochure twice. In the brochure, regiomaris is presenting the most popular and interesting trips. A description of the brochure can be found in Appendix 5: The brochure.

In today's society it is inevitable to put some effort into online marketing since the company can reach a broad audience. regiomaris has its own Facebook fan page. At this moment, there are 226 followers on Facebook.

All in all, with regard to marketing activities, the company always tries to get publicity without spending too much money for it as the company is still a start-up with not that much money. This can only be accomplished with an excellent network and the above mentioned marketing corporations. As can be seen, regiomaris applies various different approaches for its marketing communications like the internet, magazines and newspapers or radio stations.

### **3.6. Competitive strategy and advantages**

Competitive strategy is concerned with the basis on which a business unit might achieve competitive advantage in its market. Concerning to Alsem (2005), Michael Porter distinguished between three generic competitive strategies: cost leadership, differentiation and focus. Cost leadership means to be the leader in terms of cost in your market. Differentiation is about having products or services which are different as well as more attractive to the customer from the ones of the competitor. The focus strategy is about concentrating on niche markets to develop low cost or special products for the market.

regiomaris is working with the cost leadership strategy. It focuses itself geographically and in relation to the duration of their trips and is offering trips for a small amount of money. For regiomaris, it is important to let the customers decide on their own trip. They can choose different activities and they can organize what to do during the leisure time. If a customer wishes a special product, regiomaris tries to fulfill those needs.

There are some additional competitive advantages of regiomaris. If another company would start within the field of day trips to Schleswig-Holstein, regiomaris already has experience. Furthermore, the high amount of partners in Schleswig-Holstein and their loyalty to regiomaris is a competitive advantage. The loyalty is shown through the recommendations the partners make about regiomaris to their customers. (Montana, 2013) mentioned, that building this network has taken the last four years.

### 3.7. Financial aspects

The company regiomar is in the black at this moment. The annual balance sheet of 2012 is still in progress, but 2012 was the most successful year since the start of regiomar is. In 2011, they had a annual net income of €12.282,64,-. The sales revenue in 2011 was €65.238,63, an increase of €56.443,61 in comparison with 2010, where the sales revenue has been €8.795,22. The annual net income was higher in 2010 (€51.940,92), but regiomar is spent more money in marketing material in 2011 to reach as many people as possible.

Detailed information of the annual balance sheet can be found in Appendix 6: Annual balance sheet.

In 2010, there has been 98 bookings with an average price of €96,58 per booking. In 2012, the number of bookings raised to 673 bookings with an average price of €174,19 per booking. So, not only the number of bookings rose but also the average price. This is because of the implementation of overnight stays but also because of the implementation of more different packages for a destination so that the customers can choose between different activities and what they like most.

The request-conversion rate is lying by approximated 65%. There are many phone calls with interested people but there are still too many people who just give a request and will never book a trip.

regiomar is has contracts with their partners and has special wholesale prices for the offered services. By selling the products to the customers, they take the wholesale prices and add a provision of 20% to generate profit. For confidentiality reasons, the detailed discounts of the regular price at the partners are not available.

### 3.8. Strengths & Weaknesses

While analyzing the internal situation, one has to keep in mind that regiomar is a start-up company. There are several strengths, but regiomar is also has weaknesses which have been observed during the internship at the company. In addition to that, interviews with the CEO and (former) employees helped to figure out the strengths and weaknesses. To improve the current situation, regiomar is has to work on the weaknesses.

The major strengths of regiomar is are:

- the sustainable products including the train journey and a local meal

- a strong network of partners and distributors including a long term relationship
- received discounts from partners for the pricing strategy
- 20% returning customers
- best agers are the main target group
- the number of bookings per year is increasing constantly
- the creative and young team comes up with new ideas and products regularly to increase the product portfolio
- multichannel approach concerning to the marketing communication
- direct and indirect channels of distribution

But there are several weaknesses as well like:

- a constantly changing workforce consisting of pupils and students with less or no work experience
- no formulation of the mission and vision statement
- no direct contact between the employees of regiomar is and the customers
- no clear marketing strategy formulated
- request-conversion rate of 65% has to be improved

## 4. External analysis

The external analysis shows the opportunities and threats of the external environment. An examination of regiomas' target market has been made to develop the possibilities of trips for singles. The customer analysis is based on results of desk- and field research. A detailed PESTEL analysis is followed by more analyses on the market, the suppliers and distributors, and the competitors. Afterwards, trends in tourism are examined. These analyses help evaluate the opportunities and threats regiomas has to encounter when developing trips for singles.

### 4.1. Customer analysis

regiomas is focused on customers from Hamburg and Schleswig-Holstein, but there are also a few customers from other parts of Germany. As customers can only travel from Hamburg or Schleswig-Holstein, they need to stay in the Northern part of Germany.

In 2011, there have been 16.337.000 single-households in Germany (Statistisches Bundesamt, 2011). In comparison, there have been only 14.695.000 single-households in Germany in 2005 (Statistisches Bundesamt, 2011). One can see a percentage increase of single-person households during the years; in 1991 Germany had 35.256.000 households in total, wherefrom 33,6% (11.846.016) have been single-person households but in 2011 Germany had 40.439.000 households in total, wherefrom 40,4% (16.337.356) have been single-person households (Statistisches Bundesamt, 2011). People living in single households have an average income of €2.371 per month (Statistisches Bundesamt, 2011).

In Hamburg, there are 1.005.000 private households in 2011, wherefrom 517.000 are single-person households, which are half as much again (Statistisches Bundesamt, 2011). The number of single-person households from May 2003 to 2011 raised with 14,9% in Hamburg (Statistisches Bundesamt, 2011). Schleswig-Holstein has 1.407.000 private households in 2011, wherefrom 549.000 are single-person households (Statistisches Bundesamt, 2011). The number of single-person households from May 2003 to 2011 raised with 13,4% in Schleswig-Holstein (Statistisches Bundesamt, 2011).

So, the single market is an increasing market as there are more and more single-person households in Germany. But also the important federal states Hamburg and Schleswig-Holstein have a raising number of single-person households in the age categories 14-29 years old and 30-59 years old (Statistisches Bundesamt, 2011).

Research of (Institut für Demoskopie Allensbach, 2010) shows that the distribution of single-person households concerning to age groups changed over the years as well as it can be seen in the following table.

	1985	1997	2009
14-29 years old	19%	18%	18%
30-59 years	25%	34%	38%
> 60 years	56%	48%	44%
Women living alone	70%	63%	56%
Men living alone	30%	37%	44%

Table 1: Distribution of single-person households concerning age and gender 1985-2009 in Schleswig-Holstein

In the evening, singles like to surf in the internet, to watch TV, to meet friends, to pursue hobbies or to communicate via internet (ElitePartner, 2011). They try to avoid evenings with couples as they feel uncomfortable, but also lonely evenings lead to uneasiness (ElitePartner, 2009). In addition to that public holiday like Christmas, New Years Eve or celebrations like birthdays or weddings let singles feel uncomfortable (ibid.).

To get an insight in the desires, wishes and the behavior of the potential target group, there has been field research about activities for singles, too. A questionnaire has been set up to ask questions directly. Most of the participants came from Hamburg and its direct surroundings but have been younger than the main target group "best agers". So, the questionnaire is representative for a new target group within the existing surrounding of the company. In total, there have been not enough people who completed the whole questionnaire, so that the outcomes are not 100% reliable. In the following paragraph, there are the outcomes.

In general, 211 people have been interested in organized trips for singles. Those people who were not interested gave as main reasons that it would be too formal (60 people), they prefer to travel with friends (61 people) and feeling uncomfortable (31). People who are interested are mostly interested because they would like to meet people with the same interests (177), they would love to experience adventures (100) and they won't like to travel by themselves (82). As main expectations for organized trips, the respondents named fun (180), flirt (114) and recreation (81). Getting to know people with the same interests (144) and special activities like cooking events (125) are the two things which make a day trip especially attractive. The top one destination named by the respondents is Hamburg itself as a city with many possibilities. The average amount of money people would spend for a trip is €75. Alternative to day trip, the respondents like cooking events (121), regulars' tables (57) and other things like concerts or parties (35) to get in touch with other singles. To inform themselves about activities for singles, most of the respondents ask their friends (147) or

the internet (130). The most popular webpage is Facebook (95). The main age group who filled out the questionnaire was between 21 and 30 years old (114). Furthermore, there were more female (121) than male respondents (58).

All information of the questionnaire can be found in Appendix 7: Outcomes questionnaire.

A chi square analysis (see Appendix 8.1: Age → source of information) shows that there is no relation between the age and the source of information. This shows again that the use of internet is very common also for people above 40.

Another chi square analysis (see Appendix 8.2: Gender → expectation) shows that there is no relation between the gender and the expectations of such a day trip.

Summarizing the main outcomes of the questionnaire, one can see that the people filled in the questionnaire have been younger than the traditional regiomar is customer which comes through the chosen media like Facebook. Facebook has been chosen because it is the number one social network in Germany and people are forming groups there like a group for singles living in Hamburg. So, one can choose directly the fitting people for the survey. Even if the target group of regiomar is the group of best agers, regiomar is can work with this survey as they can build up a new target group for the single events. In addition to that, the sample size liked cooking events most to get in touch with other singles. For them, it is important to meet people with the same interests. Otherwise, an event for singles organized by regiomar is would be a flop. The average of the population would not agree with a price above €75.

## **4.2. Industry analysis**

An industry analysis is “a market assessment tool designed to provide a business with an idea of the complexity of a particular industry” (BusinessDictionary, 2013).

### **4.2.1. PESTEL analysis**

In the following paragraph, a PESTEL analysis with the main points for Germany and the federal state Schleswig-Holstein is given. More information can be found in Appendix 9: PESTEL. This is a situation analysis of political factors such as government stability and international trade; economic factors like inflation, taxation, economic growth, exchange rates, interest rates and unemployment; socio-cultural factors as demographics, education and income distribution; technological factors like knowledge of a generation, innovation and use of technologies; environmental factors which include weather and climate change; and legal factors like different types of law as consumer laws,

competition laws, employment laws, and health and safety legislation (Oxford University Press, 2007).

### **Political**

The German Empire was created in 1871 by Chancellor Otto von Bismarck. At this moment, the Reichstag had only a limited role in the imperial government. After the Second World War in 1945, Germany was divided into two parts; Western- and Eastern-Germany. The capital city Berlin was divided as well through the "Berlin Wall".

Germany is located in Central Europe and surrounded by the Netherlands, Belgium, Luxemburg, France, Switzerland, Austria, Czech Republic, Poland and Denmark. Since the reunification, Berlin is again the capital city of Germany. Germany has a total area of 357.100 km<sup>2</sup> and 81.157 million inhabitants (Statistische Ämter der Länder und des Bundes, 2012). Germany is a democratic-parliamentary federal state with an administration of 16 states ("Länder"). The currency is Euro, where 1€ is 100 cents.

In the Federal Republic of Germany, which was constituted of united Germany on October 3<sup>rd</sup>, 1990, there are three levels of government. Firstly, the federal level which is bicameral with the Bundestag and the Bundesrat. They are both responsible for national laws like taxation. Secondly, Germany has 16 states with its own constitutions, governments and parliaments. They are responsible for running of their own facilities like education or hospitals. Lastly, there is local government which has a relatively large power and is responsible e.g. for levy business tax.

The legislation of the German parliament is a bicameral system. In addition to the Bundestag, the Bundesrat participates in legislation. The Bundesrat consists of delegates of the state governments to uphold the states' interests.

The state structure of Germany shows 16 states. The highest state authority is exercised by the Federal Government. Through the Bundesrat, the states are represented at federal level and participate in federal legislation.

In Germany, people have a universal, equal and secret suffrage with the age of 18. Municipal elections can be made with the age of 16. Elections of the Bundestag take place every four years.

Important parties in Germany at this moment are CDU/CSU and SPD. They have most of the seats in the Bundestag.

Germany is part of the World Trade Organization. This is important for national and international trade, because there are standards for the trades of countries. Furthermore, Germany is part of the European Union. The policies of the European Union aim to ensure the free movement of people, goods, services, and capital (European Commission, 2012). The European Union is represented at the WTO, the United Nations, the G8 and the G-20.

Germany is a politically stable country. This means for tourism that people do not have to be afraid to come to Germany and explore the country as there are no dangers for them.

### **Economical**

Germany is the fourth largest economy in the world. This can be seen by their GDP, which was €2.643,9 billion in 2012 (World Bank, 2012). The biggest sector is the service sector with 73,5%, followed by the industrial sector with 24,4% and the agricultural sector only is only 2,1% of the GDP (ibid.). The main products of Germany are in automobiles, machinery, metals, and chemical goods (ibid.). 37 of the world's 500 largest stock-market-listed companies are situated in Germany (Central Intelligence Agency, 2012).

The GDP of the federal state Schleswig-Holstein was €77,3 billion (Statistisches Landesamt für Baden-Württemberg, 2013) in 2012. Like in the whole country, the (Statistisches Landesamt für Baden-Württemberg, 2013) states that the service sector is the most important one in Schleswig-Holstein as well. The service sector includes 77,4%, the industrial sector is 19,7% and the agricultural sector 2,9%. The agricultural sector is together with two other federal states the second biggest in Germany.

Germany has a social market economy characterized by a highly qualified labor force, a developed infrastructure, a large capital stock, a low level of corruption (Transparency International, 2011), and a high level of innovation. The unemployment rate was 6% in 2011 (Central Intelligence Agency, 2012). The year before, it was 7.1% (ibid.), which means that more people got a job in Germany. The unemployment rate in the federal state of Schleswig-Holstein was 6,8% in 2012 (Wirtschaft Schleswig-Holstein, 2013).

With its central position in Europe, Germany has a great infrastructure with several international harbors like the one in Hamburg as well as a fully developed road network with many highways. This highway network is worldwide the third largest in its total length and features (ADAC, 2008). Furthermore, there are many airports in Germany –the largest two are the ones in Frankfurt and in Munich. Germany has a good railway-network to transport people and goods as well. The federal

state Schleswig-Holstein is the most Northern part of Germany. It has the most important shipping route in Germany, the Nord-Ostsee-Kanal which connects the North- and the Baltic Sea.

Concerning the tourism, Germany made 214,1 billion Euro revenue in 2011 which is 9,7% of the whole GDP (Bundesministerium für Wirtschaft und Technologie, 2012). For Schleswig-Holstein, there are no known numbers about the revenue of tourism.

### Socio-cultural

With 81.157 million inhabitants, Germany is the most populous country in the European Union and on place 16 for the whole world (Central Intelligence Agency, 2012). The federal state Schleswig-Holstein has a total area of 15.799 km<sup>2</sup> and 2.806.531 inhabitants (Landesregierung Schleswig-Holstein, 2012).

The country has made a demographical change. With 8,1 newborns per 1000 inhabitants, the birth rate in Germany was the lowest in the whole European Union in 2009 (ibid.). So, the population of Germany is getting older which is caused by the good medical services as well as lowers birth rate (ibid.). The life expectancy at birth is 80,19 years for the total population. Men will be 77,93 years old and women will reach 82,58 years. (ibid.) The age structure of Germany is shown in the following table.

Age	Percentage (S-H)	Male	Female
0-14 years	13,2% (13,4%)	5.499.555 (195.182)	5.215.066 (185.936)
15-64 years	66,1% (64,5%)	27.173.860 (923.441)	26.587.068 (910.413)
65 years and over	20,7% (22,1%)	7.273.915 (626.461)	9.555.392 (364.787)

Table 2: Age structure of Germany and Schleswig-Holstein (S-H) July 2012 1

74% of the total population was living in urban areas in 2010 (ibid.).

An overview of Germany's and Schleswig-Holstein's income distribution can be found in the following table.

