

Launching NICE's Farmstay

A research about the most successful method for NICE to introduce Farmstay in Argentina for German clients



Bachelor Thesis

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HZ University of Applied Sciences
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Preface

This report is the result of the research conducted about the most successful method for NICE to introduce Farmstay in Argentina for German clients. It was written as part of the graduation internship from the program Internal Business and Languages at the HZ University of Applied Sciences in Vlissingen, the Netherlands, and on request of the internship institution NICE. The research was conducted at NICE in Córdoba, Argentina, from February to May 2017.

I would like to thank all the people who guided and supported me during my internship and research and without whom I could not have finished this research successfully.

First of all, I would like to thank Claudia Trott, the director of NICE and my in-company mentor, who gave me the opportunity to realize an internship and research at NICE, supported me during the whole process and made the internship a valuable experience for me.

Moreover, I would like to thank my internship mentor Ms. Jessen and my second HZ supervisor Ms. Bijkerk-van Ommen who guided and encouraged me during my research. I would also like to thank all the interviewees who have participated in this study. Without them I would have not been able to complete this research. Finally, I would like to thank my family and my colleague as well as good friend, Nicole Sklarzik, for their moral support, wise words and belief in me.

I really enjoyed my time as a student at the HZ University of Applied Sciences and believe that it made me a more educated, competent and self-confident person – ready to throw myself into the business world.

I hope you will enjoy reading the final product of my studies which concluded a valuable and formative experience for me.

Abstract

NICE, Network for InterCultural Experiences, is a German-Argentine corporation which promotes educational and cultural exchange by organizing internships, volunteering, and Spanish courses for everyone who wishes to discover, live and learn in Argentina. As NICE sees a profitable opportunity in offering a new product, Farmstay, a research about the most successful method for NICE to introduce this new product in Argentina for German clients had to be conducted.

Hence the research was based on the following central question: **How could NICE successfully introduce Farmstay in Argentina for German clients?** To answer the research question preliminary desk research and qualitative interviews with German high school graduates and the director of NICE were carried out.

The research results indicated that NICE should focus on its outstanding customer service, its high quality and customization approach and the low price of its products when creating a new strategy. It became clear that a profitable strategy for NICE would be to introduce a new high-quality and customized product at a relatively low price which responds to the trend of going abroad after high school thus attracting high school graduates.

When introducing Farmstay in Argentina, NICE should take into account that the German target audience is looking for a good price-performance ratio, a reliable, environment-friendly and safe product as well as customization and individual attention. Moreover, Farmstay ought to fulfill the following needs of the target market: cultural and linguistic enrichment, social cohesion and variety. NICE has to clearly define the goals concerning the introduction of Farmstay and continuously test and evaluate the product, before and after the product launch, in order to be able to develop and improve it. The most effective product launch strategy for the Farmstay would be the rapid penetration strategy which launches the product at a low price but high promotion costs to raise customer awareness and gain a large market share quickly.

Based on these results, it is recommended that NICE focuses on the following elements: financial and legal situation, finding the most suitable partners, market presence as well as effective launch and marketing strategy of the new product. An internal cost analysis has to be conducted and the required legal formalities have to be dealt with. In order to find the most suitable partners, it is advised that NICE approaches farms with the right profile which offer accommodation – ideally for free – and the activities the potential customers are interested in and evaluates if its facilities and offer are appropriate, their work sustainable and their values compatible with those of NICE.

Moreover, it is recommended that NICE improves its market presence by enhancing its internet exposure, using testimonial marketing and a promotion video on social media, word of mouth and presenting its products at fairs or events in schools or universities. It became clear that the internet would be the most appropriate channel to distribute and promote the Farmstay.

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1. Introduction

1.1 General Information about the Argentine economy and agritourism in Argentina

Argentina is one of the strongest economies in South America, realizing a GDP of more than US\$580 billion and an economic growth of 2.4% in 2015. The country disposes of extensive natural resources in agriculture and energy and aims to advance sustainable economic development. 2.8 million square kilometres of fertile land generate immense capacity for renewable energy and make Argentina a leading food producer (The World Bank Group, 2017).

This is why Argentina is a famous destination for agritourism - “tourism in which customers stay in accommodation on working farms and may have the opportunity to help with farm work” - with more than 900 rural establishments offering Farmstays (Dictionary, 2017; Tripin, 2009). During a Farmstay of a few weeks up to several months, participants have the possibility to take part in daily farm activities such as agricultural production, feeding and taking care of animals or gardening. The estimated annual average income of rural tourism businesses in Argentina is US\$7,000 with an average of about 1,220,000 tourists coming to Argentina annually (Trading Economics, 2017). Argentina has major rural tourism supply in Latin America and superior chances for agritourism development because of its long agricultural tradition, its culture and various ethnic groups as well as the fact that the agricultural authority supports this tourism. The Argentine Program for Rural Tourism promotes rural tourism with the aim of diversifying income, creating employment, valuing cultural and environmental advantages and increasing the possibilities for tourism. Rural tourism has a significant economic growth potential and increased demand in this sector can be expected in the future (Barrera & Muratore, 2002).

1.2 Company Information

NICE, Network for InterCultural Experiences, is a German-Argentine Foundation based in Córdoba, Argentina, and founded in 2004, with the purpose to promote educational and cultural exchange. NICE organises internships and volunteering, as well as offers Spanish courses for everyone who wishes to discover, live and learn in Argentina. Thanks to its multinational expert team and sound experience of more than 10 years, NICE is able to create a unique and unforgettable adventure for each of their clients according to their individual preferences. The organization made it their mission to organize authentic intercultural experiences in Argentina that broaden horizons.

NICE believes in the following values:

- Personalized Customer relations
- High quality in services
- Passion for what they do

An overview of the products NICE offers:

- Personal Fit internship: obligatory or voluntary individually designed and customized internship adapted to the clients' specific requirements
- Category Fit internship: obligatory or voluntary internship in one of the following areas: Marketing, Languages, Arts & Culture, Social Work, Tourism, Communication, Logistics, Pedagogy/Education, Business Administration, Event Management, Human Rights, Healthcare & Psychology
- Gap Year: a pre-study or voluntary internship for high school graduates in one of the following areas: Administration, Cultural Centre, Environmental Care, Healthcare, Human Rights, Industrial Development, Marketing & Communication, Recreation & Leisure, Social Work, Tourism
- Volunteering program: volunteering in one of the following areas: Animal Care, Arts & Culture, Community Development, Conservation and Wildlife, Disability Care Program, Disadvantaged Children, Education, Healthcare, Homeless Shelter, Human Rights, Tourism and Recreation, Youth Development
- Spanish course: intensive, intensive plus or business Spanish course either private or in group
- Accommodation: single room in an Argentine private household close to the internship or volunteering institution
- Airport pick-up: NICE welcomes its clients at the airport and brings them to their accommodation

All of the programs are offered in Buenos Aires, Córdoba, Mendoza and Salta and the client can choose an individual duration and starting time. For the Personal Fit Program, the client can choose any city in Argentina. The Spanish course is offered in the NICE Spanish school in Córdoba. NICE aims to make it possible for everyone to enjoy an unforgettable stay in Argentina, even without any Spanish skills. Thus they offer a comprehensive service including internship or volunteering mediation, language preparation, accommodation and airport pick-up. Currently, the company's customer base consists of students aged between 17 and 30, 80% coming from Germany, 10 % from the US and the rest from England, Switzerland and the Netherlands.