Monthly household income	Share as a % (S-H)
Up to under €1.100	21,6% (14,1%)
€1.100 to under €1.500	11,8% (8,5%)
€1.500 to under €2.000	14,4% (13,7%)
€2.000 to under €2.600	14,5% (20,6%)

€2.600 to under €4.000	23,2% (25,2%)
€4.000 to under €7.500	18,7% (9,5%)
€7.500 and higher	3,4% (0,9%)

Table 3: Income distribution Germany and Schleswig-Holstein 1

This table shows how the money is allocated. There are many people who only have a monthly household income from under €1.100 which is quite less. So, they are not able to spend that much money on free time activities like regiomas is offering. The main target group should be the ones earning €2.000 and more as they are able and willing to spend money in free time activities.

Many Germans work five days per week and so, their spare time became very important for them. (Statistisches Bundesamt, 2011) states that Germans like to travel and explore foreign cultures during their vacation. During the weekends, Germans enjoy their free time by doing or watching sport, visiting friends and family and hiking. In addition to that, they like watching movies and surfing in the internet. One-fifth of the monthly household income is spent to spare time activities.

The health system of Germany is well elaborated. Everyone has to have a health insurance. Because of the highly developed medical system, Germans are getting older nowadays as written before about the demographical change.

### Technological

Germany has 20.416 million internet hosts and 65.125 million internet users. With these figures, Germany has the fifth place concerning internet use in the world. Even older people are going to use the internet more often. In 2006, only 4 million people above an age of 60 used the internet. But in 2012, there are 7.2 million internet users in the age of 60+. (Statista, 2012)

Internet and social media play an important role nowadays. People inform themselves about a company through the internet and they can follow activities of a company via social media. Furthermore, a company itself can use social media in a very positive way to create a brand image and brand loyalty. People inform themselves about possibilities for trips and they compare prices. For companies, it is very important to have a webpage as well as be present in social media. Even if some people like personal approach better, they will look for information in the internet. Another advantage for a company is that online bookings will save time in comparison to telephonic conversation.

## **Environmental**

Sustainability is very important nowadays. All actions people make today will affect everything in the future. If one is making sustainable decisions today, these decisions can avoid limiting the choices of the next generations. Environmental resources are limited and react sensitive to everything people do. During the last years, people started to experience the effects of the actions of former generations.

For companies, there is more pressure from the government but also from the consumer. The desire for trustworthy, upstanding businesses is increasing. Even if this is quite expensive for companies, it works. Companies that invest in sustainability are the ones that can effectively weather resource constraints. Consumers like companies they feel match their values.

Customers consume less but they try to consume better and so, sustainability is important for them as well. Some years ago, sustainability was high-end; only people with much money could support sustainable products. But nowadays, sustainability is broader and everyone can act more sustainable.

There is a trend towards sustainable tourism. Sustainability has become a way of life for many people. The trend of sustainable tourism contents experiential tourism. This means that people like contact with the local culture, art and natural heritage. In addition to that, people are looking for tourism closer to nature. The tourism sector became greener and preserved the territory's natural richness. By stating a region or a hotel as sustainable, the feasibility to get the attention of people is higher as many people like to book sustainable tourism as it gives them a good feeling.

## **Legal**

Germany has a consumer protection named "Verbraucherschutz". This protects consumers against faulty goods and services. If a consumer has trouble with a good or service, he can contact the consumer protection and this organization will handle it. There is a trend towards stricter liability of a company for its products. Strict liability makes a seller responsible for its products. As regiomas is selling a service, this means that they have to care about the customers' well-being and a good course of action. This potential problem can be solved by insurances and a good quality control through the company together with its partners.

The German labor and employment law regulates the relationship between employer and employee. Employees benefits most from the law. There has to be written employment contracts for employees with the key aspects of the employment relationship in it. There are existing limited and unlimited employment contracts. Working days are all weekdays excluding Sundays and public holidays.

Normally, a German employee work five days per week from Monday to Friday. Within this five-day week, the average working time is between 35 and 40 hours. Employees who work a normal five-day week have the right of 20 working days' vacation per calendar year. In real, most employees receive between 25 and 30 vacation days per calendar year. If the employee is sick, the German labor and employment law requires the continuation of full salary payments for a period of six weeks. Women are entitled to full paid maternity leave, which starts no later than six weeks before the expected due date and ends eight weeks after childbirth. Furthermore, all employees (male AND female) has the right to a maximum of three years' parental leave per child. Germany has a mandatory Social Security System which consists of health insurance, home care and nursing insurance, pension insurance and unemployment insurance. All employees need to be insured by the German Social Security System. In companies with more than five employees, the employees may elect a works council. This represents the employees and negotiates, cooperates and consults with the employer.

Germany has an Occupational Health and Safety Act (Arbeitssicherheitsgesetz) which was regulated in 1973, and the Occupational Safety Act (Arbeitsschutzgesetz) from 1996. The law says that works councils play an important role in health and safety. They are consulted on the appointment of safety officers which must help the employer in the prevention of accidents at work. Furthermore, they ensure effective implementation of statutory and regulatory health and safety provisions. If there are more than 20 employees in a company, safety officers must be appointed by the employer. With more than three safety officers, the employer has to arrange brief meetings at least once a month. The minimum number of safety officers is given by the rules of the occupational accident insurance funds (Berufsgenossenschaft) and depends on the size of the company and the type of risks while working for the company.

#### **4.2.2. Market analysis**

The company regiomas is operating in the tourism sector of Germany mainly in the segment day trips. In 2012, Germany became the number one travel destination in Europe for the first time and extended its lead to Spain or Italy (Tourismusverband Schleswig-Holstein, 2013). Schleswig-Holstein is the origin of 112 million day trips and destination area for 115 million day trips (Grimm, 2013). The visitors of Schleswig-Holstein are doing the following things: 30,9% are visiting friends or family, 23,5% are carrying out a special activity like cycling or swimming and 13,4% are doing a sightseeing drive (ibid.). Schleswig-Holstein is number three for domestic travel destinations (ibid.). The main target groups of Schleswig-Holstein are the best agers, families with children and ambitious connoisseurs (Simoneit, 2013). There are some socio-demographical data of the visitors of Schleswig-Holstein. Their average age is 57 years. A multiple choice question states that 93% are travelling without children younger than 14 years, 26% are elderly people who are married, 26% are unmarried

elderly people, 51% retirees and 44% of the people who come to Schleswig-Holstein are people living in one-person households (Schmidt, 2013).

The potential customers of regiomar is are living in Hamburg and its surroundings and belong to an age group above 18. At the moment, there are 1.235.286 people who fit to the group of potential customers for regiomar is. Because of the demographical change and the attractiveness of Hamburg, the number is foreseen to rise during the upcoming years. So, the potential target group of regiomar is is rising. As Germans are working a lot, they like to spread their vacation during the year. The average amount of short stay trips in Germany is 2,3 (Deutsche Zentrale für Tourismus e.V., 2013).

So, one can see that the market size will grow in the future and that regiomar is has already a strong market to sell their product.

The company regiomar is is acting on a very seasonal market. Most of the day trips are only possible during the high season from April to October as some activities could be too cold during the winter. Many of the partners are closed during the off-season as well. So, regiomar is had to change their concept of day trips and had to add short stay trips to their portfolio.

Concerning to (IBIS world, 2013), the tourism market is one of the most profitable markets in the whole world. In addition to that, the single tourism market is rising (IBIS world, 2013) and so, there are many possibilities to get access to this market. The trend of German singles travelling by themselves rose from 3,8 million singles in 1989 (Freericks, 2012) to 7,4 million singles in 2011.

Singles are living more in urban areas than in rural ones (Tagesspiegel, 2012). This is because of a better infrastructure, the possibilities of recreational activities and a very good supply structure. Singles are not a seldom population group anymore. Singles like to live their life like people in a relationship (Tagesspiegel, 2012). This includes traveling, meeting friends, going out for dinner and all other things people like to do during their spare time.

#### **4.2.2.1. Porter's Five Forces**

Porter's Five Forces help to analyze the attractiveness of a market and to determine the profitability.

##### **Rivalry**

Of course, there is rivalry in nearly every industry and companies have to strive for competitive advantages. The intensity of rivalry on the tourism market is high, but the all-round carefree

packages are not offered that often especially not for day trips in a sustainable way. Most of the competitors offer services excluding additional services like a meal. There is a lot of rivalry but regiomaris is offering additional services which give a competitive advantage within this high rivalry.

### **Threat of substitutes**

The threats of substitutes are high on the tourism market. The offered journeys are broad and go everywhere you want to go. Furthermore, one can organize day trips by oneself. But regiomaris is trying to minimize the threat of substitutes by offering substitutes by themselves. During the winter they offer overnight stay trips. As these trips are very popular, they started to offer some of those trips during the summer as well even if they are more expensive because of the high season. Definitely, regiomaris is offering day trips to the same destinations as offered during the winter. So, people can come back to see the destination during the summer or they loved the destination during the day trip and decide to book a two or three day trip with regiomaris.

### **Buyer power**

The buyers have high power on the market as they define the offers with their demand. If no one would buy a package at regiomaris, the trips would not take place. By not booking the trips, people cannot get to know the company and its products and so, the potential buyers are not able to spread positive impressions by word-of-mouth marketing.

### **Supplier power**

For regiomaris, the suppliers have high power as well. If they do not want to work together with them in the future, regiomaris need to have new suppliers. Furthermore, the prices need to be negotiated with them and they do have power on the price setting. The amount of competitive suppliers is not that high so that regiomaris need their suppliers. Important suppliers are hotels, tourist information, local guides, restaurants and museums. If a supplier is a partner of regiomaris, there is a contract which helps to minimize the power of those suppliers.

### **Threat of new entrants and entry barriers**

The entry barriers in the tourism market are low. With having the right partners, one can compete in the tourism market. The threat of new entrants is high as the need is high, too. Entry barriers could be insufficient starting capital, no access to distribution channels and the competition with well-known, popular brands.

All in all, one can see that the market is attractive for a company as the entry barriers are low and the rivalry is low. As the buyers have high power, the market is profitable with the right products.

### **4.3. Supplier and distribution analysis**

In the following chapter, a supplier and distribution analysis for regiomaris is given. This is a situation analysis of regiomaris' given suppliers and distributors.

Public transportation systems, hotels, museums, city guides, restaurants, ferries, bike rentals and a lot more tourism attractions are considered as regiomaris suppliers. All in all, regiomaris has more than 100 suppliers. This is a medium amount of suppliers as there could be more activities offered with more suppliers. The relation with the suppliers is mainly good. The CEO of the company has earned a lot of working experience during internships within the public transportation companies. The most important suppliers are definitely the public transportation systems of Schleswig-Holstein since the whole concept would not work without a good corporation between them and regiomaris. Needless to say that both parties know the fact that it comes to a win-win situation because the image of the public transport systems is getting better and regiomaris is enjoying the image of a sustainable company. The tour operator regiomaris can create very attractive products due to a good deal with the public transportation companies and the public transportation will get more travelers which they would not attract without the tour operator. As distributor, regiomaris is using "Deutsche Post" to send the documents for the trips if they are not sent via email. As the products regiomaris is selling are services, there is not really a distribution chain. An overview of what happens after a booking of a client can be seen in Appendix 10: Distribution chain.

Regarding the distribution strategy of regiomaris, one can generally say, that long-term business relations are the key factor to success of the company. It is looking for partners that fit to its services and share the same values.

### **4.4. Competitor analysis**

By analyzing the competitors of a company, one can understand the own company and the competitive advantages or disadvantages in a better way. This helps to develop strategies concerning a competitive advantage. The following competitor analysis will be made based on the level product profile. This means, that one is analyzing the competition between brands or companies which are focused on the same market segment (Alsem, 2005).

Up to now, regiomas does not have any direct competitor offering day trips as complete, sustainable packages in the Northern part of Germany. But Kiel Marketing e.V. will start the company Sorglos, who will offer the same product range and nearly the same journeys as a former trainee of regiomas is now working there with all the information of regiomas. At this moment, they are busy with writing their business plan and finding partners who are willing to work together with them. The main idea of Sorglos is to offer all-round carefree packages for a nice day in Schleswig-Holstein as regiomas do, too (Kiel Marketing e.V., 2013). The competitive advantage of regiomas is their gained experience during the last years.

There are some indirect competitors offering trips for singles or organizing events for singles. The trips for singles are mostly overnight stays to other countries.

The company Eberhardt is offering a whole catalogue with group journeys for singles and people travelling alone. Eberhardt is offering those trips since 2009 but was founded in 1990 (Eberhardt Travel GmbH, 2013) and is selling many other journeys as well. Their main business is roundtrips by bus (ibid.). The main location of the company is in Kesselsdorf, Germany. They make promotion with a maximum group size of 25 people, a tour guide of Eberhardt, double rooms bookable for one person only and a 100% rate of people travelling by themselves (Eberhardt, 2013). Most of the offered trips are journeys to other countries, there are only a few journeys within Germany. For the Northern part of Germany, they offer a round trip at the North Sea by bus. This trip will be six days long and costs €728,-. Another trip is a cycling tour between North and Baltic Sea. This trip will be eight days long and costs €1.168,-. In their catalogue, they provide information about the trip, all services, and the date of the journey as well as the prices. Furthermore, they name the maximum number of participants and introduce the tour guide who will go along with the journey with a photo and a small text as well as the name and function at Eberhardt. So, people get confidence of the company.

Special events for singles are indirect competitors as well. Hamburg is offering a lot of events for singles. For example, there are cooking classes especially for singles, parties for singles on a regular base (every week) or cooking events like the "Jumping Dinner". Most of these events are planned by several groups of people not by a company. In comparison to trips or journeys, they have a big advantage: people can go home if they do not feel comfortable or if the event is not offering what they did expect. Special events for singles are getting more and more popular as one can connect a hobby with dating someone and it is easier to get in contact with other singles as on a regular party, cooking course etc. (Hamburger Morgenpost, 2012). In addition to that, events for singles are much cheaper than whole journeys.

A positioning map can be found in Appendix 11.

#### **4.5. Trends in tourism**

Every industry can see trends within it and of course, there are also trends in the tourism industry. The (ITB Berlin, 2012) gives several trends and forecasts about the tourism sector. The most important ones are explained in the following paragraph.

People make shorter trips but spend a higher amount of money. This means that they split up their holidays to have more short-time recreation and spend more money for it as people like luxury more and more. In addition to that, travelers are getting older. As the whole society in Germany is getting older and healthier, they like to spend their pension with travelling. These people have worked a lot during their life and want to explore the world now. As internet is more and more common, online bookings are more common than ever. There are many websites where people can find holiday destinations. Furthermore, people can have a look at the websites at home calmly. During the vacation, travelers are using social media more often to share their experiences with people at home. Another trend is the trend about European destinations. They are getting more and more interesting as people make a lot short-time holidays. With European destinations, they do not have to travel that far. Travelers want more individual travel experiences. This means that most travelers do not like club holidays with programs but they like to explore the destination by themselves. They combine holidays with adventurous trips with activities like climbing or hiking. The travelers do not care that much about money as some years ago. Their high spending supports the local communities which gives a traveler a good feeling. Another trend is the upcoming market for disabilities. People with physical disabilities would love to travel, too, but sometimes the conditions are not made for them at the destination. Now, the tourism industry has seen this market and started to make tourism and journeys accessible for disabilities.

In addition to the ITB Berlin, (Freyer, 2011) formulated trends for the tourism market.

As people have higher incomes, they will spend it into tourism as spare time is getting more and more important. People will get less free time and so, they will spend it more conscious into short-stay trips. If they do not get two weeks' vacation but only a long weekend, they will travel nevertheless. In addition to that, people like values. These values will lead to new varieties of travelling like culture vacations or sport vacations. Another trend is the new communication technologies. This makes vacations more attractive as one can find much information about foreign

countries, nationalities and places online. People do not have to be afraid of something as they will find information about it in the internet.

In addition to the above mentioned actual trends, there are still more singles entering the tourism market looking for offers. Day trips are very popular as they give the possibility to escape from daily life.

These trends fit to the concept of regiomas with its short-stay trips, day trips and the online booking but they need to be more active in the internet with its social media.

#### **4.6. Opportunities and threats**

By analyzing the external environment, one can see opportunities and threats for entering the market. One has to keep them in mind and work with the opportunities as well as observe the threats to be able to place a product in a successful way.