1.3 Problem Statement

NICE has been experiencing a severe loss of clients over the last 5 years due to the consequences of the financial crisis in 2008, the launch of a new website in 2015 and strong competition from internships in Germany as a result of a law passed in 2015 stating that internships in Germany have to be paid (Haderlein, 2017). From 2011 onwards, sales continually declined and the organization's turnover in 2016 was only 47% of the volume reached in 2011, as can be seen in Figure 1 below.

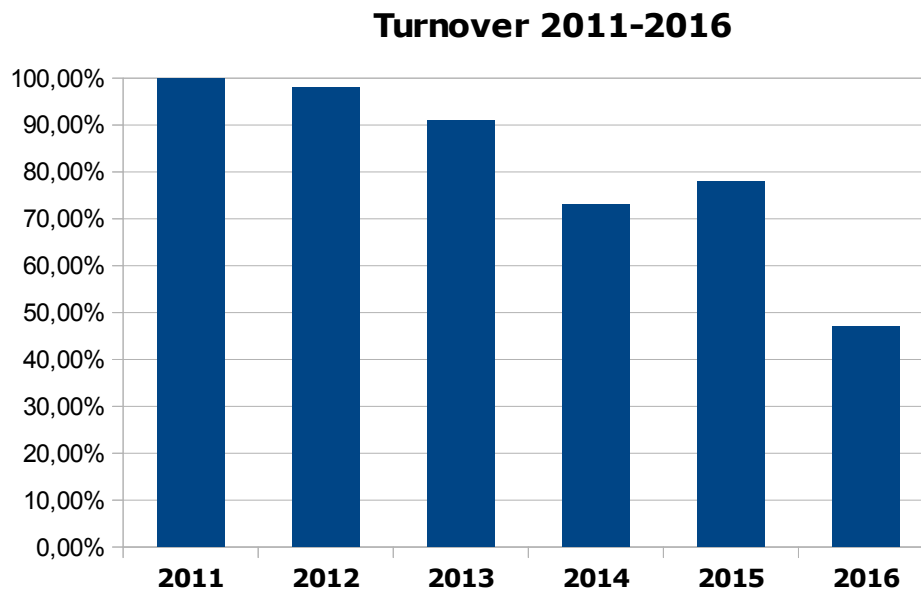


Figure 1 – Turnover NICE 2011-2016

Hence the main problem of NICE is that their current product portfolio is too restricted to attract more customers and increase profits. In order to grow as a company and to keep up with the competition, NICE has to expand its product portfolio.

There is an ongoing trend in Germany of students who want to go abroad after finishing high school but have a relatively weak purchasing power as they do not earn their own salary yet and completely depend on their parents. Every year about 16.000 high school graduates go to Australia alone (Hiekmann, 2008).

Hence NICE holds the view that it is missing out on a profitable market segment. The company could attract this new market segment of customers who cannot afford an internship or volunteering by completing its product portfolio with a more affordable product. The projected sales potential NICE is missing out on is 30.000€/year assuming that 25 customers would buy the new product, creating a turnover of about 1200€ each.

As preliminary research a product selection was carried out in order to determine which product is the most suitable for expanding the portfolio. The idea of a Farmstay derived from a big travel agency specialised in South America which asked NICE if they could offer this product. Farmstay is an extended version of volunteering, a product which NICE is already offering and can therefore easily be integrated into the company's portfolio since it involves less costs (time and money) as the introduction of a totally new product such as Au Pair.

Hence the purpose of this study is to determine the most successful method for NICE to introduce Farmstay in Argentina for German high school graduates. This research aims to provide NICE with

the information on what would be the most effective product launch strategy to introduce this product and which factors have to be taken into account while doing so. Moreover, the goal is to establish a suitable marketing mix tailored to the German target audience to successfully launch the product. Hence advice is given on how NICE can design the new product in order to attract a new market segment and thus increase its market share and profits.

1.4 Research question

This study will address the following central research question:

How could NICE successfully introduce Farmstay in Argentina for German clients?

1.4.1 Subquestions

1. What is the current positioning of NICE?
2. What characteristics of the German target audience need to be taken into account when introducing Farmstay in Argentina?
3. What would be the most effective product launch strategy to introduce Farmstay in Argentina?
4. What would be a suitable marketing mix to successfully launch the product for the German target group?
5. What are possible good cooperation partners for NICE to introduce Farmstay in Argentina?

2. Theoretical framework

The conceptual framework hereunder gives a clear overview of the chosen research topic and the background information which has to be analysed. The positioning of NICE has a crucial influence in determining the best way to successfully introduce Farmstay in Argentina. Moreover, the Argentine market conditions and competitors have to be analysed in order to find the best introduction method. Furthermore, it has to be determined which characteristics of the German consumer and their buying behaviour have to be taken into account when introducing the Farmstay. Based on this information, product launch strategies and marketing mix options have to be analysed in order to find the most efficient introduction method.

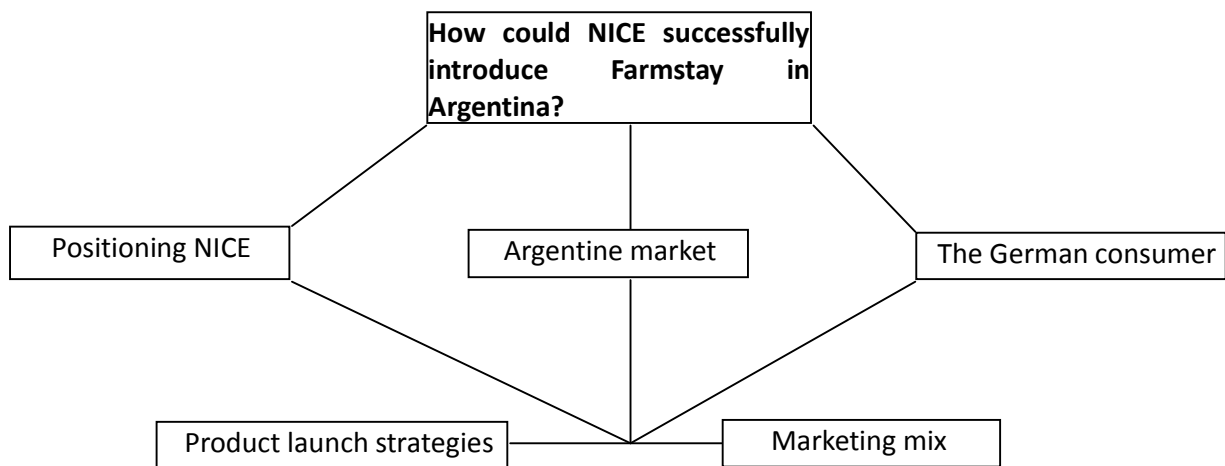


Figure 2 – Conceptual Framework

2.1 Positioning

According to Kotler and Keller (2009) positioning is “the act of designing the company’s offering and image to occupy a distinctive place in the mind of the target market”. Positioning should make a product unique to the buyer – giving it a unique selling proposition (USP): “Real or perceived benefit of a good or service that differentiates it from the competing brands and gives its buyer a logical reason to prefer it over other brands” (WebFincance Inc., 2017).

Johnson, Whittington, Scholes, Angwin and Regnér (2014) state that the strategic position of a company addresses the impact of the external environment, the organisation's resources and competences as well as its goals and culture.

To analyze the impact of the external environment and the organisation's capabilities, a SWOT analysis is used. By means of a SWOT the strengths and weaknesses of the organisation as well as the opportunities and threats of the external environment are analysed. Strengths and weaknesses are internal factors which influence the company's performance and differentiate it from its competitors whereas opportunities and threats are external factors the company cannot influence such as economic development and trends.

This analysis is then used to determine what options the organisation has in terms of their strategy and future business choices. This is done by the help of the TOWS confrontation matrix which leads to the following four different strategies:

1. The company uses its strengths to take advantage of opportunities
2. The company takes advantage of opportunities and thus overcomes its weaknesses
3. The company uses its strengths to prevent threats from happening
4. The company minimises its weaknesses and prevents threat from happening

However, according to Johnson & Co (2014), a SWOT analysis is only useful if it is examined in relation to the competitors of the organisation. The internal factors – strengths and weaknesses of the company – have to be compared to the capabilities of the competition and the influence of external factors – opportunities and threats in the environment – on competitors have to be analysed. Hence the USP and a strategy on how to outperform the competition can be determined.

Another adjuvant tool to analyse competitive forces is Porter's Five Forces Framework. This scheme identifies „the attractiveness of an industry in terms of five competitive forces: threat of entry, threat of substitutes, power of buyers, power of supplier and extent of rivalry between competitors“ (Johnson et al., 2014). The threat of entry is determined by barriers to entry – factors which new competitors have to overcome if they aim to compete in the industry – such as scale and experience or differentiation. If the barriers to entry are high, the threat of entry is low. Substitutes are different products to the one in question but offer a similar benefit to the customer. The price performance ratio is crucial to the substitution threat. The power of buyers is high when they are concentrated, they can switch to another supplier without the involvement of high costs or when they have the possibility to supply themselves. Suppliers possess strong influence when they are concentrated, buyers cannot switch to another supplier without the involvement of high costs or when they can directly supply the customer. The rivalry between competitors can be determined by factors such as the industry growth rate, fixed costs, entry barriers or differentiation. If these five forces in an industry are high, that industry is not attractive to compete in thus does not yield satisfying profits. Applying Porter's Five Forces, companies can resolve critical issues such as excessive industry rivalry which could lead to profit collapse. It is a tool that helps to decide whether or not to invest in a particular industry, to understand the influences on the industry and thus to determine the direction of strategic choices.

2.2 Expanding the product line

In case a company's market growth or sales are declining or it cannot keep up with the competitors' offerings, the company needs to expand its product line in order to grow its offering and increase revenues. Kekre and Srinivasan (1990) have proven with their study that a broader product line leads to market share gains and increased profits.

Employing a line expansion strategy means to include new or complementary products in the current product offering in order to better satisfy customers' changing needs. Hence a business is able to attract new customers or solve problems of its current customers. In the later case, product line expansion leads to an increase in customer loyalty as the company reinforces the already

established relationships with its present clients. Product line expansion is relevant to companies with products in later stages of the product life cycle, maturity or decline, which means that these products no longer meet the consumers' needs. The company can thus offer new products in order to compete effectively and avoid losing customers to the competition (Ewing Marion Kauffman Foundation, 2006).

A company can grow its product line in two different ways: Line stretching and line filling.

Line stretching means that the company customizes its current product range by introducing a lower-priced line (down-market stretch), a higher-priced line (up-market stretch) or both at the same time (two-way stretch). Possible reasons for a down-market stretch are that the company sees growth potential in lower-priced goods, wants to prevent low-end competitors from moving up the market or the company's current market does not hold any growth opportunities or is even declining. An organisation may want to introduce higher-priced products to expand and thus achieve higher profits or change their position in the market.

Line filling means that the company adds new products to its current product range in order to increase profits, to use its full capacity, to become a market leader or to discourage competitors to enter the market (Kotler & Keller, 2009).

2.3 Product launch strategies

An effective product launch strategy is a key driver of a company's success and its crucial influence is often underestimated. In order to successfully launch a product, a company should focus on its skills in marketing research, sales force, promotion and distribution as well as a good interaction between these activities. Superior selling effort, advertising, technical support, information gathering as well as launch management and timing are vital to a successful product launch. Especially the importance of launch timing is often undervalued and managers should dedicate more attention to this activity in order to boost the product launch success (Di Benedetto, 1999). Apart from the already mentioned marketing support, Kotler and Keller (2009) further defined the following factors as important for a successful product launch: Unique or superior product, high value for money and low competition.

Taylor (2015) developed a guideline featuring seven steps on how to successfully launch a product:

1. Understand the target market: Before launching a product, a company must ensure that the product will be perceived by the targeted customers as it wants them to perceive it. It is crucial to understand the consumers' needs, how the product can satisfy these needs and hence find the USP.
2. Define goals: A company first has to define what exactly they want to achieve and align these goals with their overall growth strategy. Prevalent objectives of a product launch are to make customers aware of the product and to increase market share.
3. Identify the target market and key message: As soon as the company understands its target market and need for its product, it should determine the key message of the product including its purpose and vision.
4. Test and improve the product: The first version of a product is likely to be revised and customer evaluation can be very helpful in this process. Companies should provide a group

of customer with a test version and conduct surveys in order to create the best version of the product using the received feedback.

5. Develop a marketing plan: Before launching a product, a company has to determine how it will promote the launch in order to successfully reach its target market. This can be done via direct mail, social media, content marketing, a launch event, etc. After the launch, the company has to make sure that the market stays aware of the product by constantly providing new information about it.
6. Evaluate the success: After the product launch, a company ought to measure its success according to the goals set beforehand. To determine if the goals are met, the company should systematically record data such as page views or social shares.
7. Think long-term: Companies should think long term and plan for the future. This means to work out the actions following the product launch and determining how they want the product to develop.

According to Jobber and Fahy (2003), there are four different strategies combining price with promotion to launch a new product onto the market:

		Promotion	
		High	Low
Price	High	Rapid Skimming Strategy	Slow Skimming Strategy
	Low	Rapid Penetration Strategy	Slow Penetration Strategy

Figure 3 –Introduction phase Marketing Strategy (CrackMBA, 2017)

1. Rapid Skimming Strategy:
This strategy consists of launching a product at a high price and high promotion costs in order to achieve high margin returns and customer awareness of the product convincing the market that the high price is justified. Rapid Skimming is an appropriate strategy for small markets, new products the market is not aware of and customers are willing to pay the high price for and in case of a high competition threat.
2. Slow Skimming Strategy:
When using this strategy, a company introduces a product using a high price but low promotion expenses with the aim of recovering as much as possible of the investments made and minimising marketing costs. Slow Skimming is usually used when the market is small, already aware of the product and willing to pay the high price as well as when the threat of competitors is low.
3. Rapid Penetration Strategy:
This strategy introduces a new product at a low price but high promotion expenditure aiming at gaining a large market share quickly. Rapid penetration can be used when the

market is broad, not aware of the product and is looking for low-priced products, in case of a high competition threat and production costs declining due to higher production.

4. Slow Penetration Strategy:

This strategy combines a low price with low promotion costs to increase sales and encourage the acceptance of consumers as well as to minimise marketing costs. Slow Penetration is useful when the market is broad, customers are already aware of the product and are looking for a low price as well as in case the competition threat is low.

2.4 Marketing mix

A prerequisite for an effective marketing strategy is the definition of the target market. In order to identify a target group, various segmentation criteria such as customer needs and buying behaviour, demographics, geographic or psychographic elements like lifestyle, are used. Only when the target market is clearly identified, a successful marketing mix can be developed (Kotler & Keller, 2009).