The most important opportunities are the following:

- one-person households are rising
- more and more older travelers
- internet is getting more and more popular in every age group
- people like day trips and short stay trips
- the monthly income of people is rising
- travelers want individualistic vacation (see chapter trends)
- the use of social media during a vacation is nearly normal

The major threats are the following:

- high competition in the single market
- Northern part of Germany is not the most attractive one
- singles do not like day trips with the only background to make a match between two people
- regiomas is operating on a seasonal market
- there are already new upcoming groups like disabilities (they existed forever but their need to travel is getting more and more important) which could lead to replace singles as a new, important target group

## 5. Developing the perfect strategy

This chapter gives an overview of the most important strengths, weaknesses, opportunities and threats. This is the basis for developing strategies. Afterwards, the most promising strategies will be chosen to go on with them in a professional product.

### 5.1. SWOT matrix

A SWOT matrix is an analysis in which based on combinations of strengths and weaknesses on the one hand and opportunities and threats on the other hand strategic selections will be made (Alsem, 2005).

	<p>S1: sustainable                      S2: strong network of partners                      S3: main target group: best ager                      S4: number of bookings is increasing constantly                      S5: creative and young team</p>	<p>W1: constant changing workforce                      W2: no mission-/vision statement                      W3: no direct contact between employee and customer                      W4: no clear marketing strategy                      W5: request-conversion rate only 65%</p>
<p>O1: older travelers                      O2: use of internet very common in every age group                      O3: one-person households rising                      O4: day trips and short stay trips very common                      O5: need of individualistic vacation                      O6: use of social media</p>	<p>S5 + O3: diversification singles market, growth strategy                      S3 + O4: product development best agers</p>	<p>W4 + O6: formulating a clear marketing strategy concerning internet and social media</p>
<p>T1: high competition on single market                      T2: whole trips for singles are not common                      T3: seasonal market</p>	<p>S3 + T1: product development for best agers                      S5 + T2: product development event for singles</p>	<p>W1 + T3: combining the change of workforce with the different seasons to have experts in the beginning of every season</p>

Table 4: SWOT matrix 1

### 5.2. Selection of a strategy/strategies

regiomaris has several options to choose from. First of all, diversification of the singles market with a new product could be successful as there are more and more one-person households and singles like to take place in events but not in whole day trips like regiomaris is offering at the moment. This helps regiomaris to grow. On the other hand, regiomaris could go on as they are doing now and develop new products for their main target group, the best agers. The company already has experience in this

field and so, it would be a low-risk model. So, there is the choice between two target groups; the best agers and the singles. It is more feasible to do product development in terms of money and time. The company can strengthen itself by implementing new products to their existing target group. The company wants to refine, but it is more advisable to strengthen the company first before starting a diversification, because at the moment, they are not ready for such a big step. The problem statement was “How can regiomaris GmbH use the developed strengths of the company and opportunities of the external environment to offer activities for singles and compete in the market?”. The main strengths are sustainability, a strong network of partners, the main target group best agers, the number of bookings is increasing constantly and regiomaris has a creative and young team. By implementing a completely new product for the existing target group, regiomaris will not lose their main target group best agers but the company will add new values to the existing products. In addition to that, the young and creative team can be used for the product development. The constantly increasing number of bookings will not decrease just because regiomaris is adding another product. The main opportunities of the external environment are older travelers, the use of internet is very common in every age group, the number of single households is rising, day trips and short stay trips are very common, there is a need of individualistic vacation and the use of social media during holiday has rose, too. As regiomaris do not want to spend that much money for a marketing campaign, the common use of internet and the use of social media are very important for them. So, the company can make promotion in a cheap way. The rising number of single households gives the fact that there is a rising need for activities for singles. regiomaris should not implement special products for singles to make a match which would be the diversification method, but they can promote their existing products and especially the new product by giving people who are alone an opportunity to make day trips with a group.

### **5.3. Marketing strategy**

In the following paragraph, a marketing strategy for regiomaris has been developed based on targeting and positioning of the company and the growth strategy in order to achieve the objectives (see chapter 5.4. Marketing objectives) and guarantee successful product development.

#### **5.3.1. Targeting, positioning**

The targeting is to reach best agers from Hamburg and Schleswig-Holstein for a new product. The main characteristics of the best agers can be seen in chapter 3.4. Target group.

Before regiomaris is deciding for a marketing mix, they have to think about how to create an image of the company and the new products in the mind of the important customers – the best agers. As

the market for activities for best agers and the interests of them are pretty big, regiomar is has to offer more than just a good price. Here, they could promote their unique selling points like the all-round carefree packages, the good service and the knowledge of the destinations.

### **5.3.2. Ansoff's Growth matrix**

The Ansoff Matrix is concerning to (Quick MBA, 2010) focusing on the company's present and potential markets and products. There are four possible strategies; market penetration, market development, product development and diversification.

For regiomar is, product development is the most applicable strategy, because the company is not ready yet to develop the diversification method. The new product could offer a benefit like not travelling alone anymore or getting in touch with like-minded people.

## **5.4. Marketing objectives**

The overall marketing objective is to increase the overall sales revenue to €150.000 in 2014. This can be measured by having a look at the booking program of the company which shows a complete overview of all sales during a year.

### **5.4.1. Marketing instrument objectives**

In addition to that, the marketing instrument objectives for regiomar is and the product development are formulated based on the four P's.

The objective for the new product is to offer an interesting product for December 2014 which will attract old and new customers of the target group best agers. Whether it is attractive or not can be measured with a look at the bookings as well as with a questionnaire after the product has been implemented.

The price has to be calculated in a profitable but also an attractive way – for regiomar is it has to be profitable, but for the customers it should be so attractive, that they will buy the service. The prices need to be determined as soon as possible to make them part of the marketing campaign. Whether the prices are attractive can be measured by the amount of purchases. The objective is to calculate a moderate price until the start of purchasing the product.

The objective for place is to make the product available for all interested people. regiomar is will increase the percentage of online-bookings from 30% to 50% within one year. This can be measured by the booking system where one can see which bookings have been made online and which ones have been made by an employee and so by telephone.

The objective for the promotion is to reach as many possible customers as possible with a relative small budget and to make them aware of regiomaris until the activity starts. This objective can be reached by using online marketing tools as well as looking for partners who will make promotion together with regiomaris. It can be measured by clicks on the website, a rising Facebook popularity and bookings.

## **5.5. Marketing goals**

Marketing goals give a broad direction for the marketing department. The total company goals need to be analyzed in order to identify ways how the marketing can support those goals.

The marketing goal, which supports the overall objective of increasing the revenue, is to increase the awareness for the company and new products. Another goal of the company is to extend their product portfolio and their target group. The marketing goal therefore is to make the new products public and to show them in an attractive way to possible customers. Lastly, the company wants to create a huge network with their suppliers and partners. Therefore, the marketing goal is to present the suppliers and partners within the marketing tools to guarantee a good relationship.

## **5.6. Professional product**

This chapter presents the adjustments of the marketing mix. The overall conclusion that regiomaris is not ready for the diversification method helped to see that regiomaris has to develop a completely new product for the existing target group to tighten its position on the market. regiomaris has to follow trends. In addition to the adjustments of the marketing mix, the consequences and risks of the completely new market segment are named.

### **5.6.1. Marketing mix adjustments**

With the problem statement, the chosen strategy and the marketing objective in mind, the marketing mix has to be adjusted to meet the new criteria. In the following paragraph, these adjustments are clarified.

#### **5.6.1.1. Product**

By choosing the product development method, regiomaris has to add a new product to its portfolio. This product could be a day trip or a short stay trip. The target group stays the same with the best agers which are the main target group of the company. The new product should be a package like regiomaris is offering since the beginning as the target group like these packages. The destination should be in the federal state of Schleswig-Holstein as this is the main region of regiomaris.

#### **5.6.1.2. Place**

For the distribution of the tickets, there is no adjustment needed. The main distribution channels telephone, internet and the distribution partners should be part of the distribution, but the CEO of the company wants to increase the number of online bookings. To make an online booking attractive, the company could think about a discount if people book online because it is less work for the employees of the company. By having a discount, people would be more tended to check the online booking system as they would save money. In addition to that, sustainability plays a role by online bookings as people only have to print their ticket. If they are booking at regiomar is, the company is printing a cover letter, the ticket and further information. So, the environment would be saved.

#### **5.6.1.3. Price**

Like for all prices, regiomar is needs to negotiate with its new partners to determine the price of the new product. The company is working with the psychological pricing strategy and should do this with the price of the new product as well. Psychological pricing is about having odd prices like €59 instead of €60. People are not perfectly rational and so, they think that odd prices are way less than even prices.

#### **5.6.1.4. Promotion**

To increase the sales revenue, people need to know about regiomar is and its products. A good promotion strategy is necessary for that. The promotion through the main newspapers in Hamburg should go on like before. As regiomar is is not able to spend that much money for promotion, they need to go cheaper ways of promotion like corporations and online marketing. Online marketing is very important nowadays and so, the company has to think about Search Engine Optimization (SEO) and Affiliate marketing. SEO describes actions which need to be done to be on a higher position on search engines online. The higher a webpage is listed the more people would click at it. For a higher listing, the company needs to name as many as possible buzz phrases within their webpage. Buzz phrases are words people would search for at a search engine. If these words will be placed on a webpage, it appears in the listing. Affiliate marketing is about selling advertising media to a partner who will bring them to his webpage or e-mail marketing. Advertising media could be banners. The federal state of Schleswig-Holstein has its own tourism webpage. People who are going to spend some days there, are consulting this webpage for ideas what to do. Having an advertising media on this page would help to get more customers to regiomar is. The partner gets money for the installation of the advertising media but he also gets money per click.

In addition to that, regiomar is needs to be more active online like described in the next few sentences. The company needs to be more active on social media like Facebook. Even if there is a fan page with above 200 followers, the activities could be increased. For example, regiomar is could make

lotteries via Facebook where people can win a trip. Or the company could promote special trips which are not sold that good as others. But to be able to reach new customers to increase the sales revenue, regiomaris needs to have promotion where they can reach more people. This could be posters or advertisements in the local public transport which the citizens of Hamburg are using nearly every day to go to work and back home. Placing 100 posters in the most frequented local public transport in Hamburg for three months cost around €1.200. There is a high frequency rate of such promotion as people have time to look around and see those advertisements. If they would drive by car, they would not see advertisements hung up on the street as they need to concentrate on the traffic.

There is a trend towards sustainability. regiomaris is a sustainable company. It should promote their sustainability more to be realized as an environment-friendly company. People like to be sustainable and so, they would like to have sustainable day trips or short stay trips.

As it is almost impossible to implement everything at once, the company has to focus on one new product as well as other promotion strategies like mentioned before to increase the sales revenue to €150.000 until the end of 2014. The promotion strategies could support the new product which would be like killing two birds with one stone.

### **5.6.2. Consequences and risks**

By developing a new product, there are some consequences and risks involved in this.

When a company is offering a new product, there is always the risk that it may not produce what the customer wants. In addition to that, a company like regiomaris could face the risk that it will not find any partners to work together with. Furthermore, every new product has a financial risk as a product could not generate sufficient demand at a profitable price. To face these risks, the company needs to do market research about the desires of the customers and partners. Market research on a regular base will help the company to see how trends are developing. So, the company can react on these trends.

A consequence of a new product is that the employees need to know this product well to sell it in a good way. In addition to that, a new product needs to be promoted so that people are getting aware of it.

As regiomaris is constantly thinking about new products and most of them are developed by the employees, the company has experience in this field. This helps to face risks.

### 5.6.3. Description of a possible product

The philosophy of the company is “A day becomes an experience” and so, the new product has to be an experience as well. The young and creative team has to develop a new product which fits to the existing target group. In Germany, Christmas is a very popular festivity and 94% of all Germans love the time before Christmas (Statistische Ämter der Länder und des Bundes, 2012). For Germans, this is the most harmonic time of the year and they like to prepare for Christmas. In Germany, there are several Christmas markets in cities. These markets offer next to food and beverages, self-made presents and a special atmosphere. In Schleswig-Holstein, the Christmas market in Flensburg is very popular and nice. regiomar is could offer a day trip to this Christmas market including other activities. As the castle of Glücksburg is nearby Flensburg, a visit and a guided tour there could be the start of the day trip. In summer, regiomar is is working together with the castle as well and so, they could offer a special date in winter as well. From Glücksburg, the customers are going to Flensburg by bus. There, a lunch including a small beverage will be given in the partner restaurant of regiomar is. Afterwards, the customers will go to the Christmas market. There, they will have free time to discover and enjoy the market. The market is nearby the restaurant. As the atmosphere is very special in the dark, the customers will stay until 7 p.m. to enjoy the lights, drink a typical German hot spiced wine and eat a bratwurst.

By working with well-known partners, the company must not find any new partners and negotiate with them. With the well-known partners, regiomar is has contracts which are valid for the whole year but regiomar is is mostly not using the partners in winter. By having a day trip in winter, it extends its product portfolio as there are nearly no day trips in winter offered by the company.

During the whole trip, at least one employee of the company will be present the whole time. He can guide the customers to the castle, to the bus, to the restaurant, to the Christmas market and back to the train station. Furthermore, he can answer questions about the trip, the company or other products of the company.

The main distribution channel of regiomar is should be the internet. But also people without access to internet can book an activity via the service hotline. As mentioned before, a discount for online bookers can be possible to promote the online bookings.

The product needs promotion as well. regiomar is needs to write a press release for the “Hamburger Abendblatt” and the “Elbe Wochenblatt”. Both could be combined with a lottery to win a place of the trip. In addition to the press releases, regiomar is has to think about affiliate marketing. There are

webpages offering an overview of all Christmas markets. These webpages would be a good possibility to make people aware of regiomaris and its allround carefree package. Internet is a very important marketing tool and so, regiomaris needs to present the event on their website as well as on Facebook.

The costs of organizing the trip and its marketing will be around €450. This includes the printing costs for press releases and affiliate marketing. Of course, one has to add the salary of the employees working on the event.

As the Christmas market in Flensburg starts at November 24<sup>th</sup>, 2014, it is possible to offer two different dates; one in the beginning of December and one close at Christmas. So, people can decide when they would like to go as some do not like activities close to Christmas and others love activities at this time.

For the implementation, it is important to talk to the partners first. With them, one is going to work out two dates which fit best to them. Afterwards, regiomaris has to put this event on their website as well as write the press release. A graphic designer needs to develop banners for the affiliate marketing. All these steps need to be done until October 2014. Then, an employee can negotiate with possible partners for the affiliate marketing. This has to be set until the end of October 2014. In the beginning of November, the marketing campaign has to start. Next to press releases, the website and affiliate marketing, the company will write about the trip in their monthly newsletter. Booking is opened then, too.

### **5.7. Evaluation measurements**

Evaluation measurements help to determine the success of a project – in this case of the implementation of a new product. Measurement is useful because it documents success or failure to improve future projects. The company regiomaris has to ask itself the following questions:

- Was the product well planned?
- What improvements can be made?
- Did we accomplish our stated objectives?
- Was the budget adequate?

This evaluation will be made by the employees of regiomaris but also the opinions of the participants of the new products will help to determine the success of the product. During an evaluation meeting, one can talk about the product itself. What has gone good? What has gone not that good? What

lacks have been during the implementation? It is important to have an objective view at the product and to discuss all parts of the product. One person should write notes so that the whole team can work with these notes. This helps to adjust the product on the companies' observations to make it better. Matching the expectations of the customers is the most important point as they are the ones buying tickets and making the product successful.

## 6. Conclusion

The central question of this research has been how regiomaris can use the developed strengths of the company and the opportunities of the external environment to offer activities for singles and compete in the market.

There is a market for a new product only for singles offered by regiomaris, but the company is not ready for this step. The constantly changing workforce and the small budget for this project are indicators that the company still needs some more years to develop and to tighten itself. By developing a new product for the main target group best agers, the company is going to be more popular. It is more important to have a straight and good marketing strategy first to create brand awareness. The company is not focusing on their main strength, sustainability. By focusing on this point, the company will get more attention as sustainability is a trend and people like to support the environment. Additionally, the company is not using all possible marketing channels like affiliate marketing or SEO. Especially affiliate marketing is a great opportunity for a company like regiomaris as there are several partners with which they could work together like that.