The marketing mix is a marketing decision-making tool used to accomplish marketing goals in a target market. It consists of the four Ps of marketing: product, price, place and promotion. Product refers to products or services a company offers to its customers and product decisions include, amongst others, features, design, quality, branding, packaging, services and warranties. Price does not only include the monetary amount customers pay for the product or service, but also the time and effort they spend on the purchase. Price decisions address issues such as payment terms, allowances or discounts. Place can be defined as the channels used to provide customers with the product or service and involves choices of distribution, coverage, assortments, locations, inventory and transport. Promotion concerns the communication aiming at making the product or service known to potential customers and convince them of the offer. This process involves the sales force, advertising, public relations, sales promotions and direct marketing (McCarthy, 1960).

According to Booms and Bitner (1981) the marketing mix further includes people, process and physical environment when it comes to service marketing. This seven Ps model views people as critical to the marketing success of a product or service. The personnel stands for a company's service and represents its values. Staff recruitment and training, managing social interactions and handling complaints are essential marketing decisions here. Process includes all the activities that are carried out in order to deliver the service. The service performance has to be measured by means of key performance indicators (KPIs) - "a set of quantifiable measures that a company uses to gauge its performance over time" (Investopedia, 2017). The physical environment refers to the surroundings in which the service is provided and includes facilities such as equipment and furniture. Figure 4 provides an overview of the marketing mix.



Figure 4 – The Marketing Mix (WordPress, 2017)

In today's digital consumer world, the internet and social media are essential elements of the marketing mix. Companies are obliged to incorporate online presence in their portfolio if they want to keep up with the competition and convey an avant-garde image to their customers. The technology we have today enables companies to personalize their products. Personalization became crucial in marketing as today's consumers are increasingly looking for individual and customized services. Businesses ought to be creative and personalize their products and services according to the customers' specific requirements in order to live up to their expectations (Chandra, 2014).

2.5 The German consumer behaviour

Consumer behaviour can be defined as “how individuals, groups, and organizations select, buy, use, and dispose of goods, services, ideas, or experiences to satisfy their needs and wants” (Kotler & Keller, 2009).

Several factors influence a consumer's buying behaviour:

1. Cultural influences:

Buying behaviour is influenced by cultural values, subcultures consumers identify with and social classes they are members of. The culture determines the consumer's desires and therefore product preferences. Values differ from country to country and shape the buyer's self view. Subcultures can be distinguished by nationality or religion and social classes by interests and values.

2. Social influences:

Reference groups, family, social roles and statuses affect a consumer's buying behaviour. Reference groups are persons that directly or indirectly shape a customer's perspective and course of action. Marketers have to approach the “opinion leader”, the individual who informs the consumer about the product. The family of customers is the most powerful and direct reference group, significantly influencing their daily buying behaviour. Moreover, marketers must pay attention to the fact that consumers buy products as status symbols, displaying their current or aspired position in society.

3. Personal influences:

Consumers' age, labour and economic situation, personality and lifestyle shape their buying decision. A consumer's preferences change over time and are influenced by significant events such as childbirth or career change. Economic factors such as disposable income or savings further influence a consumer's buying behaviour. Personality traits, for instance self-confidence, autonomy or sociability, play an important role in the buying decisions as consumers buy products corresponding to these characteristics. Lifestyle is another key influencer as a person's activities and interests determine their buying decisions.

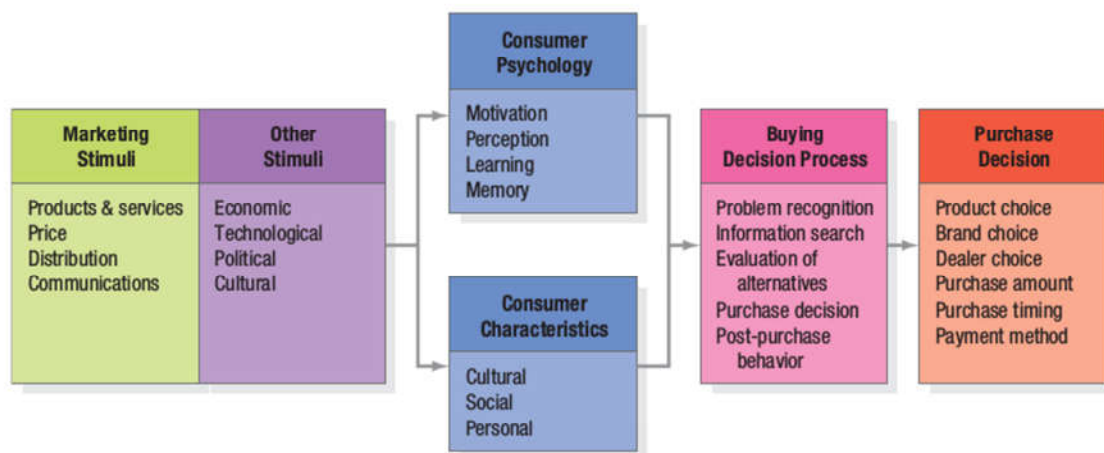


Figure 5 – Stimulus-response model (Kotler & Keller, 2009)

Figure 5 shows the “stimulus-response” model to understand consumer behaviour. First, the consumer becomes aware of marketing and environmental stimuli, then psychological mechanisms and consumer characteristics lead to the decision process and finally the purchase decision.

There are two illustrious theories helping to understand a consumer's motivation: Abraham Maslow's theory of needs and Frederick Herzberg's two-factor theory.

Maslow's theory, illustrated by figure 6 below, divides human needs in five categories – 1 Physiological Needs, 2 Safety Needs, 3 Social Needs, 4 Esteem Needs and 5 Self-actualization Needs – the first category being the most and the ultimate one the least important. This implies that a person will satisfy their most urgent need first and only subsequently address the next most

relevant. Hence a consumer will first buy food products before considering luxury commodity or planning to go on a vacation.

Herzberg's theory divides the factors influencing a purchase in two categories: "dissatisfiers" and "satisfiers". Dissatisfiers are aspects generating dissatisfaction but their absence does not motivate a consumer to buy a product, satisfiers (aspects producing satisfaction) must be part of the product. Thus companies should identify prevalent satisfiers in order to provide them and refrain from dissatisfiers as these could impede the purchase (Kotler & Keller, 2009).

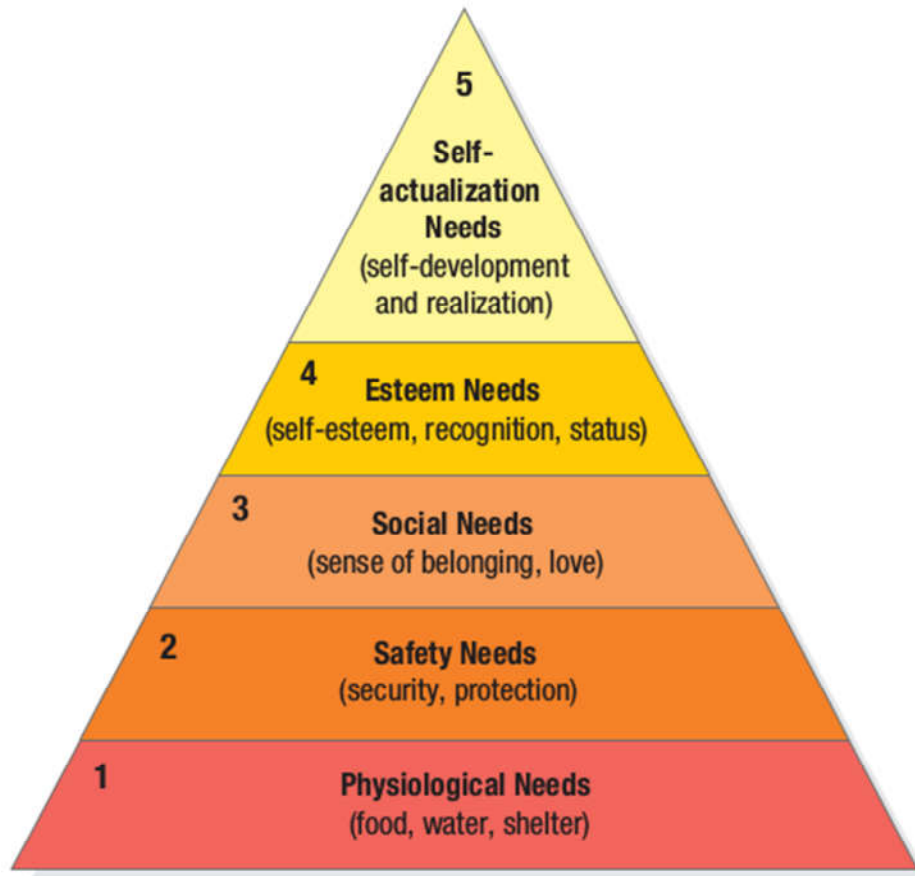


Figure 6 – Maslow's hierarchy of needs

The total purchasing power of all German inhabitants is \$2.4 trillion a year, or \$28,800 per capita. Germans spend about \$100 billion on tourism a year (The World Bank Group, 2016). They prefer environment-friendly products and services and always look for the cheapest price. 54% of Germans stated that this is what they pay attention to first while shopping whereas 44% seek quality (Spiegel, 2008).

Breuer and Spillecke (2010) identified five trends in the German consumer market:

1. Uncertainty:
The economic crisis led to mistrust in companies and businesses while social ambitions are being preferred.
2. Mobility:
Today's technological advance makes it possible for German consumers to be online at any place and any time which means that they are well informed and harder to persuade.
3. Conflicting consciousness:
Germans want to protect the environment and live sustainably, however they are not prepared to give up any of their daily conveniences. Hence products have to provide both: sustainability and comfort.
4. Lifestyle approach:
Consuming has become a part of the German lifestyle while entertaining and boosting consumer's ego. The purchase should be comfortable and easily completed, but still be an experience for the consumer.
5. Way of life:
German consumers desire to remain young while they tend to more and more isolate themselves from their societal environment.

Figure 7 hereunder shows the most important purchase drivers in Germany. The uncertainty factor and the new lifestyle approach towards consuming rank among the three most important ones.

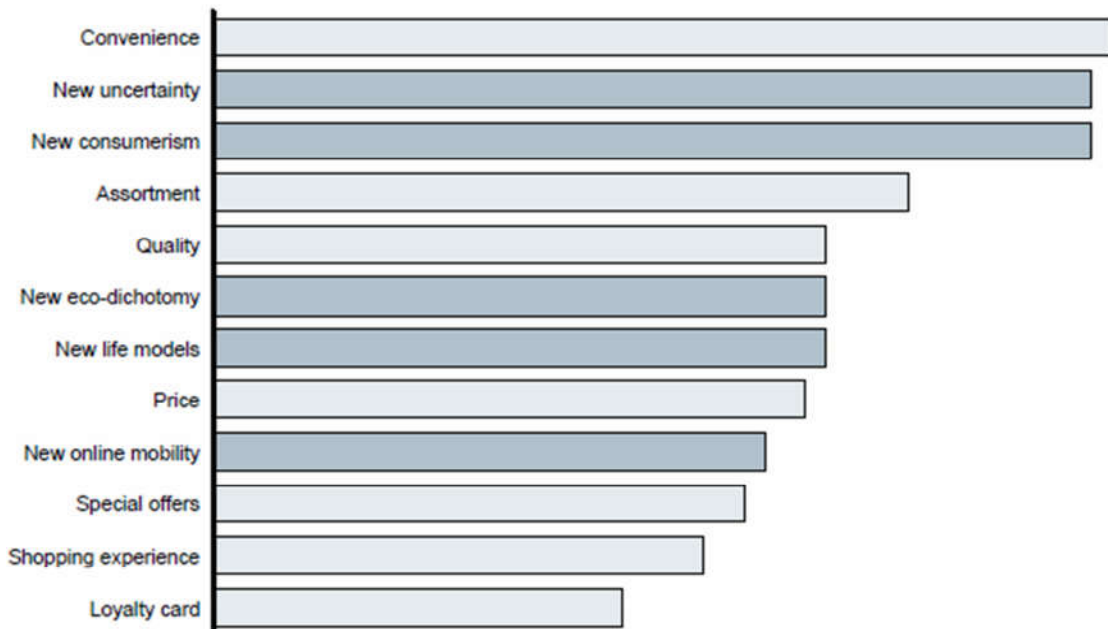


Figure 7 – The most important purchase drivers in Germany (Breuer & Spillecke, 2010)

Based on these trends, Breuer and his co-author developed six theories on how companies have to change their value proposition in the future to satisfy the German consumer:

1. Actual price leadership:

As customers have the possibility to compare prices at any time, companies have to actually offer the lowest prices on the market and not only be seen as a price leader.

2. Accessibility:

Customers want the purchase to be easy, demanding more sales points at close range and being inclined to buy progressively online.

3. Customization:

Companies that adapt their offer to local customer needs have a clear advantage.

4. Customer appraisal:

Customers increasingly value the opinion of other customers thus word-of-mouth is a key marketing tool companies should pay more attention to.

5. Customer relationship:

As the market constantly gains in transparency and it is becoming easier for customers to find a more attractive offer, companies have to reinforce the relationship with their customers.

6. Reliability:

Due to their uncertainty, customers want to be sure that a product's quality or sustainability is reliable. Companies have to be honest and prove that they are trustworthy. If they succeed, customers are prepared to pay a higher price for their products.

2.6 Cooperation

Alliances between companies have become a key part in doing business today. According to Kanter (1994) creating a good partnership is a “company's collaborative advantage” as it enables the company to gain competitive advantage. Companies have to keep in mind that business alliances are dynamic arrangements which can grow and develop over time, creating new opportunities in the future. Companies have to be flexible and open for new directions. Collaboration and creating new benefits for both parties are crucial to a successful alliance. Moreover, partners have to focus on the human and organizational aspects of the cooperation, establishing relationships and internal frameworks which enable them to learn from each other.

There is a variety of relationships between companies. In mutual service consortia, companies combine their resources to be able to acquire a certain benefit. A joint venture combines the capabilities of two companies to seek an opportunity. The most intense form of collaboration is a value-chain partnership where companies in different industries combine their capabilities to create value for their clients, for instance in a supplier-customer relationship.

When selecting a partner, companies have to consider the following three criteria:

1. Self-study:

Companies have to know themselves and be experienced in evaluating possible partners.

2. Rapport:

A good personal rapport between the executives of the companies is key to a successful alliance as it gives the partnership strength and cohesion in case of upcoming tensions.

3. Consonance:

Companies have to assess if their philosophies and values are compatible in order to form a profitable and long-term business relationship.