Someday, regiomaris is more tightened and it will be possible to work with the diversification method. Singles are not threatened with extinction, the trend goes onwards.

## 7. Reflection

This Bachelor thesis has been written from February 2013 to June 2014 in corporation with the company regiomar is. The main objective was to gain an overall insight in the strengths and weaknesses of regiomar is GmbH as well as the opportunities and threats of the external environment resulting in the development of a marketing strategy in order to define a marketing advice to get insight in the possibilities of activities for singles organized by regiomar is GmbH. Next to desk research, field research in terms of an online questionnaire has been done.

All in all, the research went well. For the desk research, a lot of information is available in the internet. Furthermore, there has been an expert's forum about tourism in Schleswig-Holstein which gave a good insight in the target market. The outcomes of the field research could have been better. To be reliable, 271 people had to fill in the questionnaire. At the end, it has only been 179 who completed the questionnaire but 135 people started the questionnaire and stopped at question six. When all those 135 people would have completed the questionnaire, there would have been more people than needed for the reliability. For the next research, it is important to formulate this question better. Maybe one should make it a closed question with possibilities to tick and not an open question with the possibility to be creative – even if this question was the question with the most input for the company. All filled-in questionnaires gave a good overview of the desires, wishes and the behavior of singles so that the outcomes have been very important for the designed product. The main age group of people who filled in the questionnaire is younger than 30. This matches not the typical customer of regiomar is who is a best ager. To avoid this, one could have chosen other websites than mainly Facebook as there are mainly younger people active on Facebook.

The overall conclusion that singles are not interested in day trips like regiomar is offering helped to see that regiomar is has to develop a completely new product instead of using existing products for a new target group. At this moment, trendy events are e.g. cooking events but in a few years, this could be replaced by other events like e.g. sports activities. So, regiomar is has to follow trends.

The research helped to gain the objective. Nevertheless, it is important to do further research as the opinions can change rapidly – especially about activities as trends play an important role in what people want. As mentioned before, question six of the questionnaire has to be restructured to get more opinions of people. Furthermore, one could ask more detailed about “activities” and not about “day trips” as the word day trips deter people from the whole idea as day trips are not that common and popular for singles because they never know how the group will look like and if they do not feel comfortable, they cannot go home.

The research question was too fixed on singles. So, the mind was busy with doing everything about singles even if this could be an unsuitable target group for regiomaris. The basic concept of regiomaris cannot attract singles to book day trips as singles do not like day trips but events and activities.

Due to its knowledge about their main target group best agers, it would be low-risk to develop a new product for them and not develop a totally new product for a totally new target market. regiomaris could use existing suppliers and partners.

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## Appendices

### Appendix 1: Theoretical framework

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## Appendix 2: The questionnaire

The company regiomar is situated in Hamburg and arranges day- and short stay trips to Schleswig-Holstein. To improve the actual travel portfolio, there should be attractive trips for singles as well. Is this interesting for you?

Are you interested in an accompanied, organized day trip special for singles?

yes (**go further to question 3**)                       no

Why wouldn't you book a day trip for singles? (multiple answers possible)

bad image of mediation attempt     too formal     don't feel comfortable     too expensive

don't like destinations             prefer to go with friends / acquaintances

others: \_\_\_\_\_

**(go further to question 7)**

Why would you book a day trip for singles? (multiple answers possible)

new possibility to get in touch with likeminded people     experience adventures

don't want to go by myself     interesting destinations     don't want to go with couples

others: \_\_\_\_\_

What would be your expectations for such a day trip? (multiple answers possible)

fun             recreation             flirt             sport activities             culture

other: \_\_\_\_\_

What would make a day trip attractive for you? (multiple answers possible)

special activities like a cooking course             getting in touch with likeminded people

nice destination in Schleswig-Holstein             other: \_\_\_\_\_

Please think about a day trip with a destination (Schleswig-Holstein and Hamburg) with activities which would interest you. Please think also about a price.

Destination: \_\_\_\_\_

Activities: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_ price: \_\_\_\_\_ p.P. \_\_\_\_\_

What would be other events you would like to get in touch with other singles? (multiple answers possible)

cooking events                       regulars' tables                       speed dating                        
none

others: \_\_\_\_\_

Where do you inform yourself about possibilities to do anything as a single? (multiple answers possible)

internet                      which pages? \_\_\_\_\_

magazines                      which ones? \_\_\_\_\_

friends

advertisements                      where? \_\_\_\_\_

others: \_\_\_\_\_

Postal code: \_\_\_\_\_

Gender:             male             female

Age:

<20     21-25     26-30     31-35     36-40     41-45     46-50     51-55      
56-60

61-65             66-70             > 71

### Appendix 2.1 Explanation of the questions

The first question has been asked to get an overview of who is generally interested and who is not.

This is a closed question with two possibilities to answer; yes or no.

The second question is for those people who ticked "no" at the first question. It is really important to know why they would not like to book an organized trip for singles so that one could maybe do something against prejudices. There are several given answers as well as a "others"-option.

The third question is for those people who ticked "yes" at the first question. It is interesting to get to know why they would book an organized trip for singles as one can see expectations in that. This question has several given answers as well as a "others"-option as well.

The fourth question is directly about the expectations of the people. This was chosen to get a deeper insight in the expectations and to react on them. If people would like to have sporty events, they

won't buy a product which is about culture and the other way round. It is important to meet the customers' expectation.

The question about what a day trip makes attractive to a customer is asked because one can see how to make a day trip or event attractive to them.

Question 6 was about thinking of a day trip by themselves. This was a very creative way of an open question. People had to decide for a destination, activities and a price. This question helps to get an insight in the direct wishes of the customers. One can see a price range and one can see favorite destinations and activities. On this, one can react and build a product around the most given answers.

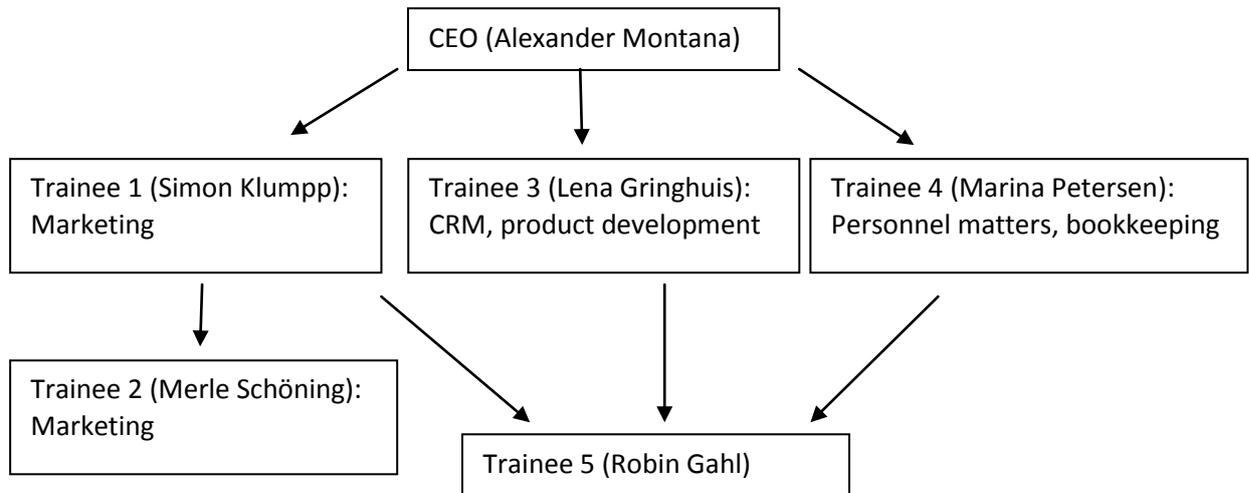
The next question asked what other activities people like to get in touch with other singles. This question helps to see where one can reach singles or what else instead of day trips might be interesting for them.

Where people inform themselves about activities is a very important question as one can see where one can reach the singles directly.

The demographical data (postal code, gender, age) are important to see a structure. As the questionnaire was mainly meant for people from Hamburg and the surrounding of Hamburg, this gives a good overview. Also the age groups are important to see who is interested. Different age groups need a different approach and so, one could guarantee this.

The questions have been filled in into PSPP, an analytical program for market research.

### Appendix 3: Organizational chart



## Appendix 4: List of distributors

City	Name	Address
Bredstedt	Touristinfo	Markt 37
Büsum	Goofys Reise Service Center	Heiderstraße 22
Elmshorn	Reiseservice Maraun	Norderstraße 3
Friedrichskoog	Tourismus-Service	Koogstraße 141
Glücksburg	Tourist Information	Schloss Glücksburg
Hamburg	mcmeyersworld GmbH & Co KG	Brüderstraße 17
Hamburg	DB Mobility Center	Eppendorfer Landstraße 59
Hamburg	metronom Servicecenter	Steintorwall 15
Hamburg	Tourist Information	Hauptausgang Kirchenallee Hbf
Henstedt-Ulzburg	roomnight easy GmbH	Immbarg 43
Husum	Husumer Reisebüro GmbH	Süderstraße 4
Malente	Tourismus-Service	Bahnhofstraße 3
Meldorf	Touristinformation	Nordermarkt 10
Plön	Tourist Info Großer Plöner See	Bahnhofstraße 5
Schleswig	Kirsten's Reiseladen	Kornmarkt 3
Schönhagen	Touristinformation	Strandstraße 13
St. Michaelisdonn	Bahnhofs-Reisebüro	Bahnhostraße 26

## **Appendix 5: Brochure**

There are pictures in the top of the page. Beyond, there is the destination named together with a self-made slogan. A text about the trip and the destination is following. Furthermore, regiomaris is presenting the activities and gives short information for the journey. The prices for a single person and the family card are stated. The brochures are produced through a marketing cooperation with the partners. This cooperation makes sure that contact details from various tourism partners are published within the regiomaris brochures to be able to split the costs equally. For the main brochures during the summer and winter season, the partners have to pay € 100. For special brochures like the company outings or the school trips, the amount is € 50.

## Appendix 6: Annual balance sheet

<u>A K T I V A</u>		31.12.2011		31.12.2010
		<u>EUR</u>	<u>EUR</u>	<u>EUR</u>
<b>A. Anlagevermögen</b>				
<b>I. Immaterielle Vermögensgegenstände</b>				
	Konzessionen, Lizenzen und ähnliche Rechte und Werte geleistete Anzahlungen		18.435,28	23.965,86
<b>II. Sachanlagen</b>				
	1. Grundstücke und Bauten	0,00		
	2. Andere Anlagen, Betriebs- und Geschäftsausstattung	3.781,04		5.461,50
	3. Geleistete Anzahlungen und Anlagen im Bau	0,00		
			3.781,04	
<b>III. Finanzanlagen</b>				
	1. Anteile an verbundenen Unternehmen	0,00		
	2. Sonstige Ausleihungen	0,00		
			0,00	
			22.216,32	29.427,36
<b>B. Umlaufvermögen</b>				
<b>I. Vorräte</b>				
			0,00	0,00
<b>II. Forderungen und sonstige Vermögensgegenstände</b>				
	1. Forderungen aus Lieferungen und Leistungen	0,00		
	2. Forderungen gegen verbundene Unternehmen	0,00		
	3. Sonstige Vermögensgegenstände	1.661,05		6.339,75
			1.661,05	
<b>III. Wertpapiere</b>				
	Sonstige Wertpapiere		0,00	0,00
<b>IV. Kassenbestand und Guthaben bei Kreditinstituten</b>				
			10.848,85	7.557,91
			12.509,90	13.897,66
<b>D. Nicht durch Eigenkapital gedeckter Fehlbetrag</b>				
			-14.382,68	37.558,24
			20.343,54	80.883,26

		31.12.2011		PASSIVA
		EUR	EUR	31.12.2010
				EUR
<b>A. Eigenkapital</b>				
I.	Gezeichnetes Kapital	25.000,00		25.000,00
II.	Kapitalrücklage	0,00		0,00
III.	Gewinnrücklagen	0,00		0,00
IV.	Verlustvortrag	-10.617,32		-10.617,32
V.	Jahresfehlbetrag	0,00		0,00
VI.	Nicht durch Eigenkapital gedeckter Fehlbetrag	-14.382,68		37.558,24
			0,00	51.940,92
<b>C. Rückstellungen</b>				
1.	Steuerrückstellungen	0,00		
2.	Sonstige Rückstellungen	4.000,00		2.500,00
			4.000,00	
<b>D. Verbindlichkeiten</b>				
1.	Verbindlichkeiten gegenüber Kreditinstituten	0,00		0,00
2.	Verbindlichkeiten aus Lieferungen und Leistungen	0,00		0,00
3.	Verbindlichkeiten aus Zuwendungen Dritter	0,00		0,00
4.	Erhaltene Anzahlungen	2.885,00		1.476,47
5.	Sonstige Verbindlichkeiten	77.682,10		76.906,79
	davon Steuern: EUR 0,00 (i.Vj. TEUR 0,00)			
	davon im Rahmen der sozialen Sicherheit:			
	EUR 0,00 (i.Vj. TEUR 0)			
			80.567,10	78.383,26
<b>Fehler: Bilanzsummen stimmen nicht überein</b>				
			84.567,10	132.824,18

## Appendix 7: Outcomes questionnaire

### Question 1: Are you interested in an accompanied, organized day trip special for singles?

q001001

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
ja	1,00	211	67,20	67,20	67,20
nein	2,00	103	32,80	32,80	100,00
<i>Total</i>		314	100,0	100,0	

q001001

<i>N</i>	<i>Valid</i>	314
	<i>Fehlende Werte</i>	0
<i>Mittelwert</i>		1,33
<i>Std Dev</i>		,47
<i>Minimum</i>		1,00
<i>Maximum</i>		2,00

### Question 2: Why wouldn't you book a day trip for singles? (multiple answers possible)

Too expensive:

q002001

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	1,00	8	2,55	100,00	100,00
	.	306	97,45	Fehlende Werte	
<i>Total</i>		314	100,0	100,0	

q002001

<i>N</i>	<i>Valid</i>	8
	<i>Fehlende Werte</i>	306
<i>Mittelwert</i>		1,00
<i>Std Dev</i>		,00
<i>Minimum</i>		1,00
<i>Maximum</i>		1,00

Too formal:

q002002

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	1,00	60	19,11	100,00	100,00
	.	254	80,89	Fehlende Werte	
<i>Total</i>		314	100,0	100,0	

q002002

<i>N</i>	<i>Valid</i>	60
	<i>Fehlende Werte</i>	254
<i>Mittelwert</i>		1,00
<i>Std Dev</i>		,00
<i>Minimum</i>		1,00
<i>Maximum</i>		1,00

Bad image of mediation attempt:

q002003

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	1,00	18	5,73	100,00	100,00
	.	296	94,27	Fehlende Werte	
<i>Total</i>		314	100,0	100,0	

q002003

<i>N</i>	<i>Valid</i>	18
	<i>Fehlende Werte</i>	296
<i>Mittelwert</i>		1,00
<i>Std Dev</i>		,00
<i>Minimum</i>		1,00
<i>Maximum</i>		1,00

Feeling uncomfortable:

q002004

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	1,00	31	9,87	100,00	100,00
	.	283	90,13	Fehlende Werte	
<i>Total</i>		314	100,0	100,0	

q002004

<i>N</i>	<i>Valid</i>	31
	<i>Fehlende Werte</i>	283
<i>Mittelwert</i>		1,00
<i>Std Dev</i>		,00
<i>Minimum</i>		1,00
<i>Maximum</i>		1,00

Prefer to go with friends / acquaintances:

q002005

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	1,00	61	19,43	100,00	100,00
	.	253	80,57	Fehlende Werte	
<i>Total</i>		314	100,0	100,0	

q002005

<i>N</i>	<i>Valid</i>	61
	<i>Fehlende Werte</i>	253
<i>Mittelwert</i>		1,00
<i>Std Dev</i>		,00
<i>Minimum</i>		1,00
<i>Maximum</i>		1,00