2.7 Findings

According to Kotler and Keller (2009) positioning makes a product unique to the buyer hence the positioning of NICE will be determined in the following – taking into account the needs of the target groups, the strengths and weaknesses of NICE as well as the external opportunities and threats the company faces. This will be accomplished by using a SWOT analysis. The strengths and weaknesses of NICE will further be addressed in the internal interviews and an extensive research about the Farmstay market as well as the competitors of NICE will help to determine the opportunities and threats the company faces. The SWOT analysis will form the basis for a confrontation matrix showing the unique selling points of NICE and thus indicating the direction of the introduction method for the Farmstay.

Kekre and Srinivasan (1990) have proven with their study that a broader product line leads to market share gains and increased profits. As the sales of NICE are declining, the company needs to expand its product line in order to grow its offering, attract new customers and thus increase revenues. Di Benedetto (1999) and Kotler and Keller (2009) agree on the fact that an effective product launch strategy is a key driver of a company's success. The business has to focus on its marketing and selling efforts and make sure that it delivers a unique or superior product. Jobber and Fahy (2003) present four different strategies combining price with promotion to launch a new product onto the market. In order to find out what the best product launch strategy for the Farmstay would be, further research determining the market conditions as well as the target market awareness and preferences has to be done.

The views of McCarthy (1960) and Booms and Bitner (1981) on what a marketing mix includes are complementary. Both concepts include product, price, place and promotion while Booms and his co-author put the focus on service marketing and further included people, process and physical environment into the mix. Chandra (2014) added that personalization has become a crucial part of the marketing strategy today as the technological progress enables companies to deliver the individual and customized service the customer is increasingly looking for. The variables of the marketing mix for the Farmstay will be defined analysing information derived from the potential market using the external interviews.

Kotler and Keller (2009) state that a consumer's buying behaviour is influenced by cultural, social and personal influences. Abraham Maslow and Frederick Herzberg expand on this view, adding two theories to understand a consumer's motivation. According to Breuer and Spillecke (2010), there are five important trends in the German consumer market which are related to the economic crisis, today's technological advance, environmental consciousness and the German lifestyle. Based on these trends, Breuer and his co-author propose several theories on how companies have to change their value proposition to satisfy the German consumer. With the help of the mentioned factors and theories, the influences on the German consumer's buying decision and how NICE can

use the theories to change its value proposition and thus better satisfy its customers will be determined. The required information will be gathered by means of the external interviews.

Finally, it is important to find out what the most suitable cooperation partners for NICE would be. Kanter (1994) explains the conditions and criteria for a good partnership. The external interviews as well as market research will help to define these for NICE.

3. Method

3.1 Research design

This research is designed to identify the characteristics and benefits of a Farmstay German consumers would value most in order to determine the most effective product launch and marketing strategy as well as suitable cooperation partners to introduce the product.

Various interviews were conducted with the aim to acquire in-depth knowledge on the mentioned subjects. Furthermore, the required information was found in online publications and articles. As interviews were executed which generated qualitative content, this research has a qualitative research design. Since the research is based on an idea and its aim is to gain a broader understanding as well as being transformed to a practical idea, it is descriptive (Saunders, Lewis & Thornhill, 2009).

3.2 Participants

The intended participants for this research were potential German consumers for the Farmstay product. The focus lied on high school graduates.

Furthermore, the director of NICE, Claudia Trott was interviewed.

3.3 Research techniques

In order to gather the relevant data to answer the research question, desk research and structured interviews were used. The interviews were labelled and coded and the answers were matched with the subquestions.

3.3.1 Desk research

According to Baarda (2010) desk research analyses already existing research which provides a basis for one's own research. Desk research was used to gather information about the competitors of NICE in order to be able to answer the research question and give recommendations. The composed information allowed to gain a deeper understanding of the company's competitors, the market as well as positioning and could further be addressed in the interviews.

3.3.2 Interview

Interviews were held with potential German consumers of the Farmstay product as well as with the director of NICE. The aim was to interview about 10-15 German high school graduates, however the exact number of people who were interviewed, 13, was determined by means of the saturation point, the point when the responses of the interviewees become repetitive and no new

information can be obtained. Interviews have been chosen as the research tool instead of surveys where the results need to be representative for the whole population. For this research, the scope of the population is limited as only German high school graduates were approached. These were approached by email (to high schools in Germany), phone (high schools or high school organisations) or social media (high school groups).

Interviews help to explain and better understand the interviewee's opinion and behaviour whereas surveys use the obtained information to draw patterns or explain trends from the population studied. In surveys, statistical data is gathered in order to quantify and generalize the results while interviews use non-statistical data to develop a first understanding and thus help with further decision-making. In-depth information is collected using mostly open-ended questions in the interviews. This way, rich qualitative information can be gathered from a limited number of people. Structured interviews were used as each respondent was asked the same series of questions which were created prior to the interview.

3.4 Operationalization

Appendix 4 illustrates the operationalization of this research. The questions of the interviews have been linked to certain dimensions in order to answer the subquestions. The dimensions are:

- 1) Target market awareness
- 2) Target market
- 3) USP
- 4) SWOT analysis
- 5) Goals
- 6) Marketing mix
- 7) German consumer behaviour
- 8) Consumer Interest

1) Target market awareness refers to the extent to which the product is recognized by the customers and will be measured with the help of the interviews. Customer awareness of the product in question needs to be evaluated in order to determine the most efficient way to approach potential customers and thus create a suitable product launch strategy.

2) The current target group as well as the target group NICE intends to attract with the Farmstay need to be defined in order to determine the positioning of NICE, the most effective product launch strategy and a suitable marketing mix.

3) The unique selling proposition (USP) is defined as "Real or perceived benefit of a good or service that differentiates it from the competing brands and gives its buyer a logical reason to prefer it over other brands" (WebFinance Inc., 2017). It is crucial to find the USP before launching a product as it makes the product unique to the buyer and initiates the purchase.

4) The SWOT analysis will help to position NICE and gain further insight on what strategy is useful to introduce a new product. The strengths and weaknesses of NICE will be addressed in the internal interviews and an extensive research about the Farmstay market as well as the

competitors of NICE will help to determine the opportunities and threats the company faces. The SWOT analysis will form the basis for a confrontation matrix showing the unique selling points of NICE and thus indicating the direction of the introduction method for the Farmstay.

5) Before launching the Farmstay, NICE has to clearly define the goals it wants to achieve and how they align with its overall growth strategy. Only when the company knows exactly what it wants to achieve, a clear direction can be followed.

6) The individual marketing mix elements have to be analysed regarding the German consumer in order to define what the most suitable marketing mix is to successfully launch the product. Hence the product features and benefits will be determined and a suitable price will be set taking into account the costs for the company, the perceived product value as well as the price of competitors and the place will be defined according to the customers' preferences. Moreover, an effective product promotion strategy will be created determining suitable advertising and the marketing message NICE wants its customers to receive.

7) The characteristics of the German consumer and their buying behaviour have to be taken into account when introducing the Farmstay. The buying behaviour influences will be determined with the help of the interviews so that NICE can adapt its product and marketing strategy accordingly.

8) The preferences of potential consumers concerning the product qualities will help to define possible cooperation partners for NICE. Only when NICE knows what exactly its customers desire, they can find suitable cooperation partners which meet the requirements.

3.5 Ethical aspects

Ethical aspects have to be taken into account when conducting a research. All the participants were informed about the research and that their responses will be dealt confidentially by the researcher and reviewers of the research before conducting the interview. The researcher explains how and where the information the participants indicate will be used. The interview is voluntary and anonymous thus the participants are free of any obligations or possible harm.