Don't like destinations:

q002006

Wertelabel	Wert	Häufigkeit	Prozent	Gültige	Prozente	Kumulierte	Prozente
	308	98,09	98,09			98,09	
1	6	1,91	1,91			100,00	
<b>Total</b>	<b>314</b>	<b>100,0</b>	<b>100,0</b>				

Others:

Wert	Häufigkeit	Prozent	Gültige	Kumulierte
			Prozente	Prozente
Ich finde Tagesausflüge für singels als Bezeichnung schon schrecklich und würde das deswegen nicht in Erwägung ziehen.	304	96,82	96,82	96,82
bschreckend. Schon die Bezeichnung "für Singles" ist	1	,32	,32	97,13
eigene Ideen finde ich	1	,32	,32	97,45
kann gerade für single-frauen problematisch, da man als freiwild betrachtet werden	1	,32	,32	97,77
ich bin nicht	1	,32	,32	98,09
machen. ich möchte von meinem Single sein kein Phänomen	1	,32	,32	98,41
käme mir verzweifelt	1	,32	,32	98,73
aus sieht nach einer Verzweiflungstat	1	,32	,32	99,04
unspontan und jemand der daran teilnimmt wäre nicht mein typ...zu	1	,32	,32	99,36
vergeben. kein Single	1	,32	,32	99,68
<i>Total</i>	314	100,0	100,0	

**Question 3: Why would you book a day trip for singles? (multiple answers possible)**

New possibility to get in touch with likeminded people:

q003001

Wertelabel	Wert	Häufigkeit	Prozent	Gültige	Prozente	Kumulierte	Prozente
	1,00	177	56,37		100,00		100,00
	.	137	43,63	Fehlende Werte			
<b>Total</b>		<b>314</b>	<b>100,0</b>		<b>100,0</b>		

q003001

N	Valid	177
	Fehlende Werte	137
Mittelwert		1,00
Std Dev		,00
Minimum		1,00
Maximum		1,00

Experience adventures:

q003002

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	1,00	100	31,85	100,00	100,00
	.	214	68,15	Fehlende Werte	
<i>Total</i>		314	100,0	100,0	

q003002

<i>N</i>	<i>Valid</i>	100
	<i>Fehlende Werte</i>	214
<i>Mittelwert</i>		1,00
<i>Std Dev</i>		,00
<i>Minimum</i>		1,00
<i>Maximum</i>		1,00

Don't want to go by myself:

q003003

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	1,00	82	26,11	100,00	100,00
	.	232	73,89	Fehlende Werte	
<i>Total</i>		314	100,0	100,0	

q003003

<i>N</i>	<i>Valid</i>	82
	<i>Fehlende Werte</i>	232
<i>Mittelwert</i>		1,00
<i>Std Dev</i>		,00
<i>Minimum</i>		1,00
<i>Maximum</i>		1,00

Interesting destinations:

q003004

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	1,00	38	12,10	100,00	100,00
	.	276	87,90	Fehlende Werte	
<i>Total</i>		314	100,0	100,0	

q003004

<i>N</i>	<i>Valid</i>	38
	<i>Fehlende Werte</i>	276
<i>Mittelwert</i>		1,00
<i>Std Dev</i>		,00
<i>Minimum</i>		1,00
<i>Maximum</i>		1,00

Don't want to go with couples:

q003005

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	1,00	52	16,56	100,00	100,00
	.	262	83,44	Fehlende Werte	
<i>Total</i>		314	100,0	100,0	

q003005

<i>N</i>	<i>Valid</i>	52
	<i>Fehlende Werte</i>	262
<i>Mittelwert</i>		1,00
<i>Std Dev</i>		,00
<i>Minimum</i>		1,00
<i>Maximum</i>		1,00

Others:

Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	309	98,41	98,41	98,41
Abwechslung aus dem	1	,32	,32	98,73
Die Frage was macht man beim ersten Date fällt somit weg	1	,32	,32	99,04
Habe ich noch nicht	1	,32	,32	99,36
um jemanden kennenzulernen, in lockerer	1	,32	,32	99,68
zu Hause sterben die meisten	1	,32	,32	100,00
<i>Total</i>	314	100,0	100,0	

**Question 4: What would be your expectations for such a day trip? (multiple answers possible)**

Fun:

q004001

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	1,00	180	57,32	100,00	100,00
	.	134	42,68	Fehlende Werte	
<i>Total</i>		314	100,0	100,0	

q004001

<i>N</i>	<i>Valid</i>	180
	<i>Fehlende Werte</i>	134
<i>Mittelwert</i>		1,00
<i>Std Dev</i>		,00
<i>Minimum</i>		1,00
<i>Maximum</i>		1,00

Recreation:

q004002

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	1,00	81	25,80	100,00	100,00
	.	233	74,20	Fehlende Werte	
<i>Total</i>		314	100,0	100,0	

q004002

<i>N</i>	<i>Valid</i>	81
	<i>Fehlende Werte</i>	233
<i>Mittelwert</i>		1,00
<i>Std Dev</i>		,00
<i>Minimum</i>		1,00
<i>Maximum</i>		1,00

Flirt:

q004003

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	1,00	114	36,31	100,00	100,00
	.	200	63,69	Fehlende Werte	
<i>Total</i>		314	100,0	100,0	

q004003

<i>N</i>	<i>Valid</i>	114
	<i>Fehlende Werte</i>	200
<i>Mittelwert</i>		1,00
<i>Std Dev</i>		,00
<i>Minimum</i>		1,00
<i>Maximum</i>		1,00

Sports:

q004004

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	1,00	51	16,24	100,00	100,00
	.	263	83,76	Fehlende Werte	
<i>Total</i>		314	100,0	100,0	

q004004

<i>N</i>	<i>Valid</i>	51
	<i>Fehlende Werte</i>	263
<i>Mittelwert</i>		1,00
<i>Std Dev</i>		,00
<i>Minimum</i>		1,00
<i>Maximum</i>		1,00

Culture:

q004005

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	1,00	71	22,61	100,00	100,00
	.	243	77,39	Fehlende Werte	
<i>Total</i>		314	100,0	100,0	

q004005

<i>N</i>	<i>Valid</i>	71
	<i>Fehlende Werte</i>	243
<i>Mittelwert</i>		1,00
<i>Std Dev</i>		,00
<i>Minimum</i>		1,00
<i>Maximum</i>		1,00

Others:

Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	310	98,73	98,73	98,73
Gleich denkende menschen	1	,32	,32	99,04
Interessante Gespräche	1	,32	,32	99,36
neue Kontakte und Freundschaften	1	,32	,32	99,68
was	1	,32	,32	100,00
<i>Total</i>	314	100,0	100,0	

**Question 5: What would make a day trip attractive for you? (multiple answers possible)**

Special activities like a cooking course:

q005001

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	1,00	125	39,81	100,00	100,00
	.	189	60,19	Fehlende Werte	
<i>Total</i>		314	100,0	100,0	

q005001

<i>N</i>	<i>Valid</i>	125
	<i>Fehlende Werte</i>	189
<i>Mittelwert</i>		1,00
<i>Std Dev</i>		,00
<i>Minimum</i>		1,00
<i>Maximum</i>		1,00

Getting in touch with likeminded people:

q005002

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	1,00	144	45,86	100,00	100,00
	.	170	54,14	Fehlende Werte	
<b>Total</b>		314	100,0	100,0	

q005002

N	Valid	144
	Fehlende Werte	170
Mittelwert		1,00
Std Dev		,00
Minimum		1,00
Maximum		1,00

Nice destination in Schleswig-Holstein:

q005003

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	1,00	55	17,52	100,00	100,00
	.	259	82,48	Fehlende Werte	
<b>Total</b>		314	100,0	100,0	

q005003

N	Valid	55
	Fehlende Werte	259
Mittelwert		1,00
Std Dev		,00
Minimum		1,00
Maximum		1,00

Others:

Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	310	98,73	98,73	98,73
	1	,32	,32	99,04
Menschen mit anderen Interessen kennen	1	,32	,32	99,36
gleiche	1	,32	,32	99,68
neues	1	,32	,32	100,00
<b>Total</b>	314	100,0	100,0	

**Question 6: Please think about a day trip with a destination (Schleswig-Holstein and Hamburg) with activities which would interest you. Please think also about a price.**

Destination:

q006001

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
		206	65,61	65,61	65,61
St. Peter-Ording	1	4	1,27	1,27	66,88
Küste	10	5	1,59	1,59	68,47

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozen	Kumulierte Prozen
Wattwanderung	11	4	1,27	1,27	69,75
	12, 13	1	,32	,32	70,06
Amrum	14	2	,64	,64	70,70
Sylt	15	4	1,27	1,27	71,97
Kiel	16	5	1,59	1,59	73,57
Parks, Seen	17	1	,32	,32	73,89
Halligen	18	1	,32	,32	74,20
Helgoland	19	2	,64	,64	74,84
Sierksdorf/Hansapark	20	2	,64	,64	75,48
Föhr	21	1	,32	,32	75,80
Hedwigenkoog	22	1	,32	,32	76,11
Therme	23	1	,32	,32	76,43
Flensburg	24	4	1,27	1,27	77,71
Berlin	25	1	,32	,32	78,03
Kletterpark	26	1	,32	,32	78,34
Schleswig-Holstein	27	4	1,27	1,27	79,62
Pellworm	28	1	,32	,32	79,94
Cuxhaven	29	1	,32	,32	80,25
Lübeck	30	2	,64	,64	80,89
Botanischer Garten	31	1	,32	,32	81,21
Hamburg	32	49	15,61	15,61	96,82
Timmendorfer Strand	33	1	,32	,32	97,13
Fehmarn	34	3	,96	,96	98,09
Ostsee	35	3	,96	,96	99,04
Hallig Hooge	36	1	,32	,32	99,36
Schleswig	37	2	,64	,64	100,00
Total		314	100,0	100,0	

Activities:

q006002

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozen	Kumuliert
		t	t	e	Prozen
		206	65,61	65,61	65,61
2 Übernachtungen Wellnesshotel VP überfahrt per schiff und gemeinsamen segeltour		1	,32	,32	65,92
3-tägiger Ausflug, Hotel, Vollpension, Jet-Ski fahren in der Gruppe, Grillabend, begleitete Clubabende mit Kennenlernspielen für Singles, Kneipenhopping, Anfahrt mit Bus, Wattwanderung, gemeinsames Abendessen		1	,32	,32	66,24
Anfahrt, Verpflegung, verschiedene Aktivitäten oder Attraktionen		1	,32	,32	66,56
Anreise - Kurs Kite Boarden - Verpflegung		1	,32	,32	66,88
Anreise, Kochkurs oder Tanzevent		1	,32	,32	67,20
Anreise/Abreise, Übernachtung, geführte Touren, Raum für Freizeit		1	,32	,32	67,52
Ausflug nach		1	,32	,32	67,83
					68,15

Wertelabe I	Wert	Häufigkeit	Prozent	Gültige Prozent	Kumuliert e Prozente
	Dänemark,Strandspaziergang,Stadtführung,Abendes sen in einem schönen Restaurant am Hafen	1	,32	,32	68,47
	Bahn oder Bus, Events wie Kochkurs, Kletterkurs, Beachvolleball aber auch ein paar Std. Freizeit am Wasser, gemeinsames Mittagessen, Abendessen und gemütlicher Ausklang	1	,32	,32	68,79
	Bahn, Rad, schiff, Kurse	1	,32	,32	69,11
	Bahn, Ticket, Essen	1	,32	,32	69,43
	Bahn/Busfahrt, Eintritt Hansapark, eventuell essengutschein	1	,32	,32	70,06
	Bahnfahrt	2	,64	,64	70,38
	Bahnfahrt oder Busfahrt, Kaffeetrinken, Erlebniswanderung	1	,32	,32	70,70
	Bahnfahrt, BBQ, Sport am Strand, Wassersport, Ausreiten	1	,32	,32	71,02
	Bahnfahrt, Eintritte für Aktivitäten, z.b. Kletterwand, Schnuppertauchen etc.	1	,32	,32	71,34
	Bahnfahrt, Fähre, Rundgang	1	,32	,32	71,66
	Bahnfahrt, Krabben kochen und pulen, gemeinsames Essen	1	,32	,32	71,97
	Bahnfahrt, Mittagessen, interessanter Stadtrundgang (wie die Statrundgänge auf St. Pauli)	1	,32	,32	72,29
	Bahnfahrt, Schifffahrt, Führung, Versorgung	1	,32	,32	72,61
	Bahnfahrt, Spaß, feiern, Kieler Woche	1	,32	,32	72,93
	Bahnfahrt, Sportangebot (z.B.Kletterkurs) oder Kochkurs inkl. Mittagessen oder Wattwanderung	1	,32	,32	73,25
	Bahnfahrt, Tour durch die Flensburger Brauerei	1	,32	,32	73,57
	Bahnfahrt, Verpflegung	1	,32	,32	73,89
	Bahnfahrt, Wanderführung, Fähre	1	,32	,32	74,20
	Bahnfahrten innerhalb Hamburgs,Stadtführungs- Mensch	1	,32	,32	74,52
	Banfahrt, Essen,Drink	1	,32	,32	74,84
	Besichtigung Stadt, Schloß Gottorf, Haithabu	1	,32	,32	75,48
	Bus	2	,64	,64	75,80
	Bus an- und Abreise ab HH, segeltörn mit verpflegung an bord, gemeinsames Grillen am Strand am Abend	1	,32	,32	76,11
	Bus, Kart	1	,32	,32	76,43
	Busfahrt, Kennenlerndrink	1	,32	,32	76,75
	Busfahrt, Verpflegung, Radfahren	1	,32	,32	77,07
	City-Fahrrad-Tour inkl. Abendessen & Getränke	1	,32	,32	77,39
	Eintritt, ÖPNV, Guide, Essen	1	,32	,32	77,71
	Essen und/ oder Getränke, eventuelle Eintritte für Attraktionen	1	,32	,32	78,03
	Essen, sportliche Wasseraktivitäten	1	,32	,32	78,34
	Fahrt mit dem Bus ans Meer, Sushi-Kurs mit anschließendem Essen, danach Strandspaziergang	1	,32	,32	78,66
	Fahrt, Kennenlernspiele, Musik/Kultur	1	,32	,32	

Wertelabe l	Wert	Häufigkeit	Prozent	Gültige Prozent	Kumuliert e Prozente
	Fahrtkosten (Bus oder Bahn), Stadtführung & Schiffahrt, Besichtigung Niederegger, Mittag- und Abendessen	1	,32	,32	78,98
	Flug/Bahn, Unterkunft und organisierte Aktivitäten	1	,32	,32	79,30
	Frühstücksbuffet mit Getränken, Eintritt Klettwerwald, Getränke und Snacks vor Ort	1	,32	,32	79,62
	Fährfahrt, Prosecco, Essen	1	,32	,32	79,94
	Hafen	1	,32	,32	80,25
	Hafenrundfahrt, Mittagessen	1	,32	,32	80,57
	Hafenrundfahrt, Treffen beim Sternekoch,	1	,32	,32	80,89
	Hin- und Rückfahrt, Besuch der Kieler Woche, Übernachtung, Kochkurs, sportliche Aktivitäten	1	,32	,32	81,21
	Hin/ Rückreise per Bahn, Bus und Verpflegung, Speicherstadt, Hafen	1	,32	,32	81,53
	Insel-Rallye mit verschiedenen Aufgaben, Candle-Light-Dinner am Strand	1	,32	,32	81,85
	Kieztour/hafenrundfahrt/clubbesucht	1	,32	,32	82,17
	Kitbuggy-Kurs	1	,32	,32	82,48
	Kitebuggykurs, Verpflegung, abschließend Drinks selber mixxen lernen	1	,32	,32	82,80
	Kochevent	1	,32	,32	83,12
	Kochevent, abendliche Stadtführung	1	,32	,32	83,44
	Kochkurs	1	,32	,32	83,76
	Kochkurs, Bahnfahrt, Stadttour	1	,32	,32	84,08
	Mahlzeit, Freigetränke, Strandspiele etc.	1	,32	,32	84,39
	Mittags aufbrechen, mit Bahn hin, geführte Wanderung in lockerer Atmosphäre, Ausklingen beim Bierchen am Strand	1	,32	,32	84,71
	Nö, Anreise individuell, evtl. Fahrgemeinschaften bilden.	1	,32	,32	85,03
	Pferd leihen, Volleyball,...	1	,32	,32	85,35
	Quad Tour	1	,32	,32	85,67
	Reeperbahn, Innenstadt, Party	1	,32	,32	85,99
	S-Bahn	1	,32	,32	86,31
	SH oder Nds Ticket und dann HH per Öffis erkunden ... an interessanten Locations gg gegen Eintrittsgebühr Stopps einlegen ...	1	,32	,32	86,62
	Schiffahrt	1	,32	,32	86,94
	Schiffahrt, Essen, Kaffee/Bier	1	,32	,32	87,26
	Schiffahrt, Essen, Trinken	1	,32	,32	87,58
	Schiffrundfahrt, Kennenlernen des Logistikbereiches	1	,32	,32	87,90
	Schiffrundfahrt, Sightseeing	1	,32	,32	88,22
	Schloss, Schiffahrt zu den Landungsbrücken	1	,32	,32	88,54
	Schlossbesichtigung, Drei-Muskel-Tour mit anschl. Grillen	1	,32	,32	88,85
	Sehenswürdigkeiten sehen, mit anderen Singles Kaffe/alkoholisches am Abend trinken, Stadtrundfahrt	1	,32	,32	89,17

Wertelabe I	Wert	Häufigkeit	Prozent	Gültige Prozent	Kumuliert e Prozente
Sightseeing		1	,32	,32	89,49
Snacks, Getränke, evtl gemeinsame Anfahrt, "Betreuer"/Trainer, Outdoor Spielplatz, Cross Golfen		1	,32	,32	89,81
Speeddating, Party, sportangebote		1	,32	,32	90,13
Stadtführung, essen gehen		1	,32	,32	90,45
Stadtführung, gemeinsames Mittag- oder Abendessen		1	,32	,32	90,76
Stadtrundfahrt		1	,32	,32	91,08
Stadtrundfahrt, Kochevent		1	,32	,32	91,40
Strandaktionen, Essen		1	,32	,32	91,72
Tour durch Hafencity, alte hanseatische Lager, abendliche Weinverkostung unter Leitung eines "Profis"		1	,32	,32	92,04
Transport, Eintritt zu Attraktionen (falls vorhanden), inkl. Teilnahmegebühr für Aktionen		1	,32	,32	92,36
Von Hamburg nach Kiel		1	,32	,32	92,68
Wattwandern, Wattfahrt mit Kutsche, Spiele		1	,32	,32	92,99
Muscheln-wett-suchen in Teams, Essen kochen in anderen Teams					
anfahrt , verpflegung		1	,32	,32	93,31
anreise und irgendwelche sportlichen aktivitäten am strand		1	,32	,32	93,63
anreise,essen, intressantes pogramm		1	,32	,32	93,95
bahn, action, essen		1	,32	,32	94,27
bahnfahrt		1	,32	,32	94,59
bahnfahrt, hotel, aktionskurse		1	,32	,32	94,90
bahnfahrt, speichstadt-führung,		1	,32	,32	95,22
bei gutem Essen Menschen kennen lernen		1	,32	,32	95,54
citytour, partys		1	,32	,32	95,86
evt. gemeinsames Kochen und anshcließend		1	,32	,32	96,18
Kieztour, Badespaß/Zelten, Bahnfahrt					
gute Verpflegung, Shuttle Service, Reiseführer, Hafen, Reeperbahn, Fischmarkt		1	,32	,32	96,50
hotel und bahnfahrt		1	,32	,32	96,82
kanuwandern durch die Kanäle und Flüsse von HH (nicht Elbe) mit anschließendem Zelten in SWH und dem Versuch selber für Nahrung zu sorgen		1	,32	,32	97,13
kleine Rundtour		1	,32	,32	97,45
kletterhalle wilhelmsburg mit Abendessen oder paintball spielen, alles außer Getränke und snacks		1	,32	,32	97,77
kochevent		1	,32	,32	98,09
kursleitung kochkurs		1	,32	,32	98,41
museumsbesuch, stadttour im bus, kaffee und kuchen		1	,32	,32	98,73
musical		1	,32	,32	99,04
schleswig Holstein		1	,32	,32	99,36
ÖV		1	,32	,32	99,68
Öffis, DOM		1	,32	,32	100,00

Wertelabel	Häufigkeit	Prozent	Gültige Prozen te	Kumuliert e Prozente
Total	314	100,0	100,0	

Price per person:

q006003

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	10,00	2	,64	1,98	1,98
	20,00	5	1,59	4,95	6,93
	25,00	6	1,91	5,94	12,87
	27,00	1	,32	,99	13,86
	30,00	5	1,59	4,95	18,81
	35,00	6	1,91	5,94	24,75
	40,00	11	3,50	10,89	35,64
	45,00	5	1,59	4,95	40,59
	49,00	2	,64	1,98	42,57
	50,00	18	5,73	17,82	60,40
	55,00	3	,96	2,97	63,37
	60,00	4	1,27	3,96	67,33
	65,00	3	,96	2,97	70,30
	70,00	1	,32	,99	71,29
	75,00	3	,96	2,97	74,26
	80,00	5	1,59	4,95	79,21
	95,00	1	,32	,99	80,20
	99,00	2	,64	1,98	82,18
	100,00	7	2,23	6,93	89,11
	120,00	1	,32	,99	90,10
	130,00	1	,32	,99	91,09
	135,00	1	,32	,99	92,08
	150,00	2	,64	1,98	94,06
	200,00	3	,96	2,97	97,03
	249,00	1	,32	,99	98,02
	299,00	1	,32	,99	99,01
	700,00	1	,32	,99	100,00
	.	213	67,83	Fehlende Werte	
	<i>Total</i>	314	100,0	100,0	

**Question 7: What would be other events you would like to get in touch with other singles?  
(multiple answers possible)**

Cooking events:

q007001

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	1,00	121	38,54	100,00	100,00
	.	193	61,46	Fehlende Werte	
<b>Total</b>		314	100,0	100,0	

q007001

N	Valid	121
	Fehlende Werte	193
Mittelwert		1,00
Std Dev		,00
Minimum		1,00
Maximum		1,00

Regulars' tables:

q007002

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	1,00	57	18,15	100,00	100,00
	.	257	81,85	Fehlende Werte	
<b>Total</b>		314	100,0	100,0	

q007002

N	Valid	57
	Fehlende Werte	257
Mittelwert		1,00
Std Dev		,00
Minimum		1,00
Maximum		1,00

Speed dating:

q007003

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	1,00	33	10,51	100,00	100,00
	.	281	89,49	Fehlende Werte	
<b>Total</b>		314	100,0	100,0	

q007003

N	Valid	33
	Fehlende Werte	281
Mittelwert		1,00
Std Dev		,00
Minimum		1,00
Maximum		1,00

None of these:

q007004

**Wertelabel Wert Häufigkeit Prozent Gültige Prozente Kumulierte Prozente**

275 87,58 87,58 87,58

**Wertelabel Wert Häufigkeit Prozent Gültige Prozente Kumulierte Prozente**

	1	39	12,42	12,42	100,00
Total		314	100,0	100,0	

Others:

q007005t

Wertelabel Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	279	88,85	88,85	88,85
Abendveranstaltungen, wie spezielle Partys für Singles	1	,32	,32	89,17
Bowlingabende	1	,32	,32	89,49
Cocktailabend	1	,32	,32	89,81
Cocktailbar	1	,32	,32	90,13
Cocktailkurs	1	,32	,32	90,45
Disco	1	,32	,32	90,76
Es soll spontan passieren. Ich brauche keine organisierte Veranstaltung um la femme de ma vie kennenzulernen.	1	,32	,32	91,08
Freunde finden	1	,32	,32	91,40
Haustiermesse	1	,32	,32	91,72
Jumping Dinner, Kletterkurs, Klettergarten, Brettspiele, Zoo mit Erwachsenen Rallye,, Geocaching usw.	1	,32	,32	92,04
Karaoke	1	,32	,32	92,36
Kneipentour	1	,32	,32	92,68
Konzerte	1	,32	,32	92,99
Konzerte, Theaterbesuche, Ausstellungen, Messen, alles was nicht wie ein Treffen von einsamen verzweifelten wirkt die um jeden preis zu zweit sein wollen	1	,32	,32	93,31
Motorrad-Tour	1	,32	,32	93,63
Museen, Wanderungen in und um Hamburg	1	,32	,32	93,95
Neue Sportarten, Spieleabend	1	,32	,32	94,27
Parfümherstellung, Campingausflüge,	1	,32	,32	94,59
Parties	1	,32	,32	94,90
Party	1	,32	,32	95,22
Sofern es (wie das "Kochevent") bereits mit einem Hobby und einer Aufgabe verknüpft ist, hat man direkt ein, bzw. mehrere Gesprächsthemen. Außerdem ist das Umfeld dann nicht so gedrungen.	1	,32	,32	95,54
Sportangebote, "Tag der offenen Tür" im fitnessstudio vereine wie TuS oder FW,	1	,32	,32	95,86
Sportevents	1	,32	,32	96,18
Sportliche Aktivitäten, Kanufahrt, Kletterwand, Hochseilgarten...	1	,32	,32	96,50

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozenze	Kumulierte Prozenze
Stadtführungen, Hafenrundfahrt		1	,32	,32	96,82
Tanzkurs		1	,32	,32	97,13
Teamspiele (in zweier-Teams die sich mehrmals ändern)		1	,32	,32	97,45
Urlaub oder Tagesausflügen (wenn ich Single wär)		1	,32	,32	97,77
Veranstaltungen z.b., Konzerte		1	,32	,32	98,09
andere Events wie Konzerte, Kino, Kneipentour, etc.		1	,32	,32	98,41
andere Hpbbyveranstaltungen		1	,32	,32	98,73
begleitete Clubabende mit Kennenlernspielen in Diskotheken		1	,32	,32	99,04
bischen was aktion mäßiges und abends feiern		1	,32	,32	99,36
cocktail kurse		1	,32	,32	99,68
themen-stammtische, bspw. zu kreativität, joggen,... wo man gleichgesinnte treffen kann		1	,32	,32	100,00
Total		314	100,0	100,0	

**Question 8: Where do you inform yourself about possibilities to do anything as a single? (multiple answers possible)**

Internet:

q008001

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozenze	Kumulierte Prozenze
	1,00	130	41,40	100,00	100,00
	.	184	58,60	Fehlende Werte	
Total		314	100,0	100,0	

q008001

N	Valid	130
	Fehlende Werte	184
Mittelwert		1,00
Std Dev		,00
Minimum		1,00
Maximum		1,00

Which pages?

q009001

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozenze	Kumulierte Prozenze
		197	62,74	62,74	62,74
Alle Internetseiten, die Google anbietet		1	,32	,32	63,06
Diverse		1	,32	,32	63,38
FB		1	,32	,32	63,69
Facebook		19	6,05	6,05	69,75
Facebook Prinz.de		1	,32	,32	70,06
Facebook hamburg.de prinz.de		1	,32	,32	70,38
Facebook Gruppen		1	,32	,32	70,70
Facebook Singlegruppen		1	,32	,32	71,02
Facebook oder vielleicht Seiten wie		1	,32	,32	71,34

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
Couponing/cityDeal					
Facebook, Google, websits		1	,32	,32	71,66
Facebook, Dating Cafe, Singlereisen		1	,32	,32	71,97
Facebook, Events VGooglen, hamburg.de		1	,32	,32	72,29
Facebook, Fischkopf		1	,32	,32	72,61
Facebook, Google+		1	,32	,32	72,93
Facebook, Groops		1	,32	,32	73,25
Facebook, Hamburger Seite		1	,32	,32	73,57
Facebook, Seiten der jeweiligen Städte		1	,32	,32	73,89
Facebook, Whats Up, über google		1	,32	,32	74,20
Suchergebnisse					
Facebook, andere Social Media Seiten		1	,32	,32	74,52
Facebook, diverse Seiten um Spontan was zu unternehmen --> Suchmaschine...		1	,32	,32	74,84
Facebook, friendscout24		1	,32	,32	75,16
Facebook, google		2	,64	,64	75,80
Facebook, google map,		1	,32	,32	76,11
Facebook, hamburg.de,		1	,32	,32	76,43
Facebook, new in town		1	,32	,32	76,75
Facebook-Gruppen, Sportportale		1	,32	,32	77,07
Generell meinte ich eher , -)		1	,32	,32	77,39
Google		3	,96	,96	78,34
Google fragen, keine konkreten Seiten		1	,32	,32	78,66
Google-Recherche		1	,32	,32	78,98
Hamburg Seiten, Facebook, Flirtportale, Google		1	,32	,32	79,30
Hamburger Singles Facebook		1	,32	,32	79,62
Homepage nahegelegener Discotheken zu bestimmten Events, die häufig auch im Freundes-und Bekanntenkreis diskutiert werden.		1	,32	,32	79,94
Homepages der jeweiligen Stadt und Facebook		1	,32	,32	80,25
Ich gebe das, worauf ich Lust habe, bei google ein.		1	,32	,32	80,57
Im Veranstaltungskalender der jeweiligen Stadt		1	,32	,32	80,89
Jappy.de		1	,32	,32	81,21
Keine bestimmten		1	,32	,32	81,53
Normale Gruppen bei FB, die sportliche Events und Co zum gemeinsamen Handeln und Unternehmungen anbieten		1	,32	,32	81,85
Prinz.de		1	,32	,32	82,17
Prinz.de Hamburg.de		1	,32	,32	82,48
Reiseportale		1	,32	,32	82,80
Reiseveranstalter		1	,32	,32	83,12
Seiten über das Nachtleben in Hamburg		1	,32	,32	83,44
Single boerse		1	,32	,32	83,76
Single-Gruppen auf Facebook		1	,32	,32	84,08
Singlegruppen über FB		1	,32	,32	84,39
Social Network Seiten, Radiohomepages		1	,32	,32	84,71

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
Soziale Netzwerke, google	1	1	,32	,32	85,03
Soziale Netzwerke, Kulturanzeiger, Homepage von z.B. kulturellen Anbietern (Museum, Kino, usw.) oder Partyveranstaltern	1	1	,32	,32	85,35
Soziale netzwerke	1	1	,32	,32	85,67
Suche über google	1	1	,32	,32	85,99
alles was über die google-suche aufgezeigt wird	1	1	,32	,32	86,31
auf Seiten, die mir durch Google angezeigt werden	1	1	,32	,32	86,62
bis jetzt noch gar nicht	1	1	,32	,32	86,94
couchsurfing, facebook, wikipedia, verschiedene veranstalter	1	1	,32	,32	87,26
eventim.de und allgemein google	1	1	,32	,32	87,58
facebook	1	1	,32	,32	87,90
facebook google	1	1	,32	,32	88,22
facebook marco polo reisen andere single reisen anbieter	1	1	,32	,32	88,54
facebook gruppen	1	1	,32	,32	88,85
facebook, dort in den Städtegruppen	1	1	,32	,32	89,17
facebook.com (über Freunde) meinestadt.de (Veranstaltungen-Single Party) ...	1	1	,32	,32	89,49
facebook.de	1	1	,32	,32	89,81
finya, Elitepartner	1	1	,32	,32	90,13
flensbook / facebook... meine stadt.de	1	1	,32	,32	90,45
foerdefluesterer.de Kielerleben	1	1	,32	,32	90,76
google	3	3	,96	,96	91,72
google.com	1	1	,32	,32	92,04
google.de Internetseiten des jeweiligen Ortes oder der Stadt	1	1	,32	,32	92,36
goole.de	1	1	,32	,32	92,68
goolive.de	1	1	,32	,32	92,99
hamburg.de - facebook	1	1	,32	,32	93,31
http://hamburg.prinz.de/, http://www.szene- hamburg.de/	1	1	,32	,32	93,63
ich google, komme dann bspw bei Fritz oder kulturlotse raus	1	1	,32	,32	93,95
keine Antwort	1	1	,32	,32	94,27
keine bestimmte Seiten, allgemein Events	1	1	,32	,32	94,59
l	1	1	,32	,32	94,90
ltur	1	1	,32	,32	95,22
meine stadt.de	1	1	,32	,32	95,54
meinestadt.de	1	1	,32	,32	95,86
meist die Suche über google...	1	1	,32	,32	96,18
meistens über googel	1	1	,32	,32	96,50
mydays.de, facebook.com	1	1	,32	,32	96,82
prinz	1	1	,32	,32	97,13
single-trip.de	1	1	,32	,32	97,45
social networking	1	1	,32	,32	97,77