3.6 Validity

The validity of this research is limited as it is based on a narrow scope of data. Moreover, the reliability can be affected by the translation of research data from German to English. The researcher could influence the reliability of the research through translation and word choice. Furthermore, the data gathering process can be impaired by the researchers' subjectivity based on personal cultural background. Similarly, the interviewees' willingness to cooperate with the research and their personal bias and perspective concerning the interview or the interviewer may influence the obtained research data. However, the gathered information still was revealing and enabled the researcher to draw conclusions in order to answer the research question.

3.7 Limitations

The most important limitations of this research are the implications of a qualitative research method, the lack of experience of the researcher and the limited time frame the research was conducted in. As mentioned above, qualitative research may be influenced by the researcher as well as the interviewees who participated in the research. Due to their cultural background and personal interests, the people involved in the research could impair the research results. Qualitative research further implies that the results do not have to be representative of the whole population which additionally limits this research. The lack of experience of the researcher implies knowledge gaps which impair the research results. On top of that, the limited time frame in which the research was conducted only allowed for a restricted amount of time spent on the interviews and their evaluation and thus significantly impairs the representativeness of the research results.

4. Results

4.1 External interviews results summary

The answers to the interviews were labelled and coded and then matched with the subquestions. The external interviews can be found in Appendix 4 and an overview of the quotes from the interviews separated by the labels and codes in the table in Appendix 5. The labels for the external interviews are:

- 1** = Target market awareness
- 2** = Unique selling proposition
- 3** = Influences on the buying decision
- 4** = Promotion
- 5** = Product
- 6** = Price
- 7** = Place

The table in Appendix 5 shows that the awareness of the target market is very low. Less than half of the respondents indicated volunteering as a possibility for going abroad after high school – Farmstay is a volunteering activity but none of the respondents named Farmstay itself. Only two interviewees named South America and Argentina as a top country choice for a stay abroad. Concerning the choice for a Farmstay, getting to know the culture, the contact with locals as well as the secured living and workplace are the most important factors for the participants in the study. Moreover, interesting work, a nice family on the farm, the possibility to take part in leisure activities outside of the farm and the improvement of language skills play a role in the decision. The buying decision is further influenced by factors such as reliability or sustainability of the product. Almost all of the people inquired stated that they would be more inclined to book a Farmstay upon recommendation and when it included environment-friendly and sustainable aspects. Moreover, the interviewees mentioned the costs, the kind of activities they would perform during the Farmstay and the location of the farm as influencing factors.

Regarding the promotion of the Farmstay, the majority of the respondents claimed that the internet and social media would be the best channels to inform the high school graduates; events in schools, fairs for high school graduates and students, the distribution of information material to schools and cooperation with other providers are further possibilities. The students should be informed about the subscription, price and length of the Farmstay, activities and accommodation on the farm, the location of the farm and the possibilities to take part in a language course or in activities outside of the farm such as hiking or bike tours. In addition, reviews from people who already participated in a Farmstay could be part of the promotion.

Concerning the activities of the Farmstay, all of the interviewees would be interested in feeding, taking care and training of animals and the majority in agricultural production, supporting the personnel, attending and receiving guests, working at the stables and fields and helping in restaurants. The least interesting activity for the respondents would be horse riding.

The persons inquired would like to work between 4 to 10 hours a day, the majority 5-6. Half of the interviewees consider an Organisation Fee of 200-300€ reasonable for a Farmstay in Argentina, the other half 300-400€. Concerning the contribution to accommodation, given that the work would only be part-time, the responses are widely spread: from no contribution up to 250€ a month.

However, the majority of the interviewees would consider a contribution of about 30€ a week reasonable. Almost all of the participants would preferably book the Farmstay online, the second option would be to book it in person at an office.

4.2 Internal interview results summary

The answers to the interview were labelled and coded and then matched with the subquestions. The internal interview can be found in Appendix 7. The labels for the internal interview are:

- 1 = Target group
- 2 = Farmstay goals
- 3 = German consumer buying behaviour
- 4 = Competitors
- 5 = Strengths NICE
- 6 = Weaknesses NICE
- 7 = Opportunities
- 8 = Threats

The current target group of NICE are high school graduates and students. Farmstay would rather focus on high school graduates than students as the latter are often looking for an activity related to their studies.

Concerning the goals for Farmstay, NICE is aiming to mediate about 25 participants a year. Assuming a revenue of about 1170€ per participant, composed of 100€ Start Fee, 350€ Organisation Fee and 720€ for 3 weeks of language course and accommodation in Córdoba on average, NICE forecasts a turnover of about 30.000€ a year.

According to Claudia Trott, the German consumer attaches great importance to the price performance ratio with a tendency to low prices. At the same time, they are very quality and safety oriented, want to choose from a variety of products and be individually attended.

The biggest competitors of NICE are *Praktikawelten*, *South America Inside* and *WWOOF International*. *Praktikawelten* has a very strong market presence, especially on site at schools and universities, and intensive marketing. The company offers internships, volunteering and language courses worldwide and its size creates trust. However, its prices are high, it offers a low variety of products per country and no individualized products. *South America Inside* is also a specialist on site for South America, its prices are competitive and it offers a great variety of products through cooperations in different countries. *WWOOF International* is the classic provider for organic Farmstays, a platform to get in contact with farms all over the world. It is well-established and low budget. Nevertheless, the organization only works with organic farms, which is not what everyone is looking for, and one needs to speak Spanish to be able to get in contact with the farms. Moreover, *WWOOF International* does not offer such an all-round service including accommodation, Spanish course, airport pick-up, customer support on site, etc. as NICE does.

The strengths of NICE are that its prices are very competitive and it offers a great variety of products. Moreover, NICE is on site in Argentina and specialized in one country only which creates trust in its quality. Another strength is its individual customer support that is also associated with its small company size which some people are specifically looking for. However, NICE could

improve its market presence to be better perceived as a provider. It could use testimonial marketing on social media to create trust among consumers.

Concerning Farmstay, NICE sees the opportunity to attract customers who cannot afford to take part in one of its other programs. Furthermore, the company can imagine prices to decrease again in Argentina so that the costs of the flight could be partly compensated by the low living costs in the country and Argentina would become more competitive compared to other countries to which one can travel at a comparably low price.

The external threats that affect NICE, according to Claudia Trott, are Argentina's economic and political situation as well as a possible change of the current visa conditions: It will be hard for NICE to maintain its current prices if the prices and living costs in Argentina continue to rise. Moreover, Argentina's image as one of the safest countries in South America is weakened due to an increase in crime. Currently, German citizens do not require a visa for doing an unpaid internship in Argentina. Should this change and a visa would be required, the majority of NICE customers wouldn't be able to organize a visa due to a lack of time as they would have to apply 6 months in advance for a visa but clients usually contract the services of NICE about 3 months before their arrival.

4.3 SWOT & TOWS

The positioning of NICE has to be clear in order to determine the most effective strategy to introduce the Farmstay. The SWOT analysis evaluates the strengths and weaknesses of the company as well as the external opportunities and threats it faces and thus defines its positioning. Based on the SWOT, the TOWS confrontation matrix can be established which will show the unique selling points of NICE and thus indicate the most suitable strategy options (Johnson et al., 2014).