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
u.A. auf: ultimo-luebeck.de piste.de eventim.de slamarama.de festivalguide.de		1	,32	,32	98,09
verliebt im norden		1	,32	,32	98,41
verschiedene portale		1	,32	,32	98,73
verschiedene seiten		1	,32	,32	99,04
www.facebook.de, www.google.de		1	,32	,32	99,36
www.mopo.de www.hamburg.de		1	,32	,32	99,68
über Google und dann die entsprechende Seite		1	,32	,32	100,00
<b>Total</b>		<b>314</b>	<b>100,0</b>	<b>100,0</b>	

Magazines:

q008002

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	1,00	25	7,96	100,00	100,00
	.	289	92,04	Fehlende Werte	
<b>Total</b>		<b>314</b>	<b>100,0</b>	<b>100,0</b>	

q008002

<i>N</i>	<i>Valid</i>	25
	<i>Fehlende Werte</i>	289
<i>Mittelwert</i>		1,00
<i>Std Dev</i>		,00
<i>Minimum</i>		1,00
<i>Maximum</i>		1,00

Which magazines?

q010001

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
		295	93,95	93,95	93,95
....		1	,32	,32	94,27
/		1	,32	,32	94,59
Abendblatt, Szene Hamburg, Wochenblatt		1	,32	,32	94,90
Der Normale Stadtspiegel und Flugblätter		1	,32	,32	95,22
Frauenzeitschriften wie Joy, Glamour, Jolie, InStyle		1	,32	,32	95,54
Frauenzeitschriften, Tageszeitungen		1	,32	,32	95,86
Lifestyle Magazine und Hamburger		1	,32	,32	96,18
Eventzeitschriften wie Prinz, Kulturnews etc.					
Musikzeitschriften (Visions, Musikexpress)		1	,32	,32	96,50
NEO, Prinz		1	,32	,32	96,82
Piste		1	,32	,32	97,13
Prinz		1	,32	,32	97,45

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
Prinz, Abendblatt		1	,32	,32	97,77
Reisekataloge, Lifestylmagazine, Stadtmagazine		1	,32	,32	98,09
Reisezeitschrift		1	,32	,32	98,41
die regionalen Zeitschriften, in Berlin der "TIP"....		1	,32	,32	98,73
joy, tageszeitung		1	,32	,32	99,04
lokale Veranstaltungsblätter/ -Kalender		1	,32	,32	99,36
prinz		1	,32	,32	99,68
tageszeitung		1	,32	,32	100,00
Total		314	100,0	100,0	

Advertisements:

q008003

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	292	92,99	92,99		92,99
1	22	7,01	7,01		100,00
Total	314	100,0	100,0		

Where do you see advertisements?

q011001

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	296	94,27	94,27		94,27
Bahn, Bus, Private Fernsehsender, Radio	1	,32	,32		94,59
Fernsehsender	1	,32	,32		94,90
Im Fernsehen	1	,32	,32		95,22
Out of home und Radio	1	,32	,32		95,54
Plakate in der Stadt / in der uni	1	,32	,32		95,86
Radio	1	,32	,32		96,18
Radio,	1	,32	,32		96,50
Radio, Fernsehen (pro7)	1	,32	,32		96,82
Radio, Flyer, Plakate	1	,32	,32		97,13
Radio, TV	1	,32	,32		97,45
Radio, TV, Verkehrsmittelwerbung	1	,32	,32		97,77
Radio, lokale Radiosender!	1	,32	,32		98,09
Wochenblatt Flyer	1	,32	,32		98,41
allg. Rundfunk	1	,32	,32		98,73
radio	1	,32	,32		99,04
radio(werbung für single partys)	1	,32	,32		99,36
verschiedene veranstalter	1	,32	,32		99,68
verschiedene zeitschriften und tv sender	1	,32	,32		100,00

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
Total		314	100,0	100,0	

Friends:

q008004

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	1,00	147	46,82	100,00	100,00
	.	167	53,18	Fehlende Werte	
<b>Total</b>		314	100,0	100,0	

q008004

N	Valid	147
	Fehlende Werte	167
Mittelwert		1,00
Std Dev		,00
Minimum		1,00
Maximum		1,00

Others:

q008005t

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
		300	95,54	95,54	95,54
	-	1	,32	,32	95,86
	Facebook	1	,32	,32	96,18
	Facebook, Google+	1	,32	,32	96,50
	Internet	1	,32	,32	96,82
	bis dato gar nicht	1	,32	,32	97,13
	bisher nirgendwo	1	,32	,32	97,45
	facebook Gruppen	1	,32	,32	97,77
	gar nicht	3	,96	,96	98,73
	nichts davon	1	,32	,32	99,04
	nie	1	,32	,32	99,36
	schwarzes Brett in der Uni	1	,32	,32	99,68
	überhaupt nicht	1	,32	,32	100,00
Total		314	100,0	100,0	

### Question 9: Postal code

q013001

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	,00	1	,32	,58	,58
	2,00	2	,64	1,16	1,74
	5,00	1	,32	,58	2,33
	20,00	2	,64	1,16	3,49

Wert	label	Wert	Häufigkeit	Prozent	Gültige	Prozente	Kumulierte	Prozente
22,00	1	,32	,58			4,07		
6100,00	1	,32	,58			4,65		
10245,00	1	,32	,58			5,23		
12047,00	1	,32	,58			5,81		
12345,00	1	,32	,58			6,40		
20095,00	3	,96	1,74			8,14		
20097,00	1	,32	,58			8,72		
20099,00	2	,64	1,16			9,88		
20144,00	1	,32	,58			10,47		
20146,00	2	,64	1,16			11,63		
20173,00	1	,32	,58			12,21		
20222,00	1	,32	,58			12,79		
20251,00	2	,64	1,16			13,95		
20253,00	2	,64	1,16			15,12		
20257,00	1	,32	,58			15,70		
20357,00	1	,32	,58			16,28		
20456,00	5	1,59	2,91			19,19		
20459,00	3	,96	1,74			20,93		
20535,00	1	,32	,58			21,51		
21031,00	1	,32	,58			22,09		
21035,00	1	,32	,58			22,67		
21037,00	2	,64	1,16			23,84		
21108,00	3	,96	1,74			25,58		
21109,00	2	,64	1,16			26,74		
21217,00	4	1,27	2,33			29,07		
21335,00	1	,32	,58			29,65		
21614,00	1	,32	,58			30,23		
21640,00	1	,32	,58			30,81		
21698,00	3	,96	1,74			32,56		
21755,00	1	,32	,58			33,14		
22041,00	2	,64	1,16			34,30		
22043,00	1	,32	,58			34,88		
22049,00	1	,32	,58			35,47		
22081,00	2	,64	1,16			36,63		
22083,00	4	1,27	2,33			38,95		
22087,00	1	,32	,58			39,53		
22095,00	1	,32	,58			40,12		
22111,00	2	,64	1,16			41,28		
22113,00	1	,32	,58			41,86		
22117,00	1	,32	,58			42,44		
22145,00	1	,32	,58			43,02		
22149,00	1	,32	,58			43,60		
22299,00	2	,64	1,16			44,77		
22301,00	2	,64	1,16			45,93		
22303,00	2	,64	1,16			47,09		
22305,00	5	1,59	2,91			50,00		
22307,00	2	,64	1,16			51,16		
22335,00	1	,32	,58			51,74		
22453,00	1	,32	,58			52,33		
22455,00	3	,96	1,74			54,07		

Wertelabel	Wert	Häufigkeit	Prozent	Gültige	Prozente	Kumulierte	Prozente
	22459,002	,64	1,16			55,23	
	22589,002	,64	1,16			56,40	
	22605,001	,32	,58			56,98	
	22609,001	,32	,58			57,56	
	22761,002	,64	1,16			58,72	
	22763,001	,32	,58			59,30	
	22765,004	1,27	2,33			61,63	
	22767,001	,32	,58			62,21	
	22844,001	,32	,58			62,79	
	22850,001	,32	,58			63,37	
	22875,001	,32	,58			63,95	
	22885,003	,96	1,74			65,70	
	22889,001	,32	,58			66,28	
	23552,001	,32	,58			66,86	
	23611,001	,32	,58			67,44	
	23879,001	,32	,58			68,02	
	24113,001	,32	,58			68,60	
	24392,001	,32	,58			69,19	
	24629,001	,32	,58			69,77	
	24939,001	,32	,58			70,35	
	25475,001	,32	,58			70,93	
	26129,001	,32	,58			71,51	
	26131,001	,32	,58			72,09	
	26655,001	,32	,58			72,67	
	27367,001	,32	,58			73,26	
	27383,001	,32	,58			73,84	
	27412,001	,32	,58			74,42	
	27419,001	,32	,58			75,00	
	27749,001	,32	,58			75,58	
	28329,001	,32	,58			76,16	
	28870,002	,64	1,16			77,33	
	29221,001	,32	,58			77,91	
	29227,001	,32	,58			78,49	
	29303,003	,96	1,74			80,23	
	29320,0011	3,50	6,40			86,63	
	29328,001	,32	,58			87,21	
	29342,001	,32	,58			87,79	
	29345,001	,32	,58			88,37	
	29633,002	,64	1,16			89,53	
	29683,001	,32	,58			90,12	
	30163,001	,32	,58			90,70	
	30169,001	,32	,58			91,28	
	30451,001	,32	,58			91,86	
	33333,001	,32	,58			92,44	
	35390,001	,32	,58			93,02	
	37235,001	,32	,58			93,60	
	40233,001	,32	,58			94,19	
	40670,001	,32	,58			94,77	
	47906,001	,32	,58			95,35	
	49074,001	,32	,58			95,93	

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
	49716,001		,32	,58	96,51
	51069,001		,32	,58	97,09
	52223,001		,32	,58	97,67
	55116,001		,32	,58	98,26
	69121,001		,32	,58	98,84
	74081,001		,32	,58	99,42
	99999,001		,32	,58	100,00
.		142	45,22	Fehlende Werte	
Total		314	100,0	100,0	

q013001

N	Valid	172
	Fehlende Werte	142
Mittelwert		24650,84
Std Dev		11319,20
Minimum		,00
Maximum		99999,00

**Question 10: Gender**

q014001

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
weiblich	1,00	121	38,54	67,60	67,60
männlich	2,00	58	18,47	32,40	100,00
.		135	42,99	Fehlende Werte	
<b>Total</b>		<b>314</b>	<b>100,0</b>	<b>100,0</b>	

q014001

N	Valid	179
	Fehlende Werte	135
Mittelwert		1,32
Std Dev		,47
Minimum		1,00
Maximum		2,00

**Question 11: age**

q015001

Wertelabel	Wert	Häufigkeit	Prozent	Gültige Prozente	Kumulierte Prozente
<20	1,00	3	,96	1,70	1,70
21-30	2,00	114	36,31	64,77	66,48
31-40	3,00	40	12,74	22,73	89,20
41-50	4,00	14	4,46	7,95	97,16
51-60	5,00	4	1,27	2,27	99,43
61-70	6,00	1	,32	,57	100,00
.		138	43,95	Fehlende Werte	
<i>Total</i>		314	100,0	100,0	

q015001

<i>N</i>	<i>Valid</i>	176
	<i>Fehlende Werte</i>	138
<i>Mittelwert</i>		2,46
<i>Std Dev</i>		,81
<i>Minimum</i>		1,00
<i>Maximum</i>		6,00

## Appendix 8: Chi square analysis

### Appendix 8.1 Age → source of information

The first chi square analysis was made between the age and the source of internet.

Source/age	<20	21-30	31-40	41-50	51-60	61-70	total
Internet	2	68	30	11	3	1	115
Magazines	0	11	5	2	0	0	18
Advertisements	0	11	3	1	2	1	18
Friends	3	86	29	11	2	1	132
Others	3	114	40	14	4	1	176
Total	8	290	107	39	11	4	459

These are the observed numbers ( $O_i$ ). One has to calculate the expected numbers ( $E_i$ ) as well.

Source/age	<20	21-30	31-40	41-50	51-60	61-70	total
Internet	2	73	26	10	3	1	115
Magazines	0	11	4	2	0	0	18
Advertisements	0	11	4	2	0	0	18
Friends	2	83	31	11	3	1	132
Others	3	111	41	15	4	2	176
Total	8	290	107	39	11	4	459

The Chi Square Test of Independence is the next step. The following hypotheses have been formulated:

H0: There is no relation between the age and the source of information.

H1: There is a relation between the age and the source of information.

The independence level is  $\alpha = 0,05$ .

One is calculating the  $\chi^2$  with the following formula:

$$\Sigma = \frac{(O_i - E_i)^2}{E_i}$$

$\chi^2$  calculated is 3,8.

The next step is to look at the critical value of  $\chi^2$ . Therefore, one has to take a look at  $\alpha$  ( $100-\alpha$  = level of reliability) and the degrees of freedom (formula:  $(\text{rows}-1) \times (\text{column}-1)$ ).

$\chi^2$  critical is 31,41.

As  $\chi^2$  calculated is smaller than  $\chi^2$  critical, there is no relation between the age and the source of information.

### Appendix 8.2 Gender → expectation

The second chi square analysis has been made between the gender and the expectations on a day trip for singles. ( $O_i$ ,  $E_i$ )

Expectation/gender	Female	Male	Total
Fun	67 (63)	33 (34)	100
Recreation	25 (26)	14 (13)	39
Flirt	41 (44)	26 (23)	67
Sports	19 (19)	10 (10)	29
Culture	30 (31)	17 (16)	47
Other	121 (118)	58 (61)	179
Total	303	158	461

H0: There is a relation between the gender and the expectations on a day trip for singles.

H1: There is no relation between the gender and the expectations on a day trip for singles.

The independence level is again  $\alpha=0,05$ .

$\chi^2$  calculated is 1,31.

$\chi^2$  critical is 11,07.

As  $\chi^2$  calculated is smaller than  $\chi^2$  critical, there is no relation between the gender and the expectations on a day trip for singles.

## Appendix 9: PESTEL analysis

### Political

The German Empire was created in 1871 by Chancellor Otto von Bismarck. At this moment, the Reichstag had only a limited role in the imperial government. After the Second World War in 1945, Germany was divided into two parts; Western- and Eastern-Germany. The capital city Berlin was divided as well through the “Berlin Wall”.

Germany is located in Central Europe and surrounded by the Netherlands, Belgium, Luxemburg, France, Switzerland, Austria, Czech Republic, Poland and Denmark. Since the reunification, Berlin is again the capital city of Germany. Germany has a total area of 357 100 km<sup>2</sup> (Statistische Ämter der Länder und des Bundes, 2012) and 81 157 million inhabitants (Statistische Ämter der Länder und des Bundes, 2012). Germany is a democratic-parliamentary federal state with an administration of 16 states (Länder). The currency is Euro, where 1€ is 100 cents.

In the Federal Republic of Germany, which was constituted of united Germany on October 3<sup>rd</sup>, 1990, there are three levels of government. Firstly, the federal level which is bicameral with the Bundestag and the Bundesrat. They are both responsible for national laws like taxation. Secondly, Germany has 16 states (Länder) with its own constitutions, governments and parliaments. They are responsible for running of their own facilities like education or hospitals. Lastly, there is local government which has a relatively large power and is responsible e.g. for levy business tax.

The legislation of the German parliament is a bicameral system. In addition to the Bundestag, the Bundesrat participates in legislation. The Bundesrat consists of delegates of the state governments to uphold the states’ interests.

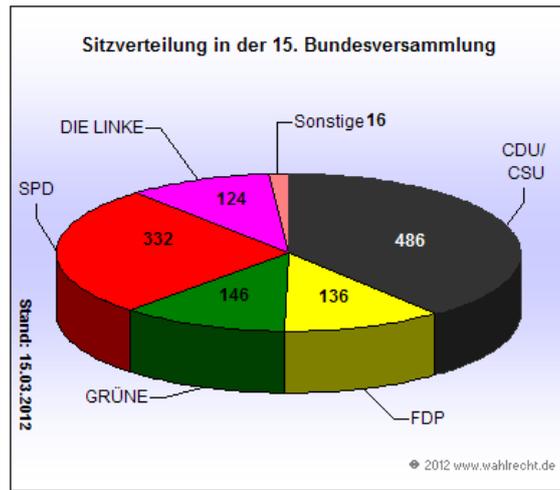
The state structure of Germany shows 16 states (Länder). The highest state authority is exercised by the Federal Government. Through the Bundesrat, the states are represented at federal level and participate in federal legislation.



Graphic: Germany and its states (ephotopix, 2012)

In Germany, people have a universal, equal and secret suffrage with the age of 18. Municipal elections can be made with the age of 16. Elections of the Bundestag take place every four years.

Important parties in Germany at this moment are CDU/CSU and SPD. They have most of the seats in the Bundestag.



Graphic: Seats won Bundestag (Wahlrecht, 2012)

Germany is part of the World Trade Organization. This is important for national and international trade, because there are standards for the trades of countries. Furthermore, Germany is part of the European Union. The policies of the European Union aim to ensure the free movement of people, goods, services, and capital (European Commission, 2012). The European Union is represented at the WTO, the United Nations, the G8 and the G-20.

### Economical

Germany is the world's third largest exporter with \$1.408 trillion exported in 2011 (Central Intelligence Agency, 2011). The main export partners are France, U.S., The Netherlands, U.K., Italy, China and Austria (Central Intelligence Agency, 2012). The country does not have many raw materials itself, only lignite and potash salt are available. For their energy, Germany has to import about two thirds of it. So, the import rate is \$1,155 trillion in 2011 (ibid.). The main import partners of Germany are China, The Netherlands, France, U.S., Italy, U.K. and Belgium (ibid.).

An inflation rate of 2.0 percent in October 2012 was recorded (Trading Economics, 2012). The inflation rate of Germany had an all time high of 6.40 percent in May 1992 and a record low of -0.40 percent in July 2009 (ibid.).



Graphic: Inflation Rate Germany (ibid.)

The three levels of governments levy the taxes in Germany. There exist many direct and indirect taxes in Germany, but the most significant are the income tax and VAT. The right to decide on taxes is subdivided. Firstly, the federation has the right on customs. Secondly, the federation decides together with the states on most of the tax law. The several states decide on local excise taxes and the municipalities can decide on minor local taxes like a taxation of dogs. (Ceramex Media, 2011)

Germany has different types of taxation classes, which start with class I and end with class VI. The higher your taxation class, the higher the fees you have to pay.

The exchange rates of the Euro are solid.

Year	€	\$
2011	1	0,7194
2010	1	0,755
2009	1	0,7198
2008	1	0,6827
2007	1	0,7345

Table: Exchange rate €-\$ 2007-2011 (Central Intelligence Agency, 2012)

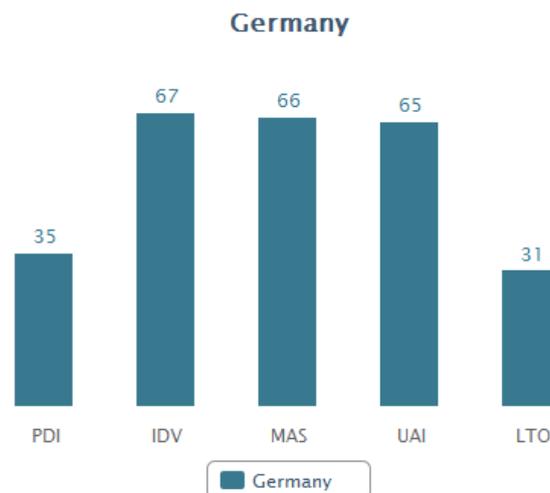
### Socio-cultural

99% of the German population age 15 and over can read and write (ibid.). The federal states are responsible for the education itself. So, each state has its own standards but public schools have no tuition. In Germany, children can go to a kindergarten, which is not compulsory. When the children are six or seven, they are going to an elementary school for four years. Afterwards, they are going to be divided into three different levels. The Gymnasium prepares pupils for university studies. The Realschule is for intermediate pupils and lasts six years. The Hauptschule lasts five years and

prepares pupils for vocational education. At least, a child has to attend to school for at least nine years. (Cuesta College German, 2002) To go to university, one has to reach the Abitur at the Gymnasium. Nearly all German universities are public institutions (ibid.). Getting a good education is very important to German societies. Not only do they have a deep respect for education, but credibility, social status, and the level of employment a person may reach depends on his educational achievement. The Germans take great pride in their educational system, especially in the fields of craftsmanship and technology.

Otto von Bismarck developed the health care system for Germany in 1883. There is a health insurance plan provided by statute for the German population. In 2005, the health care system of Germany was 77% government-funded (WHO, 2011).

The Cultural Dimensions Theory of Geert Hofstede describes the effects of a society's culture on the values of its members, and how these values relate to behavior (Hofstede, 2012). The dimensions of Hofstede are uncertainty avoidance, power distance, collectivism vs. individualism, masculinity vs. femininity and long-term orientation. In the following, the scores for Germany can be seen.



Graphic: Hofstedes Dimensions Germany

The Power Distance Index (PDI) deals with the fact that all individuals in societies are not equal. It expresses the attitude of the culture towards these inequalities amongst people. According to Hofstede, power distance is defined as "the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally" (ibid.). Germany has a low PDI with a score of 35. This means, that it is highly decentralized and supported by a strong middle class. Germany has a direct and participative

communication and meeting style. For Germans, leadership is a challenge to show expertise and the leadership is best accepted when it is based on this expertise.

The Individualism vs. collectivism (IDV) is about whether people's self-image is defined in terms of "I" or "We". Hofstede explained its fundamental issue as the degree of interdependence a society maintains among its members (ibid.). Individual societies look after themselves and their direct family only, but collective societies is about groups and loyalty. Germany reaches a score of 67, which means that they are more individualistic. Germans have small families with focus on the parent-children relationship. They have a strong belief in the ideal of self-actualization. Loyalty is based on personal preferences for people as well as a sense of duty and responsibility within the German society. There are contracts between employees and employers, so that one can be sure about the conditions. Germans communicate direct; they are honest even if it hurts. Furthermore, they give the counterpart a fair chance to learn from mistakes.

The masculinity vs. femininity (MAS) deals with what motivates people; whether it is wanting to be the best (masculine) or liking what you want (feminine). A high score (masculine) on this dimension indicates that the society will be driven by competition, achievement and success, with success being defined by the winner / best in field – a value system that starts in school and continues throughout organizational behavior. A low score (feminine) on the dimension means that the dominant values in society are caring for others and quality of life. A feminine society is one where quality of life is the sign of success and standing out from the crowd is not admirable. Germany is a masculine society with a score of 66. Germans highly value and early require performance, e.g. with the school systems which separates children at the age of ten. Germans live in order to work and draw a lot of self-esteem from their tasks. Managers are expected to be decisive and assertive in Germany. Furthermore, Germans like to show their status with cars, watches and technical devices.

Another dimension is Uncertainty Avoidance (UAI). Hofstede explained this as "the extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these" (ibid.). The score of Germany is 65, which means, that it is an uncertainty avoidance country. A systematic overview has to be given in order to proceed. Furthermore, the law system of Germany is well structured and broad. Details are important to create certainty that a certain topic or project is well-thought-out. In combination with low Power Distance, where the certainty for own decisions is not covered by the larger responsibility of the boss, Germans prefer to compensate for their higher uncertainty by strongly relying on expertise. Furthermore, Germans have clearly-set educational standards. They have to be reliable, have to

show discipline at school and at work, and they show respect for recognized authorities. Germans like to have a secure status, a secure income and a secure health care.

Hofstede explained the long-term orientation (LTO) as “the extent to which a society shows a pragmatic future-oriented perspective rather than a conventional historical short-term point of view” (ibid.). With a score of 31, Germany is a short-term oriented culture. They have great respect for tradition and a small propensity to save. Germans tend to impatience. **The** Power distance and the long-term orientation are both ranked considerably lower than the others. This illustrates Germany’s belief in equality and opportunity for each citizen, as well as its ability to change and adapt rapidly.

There are still sensitivities between former East- and West-Germany. There are still differences in prices of consumer goods, the salaries are higher in the western part of Germany and there is more agriculture in the eastern part. (Priest, 2012)

### **Environmental**

Germany is situated in Central Europe. In the north, there are the North Sea and the Baltic Sea. In the south, the Alps border to Germany.

Germany has a temperate and marine climate. It is cool, cloudy and has wet winters and summers. Occasional, there is a warm mountain wind, called Föhn. (Central Intelligence Agency, 2012)

Germany has only the natural hazard of flooding. This happened with one of Germany’s biggest rivers, the Elbe, in 2002. (ibid.)

There are several current issues for the environment. Germany has emissions from coal-burning utilities and industries which contribute to air pollution. Furthermore, there is acid rain which is a result from sulfur dioxide emissions and damages forests. In the Baltic Sea, there is pollution from raw sewage and industrial effluents from rivers in eastern Germany. The government established a mechanism for ending the use of nuclear power over the next 15 years. Furthermore, the government is working to meet the EU commitment to identify nature preservation areas in line with the EU’s Flora, Fauna and Habitat directive. (ibid.)

As Germany is Europe’s largest and the world’s sixth largest carbon emitter, it is party of several international agreements according to the environment like Air Pollution, Climate Change-Kyoto Protocol or the Ozone Layer Protection. After signing the Kyoto Protocol, Germany had 22%

reduction in carbon emissions, produces 39% of the wind energy which the world requires, and committed to use renewable energy sources in the future like fermentation plants. (ibid.)

## **Legal**

As mentioned before, Germany is a federal, parliamentary, representative democratic republic. In 1949, the Germans discovered their constitutional document known as the Grundgesetz (Basic Law). Within this Grundgesetz, there are five parts. Firstly, the basic laws are presented. Secondly, the relationship between the republic itself and the 16 states is determined. In the following, the function and tasks of Bundestag, Bundesrat, Bundespräsident and Bundesregierung are established. So, the upper government bodies are explained in detail. The next part deals with the functions of the government like execution of laws, federal administration, jurisprudence and financial accounting. Lastly, the transitional regulations and final clauses are given. (BPB, 2008)

The law enforcing system of Germany is divided at three levels; federal, state, and local. There are more powers at state level, whereas the federal police intervene only at national and international level. The German Supreme Court (Federal Constitutional Court) monitors maintenance of these rights and the preservation of justice. (ibid.)

German law goes in part back to Roman law and in parts dates back to numerous other legal sources in the various German regions. The administration of justice is divided into five branches; ordinary, labor, administrative, social and financial courts. (Central Intelligence Agency, 2012)

As Germany is part of the European Union, many laws are shared with the other states of the European Union. So, the borders are open to every member of the European Union.

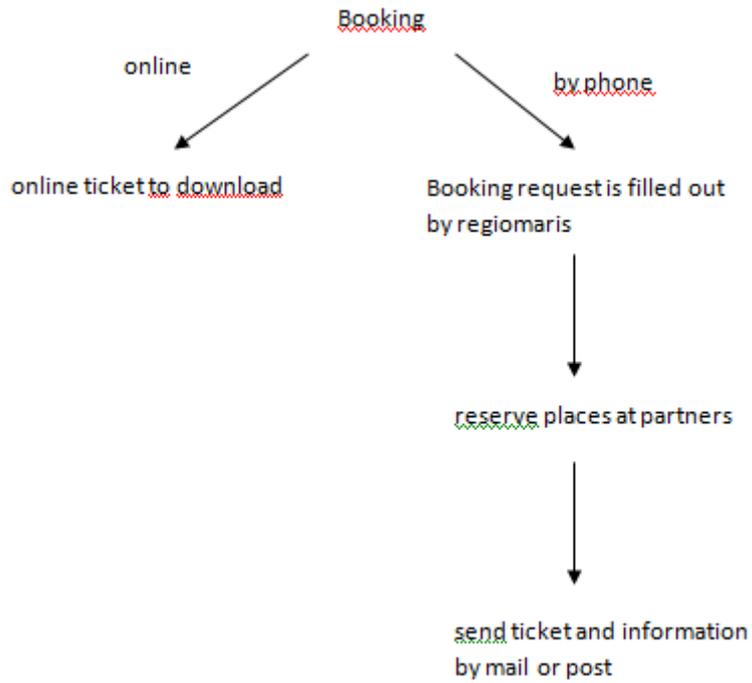
Germany has a consumer protection. This protects consumers before fault goods and services. If a consumer has trouble with a good or service, he can contact the consumer protection and they will handle it.

The competition law is handled on European Union-base as well. The desire of it was to ensure that the efforts of governments could not be distorted by corporations abusing their market power. Germany has its own Bundeskartellamt (Federal Cartel Office), which is situated in Bonn. This Bundeskartellamt administers competition law in Germany, and is one of the leading national competition authorities in Europe. (ibid.)

The German labor and employment law regulates the relationship between employer and employee. Employees benefit most from the law. There has to be written employment contracts for employees with the key aspects of the employment relationship in it like the parties to the contract, gross salary and benefits, vacation or the starting date of the employment. There are existing limited and unlimited employment contracts. Working days are all weekdays excluding Sundays and public holidays. Normally, a German employee works five days per week from Monday to Friday. Within this five-day week, the average working time is between 35 and 40 hours. The daily productive working time generally may not exceed eight hours. There is a general prohibition to work on Sundays and public holidays, but in some cases, there are exceptions from that. Employees who work a normal five-day week have the right of 20 working days' vacation per calendar year. In real, most employees receive between 25 and 30 vacation days per calendar year. If the employee is sick, the German labor and employment law requires the continuation of full salary payments for a period of six weeks. Women are entitled to full paid maternity leave, which starts no later than six weeks before the expected due date and ends eight weeks after childbirth. Furthermore, all employees (male AND female) has the right to a maximum of three years' parental leave per child. During this time, the employer does not have to make any payments to the employee, but he may not terminate him. During parental leave, employees can work part-time as well. After expiry of the parental leave, the employer has to offer an adequate working position to the employee. Germany has a mandatory Social Security System which consists of health insurance, home care and nursing insurance, pension insurance and unemployment insurance. All employees need to be insured by the German Social Security System. In companies with more than five employees, the employees may elect a works council. This represents the employees and negotiates, cooperates and consults with the employer. (WilmerHale, 2003)

Germany has an Occupational Health and Safety Act (Arbeitssicherheitsgesetz) which was regulated in 1973, and the Occupational Safety Act (Arbeitsschutzgesetz) from 1996. The law says that works councils play an important role in health and safety. They are consulted on the appointment of safety officers which must help the employer in the prevention of accidents at work. Furthermore, they ensure effective implementation of statutory and regulatory health and safety provisions. If there are more than 20 employees in a company, safety officers must be appointed by the employer. With more than three safety officers, the employer has to arrange brief meetings at least once a month. The minimum number of safety officers is given by the rules of the occupational accident insurance funds (Berufsgenossenschaft) and depends on the size of the company and the type of risks while working for the company. (Gazzane, 2006)

## Appendix 10: Distribution chain



## Appendix 11: Positioning map