Strengths	Weaknesses
• Customer Service • Quality & customization • Low price • On-site service • Broad network of partners	• Internet exposure • Lack of strong brand identity • Strong dependence on the German market • Distance from target market
Opportunities	Threats
• Trend of going abroad after high school • Product line expansion • Price reduction in Argentina • Market presence • Partnerships	• Competition from paid internships in Germany • Competition from experienced Farmstay providers • Economic and political situation in Argentina • Change of visa conditions

Strengths

Customer service

NICE has an outstanding customer service. The company responds to inquiries and mails within 48 hours – whereas its competitors take at least 3 days and up to 2 weeks to answer – and its customers are highly satisfied: They rank the company with 4.69 out of 5 stars and more than 90% would recommend it (NICE, 2015).

Quality & customization

The quality of its products and services is the company's highest priority. NICE offers highly individualized customer support and very specialized internships adapted to the customer's specific needs and requirements.

Low price

NICE offers its products and services at a comparably low price, between 30% and 50% lower than its competitors. A price comparison of NICE's competitors can be found in Appendix 8.

On-site service

The company's headquarters being in Argentina enables NICE to support and advise its customers on site. As an Argentina specialist with more than 10 years experience, NICE creates a unique and unforgettable experience for each client.

Broad network of partners

Over the years, NICE established a broad network of partners consisting of over 300 Argentine companies and institutions in all industries, which allows its team to find a suitable internship for every client and for very specific demands.

Weaknesses

Internet exposure

Due to the launch of a new website in 2015, the company's internet exposure decreased significantly leading to a severe loss of clients.

Lack of strong brand identity

NICE did not manage to establish a strong brand identity over the years. Its competitors however, such as Praktikawelten, have strong brand names which are widely recognized.

Strong dependence on the German market

The vast majority of the company's clients, about 60%, are from Germany, generating a large percentage of the firm's revenue, making it vulnerable to the development of the German economy.

Distance from target market

The location in Argentina is a factor that does not inspire confidence for German customers. Another factor which produces less trust for some costumers is the small company size of NICE.

Opportunities

Trend of going abroad after high school

There is an ongoing trend of students who want to go abroad after finishing high school in Germany. Every year about 16.000 high school graduates go to Australia alone (Hiekmann, 2008).

Product line expansion

NICE could extend their product line integrating a new product into their portfolio and thus attract new customers and improve their competitive advantage.

Price reduction in Argentina

If the prices in Argentina were to decrease again, the products of NICE would become more attractive. The costs of the flight could be partly compensated by the low living costs in the country and Argentina would become more competitive compared to other countries to which one can travel at a comparably low price.

Market presence

Improving the market presence of NICE, for instance by using testimonial marketing on social media, would increase the target market awareness and establish trust with customers.

Partnerships

Increasing the company's network and forming more partnerships can further enhance its competitive position, offering even more variety and new opportunities to its clients.

Threats

Competition from paid internships in Germany

NICE faces strong competition from internships in Germany as a result of a law passed in 2015 stating that internships in Germany have to be paid (Haderlein, 2017). As internships in Argentina are unpaid, internships in Germany became more attractive.

Competition from experienced Farmstay providers

NICE faces competition from companies who are experienced in offering Farmstay as their product, for instance South America Inside which has been organizing Farmstays for more than 10 years or WWOOF founded in 1971 (South America Inside Ltd, 2015; Federation of WWOOF Organisations, 2016).

Economic and political situation in Argentina

The inflation rate in Argentina was at 40.5% in 2016, compared to 14.3% at the end of 2015 (Trading Economics, 2017). If the prices and living costs in Argentina continue to rise, it will be hard for NICE to maintain its current prices. Moreover, there is an increase in crime in Argentina, from 2008 to 2016 robberies rose by 9% and homicides by 10%, and the country's image as one of the safest countries in South America is thus weakened (Poore, 2016). Hence the products NICE is offering could lose its appeal to potential buyers due to the economic and political situation in Argentina.

Change of visa conditions

Currently, German citizens do not require a visa entering Argentina as a tourist, doing an unpaid internship, volunteering or Farmstay in Argentina (Auswärtiges Amt, 2017). Should this change and a visa would be required, the majority of NICE customers would not be able to organize a visa due to a lack of time. Usually, clients contract the services of NICE about 3 months before their arrival; however, they would have to apply 6 months in advance for a visa.

TOWS Matrix

	Strengths (S)	Weaknesses (W)
Opportunities (O)	SO Strategies - Quality and customization & Product line expansion - Low Price & Trend of going abroad after high school	WO Strategies - Lack of strong brand identity & Market presence - Distance from target market & Price reduction in Argentina
Threats (T)	ST Strategies - Low price & Competition from experienced Farmstay providers - Customer Service & Change of visa conditions	WT Strategies - Strong dependence on the German market & Competition from paid internships in Germany - Lack of strong brand identity & Competition from experienced Farmstay providers

SO Strategies

Quality and customization & Product line expansion

Combining the strength of quality and customization with the opportunity of product line expansion would help NICE to grow its market share and profits. The company's focus on the value of its personalized products would encourage the success of the new product.

Low Price & Trend of going abroad after high school

Considering the ongoing trend of students who want to go abroad after finishing high school, the low price of NICE is a major advantage. High school graduates usually have a relatively weak purchasing power as they do not earn their own salary yet and completely depend on their parents. Hence they have to convince their parents of a stay abroad and the cost factor is a crucial argument. Both the high school graduates and their parents are price sensitive. Thus they are looking for low price alternatives to go abroad.

WO Strategies

Lack of strong brand identity & Market presence

One of NICE's weaknesses is that the company did not succeed to establish a strong brand identity, as opposed to its biggest competitors. It could overcome this shortcoming by taking advantage of the opportunity to improve its market presence in order to increase the target market awareness and thus create a stronger brand image.

Distance from target market & Price reduction in Argentina

A price reduction in Argentina would make the products of NICE more attractive and could offset the long distance from the German target market.

ST Strategies

Low price & Competition from experienced Farmstay providers

An external threat to NICE is composed by companies who are experienced in offering Farmstay as their product. One major advantage NICE has over these competitors is its low price and all-round service which will attract new customers who are looking for an affordable alternative.

Customer Service & Change of visa conditions

There is the threat of the possibility that the visa conditions for German tourists doing an unpaid internship, volunteering or Farmstay in Argentina could change and it would be more complicated for Germans to gain working experience in Argentina. However, NICE could use its outstanding customer service helping its clients with the timely organisation of the visa and thus avoid this threat.

WT Strategies

Strong dependence on the German market & Competition from paid internships in Germany

As the majority of NICE's clients come from Germany, the company strongly depends on the German market. The fact that internships in Germany have to be paid poses a threat as internships in Argentina are unpaid. To minimise its strong dependence on the German market and avoid the threat of paid internships in Germany, NICE would have to focus on attracting more customers from other countries.

Lack of strong brand identity & Competition from experienced Farmstay providers

NICE faces competition from experienced Farmstay providers, such as WWOOF, which also have established a strong brand identity. The company could avoid the threat of competition and minimise its lack of strong brand identity by improving its market presence as well as focusing on its low price and all-round service which will thus attract new customers and increase profits.

4.4 Competitor analysis

According to Johnson & Co (2014), a SWOT analysis is only useful if it is examined in relation to the competitors of the organisation. In order to determine the position of NICE, it is crucial to examine the main strengths and weaknesses of the biggest competitors of NICE – Praktikawelten and South America Inside.

Praktikawelten

Praktikawelten is a German organization, founded in 2004, which organizes internships, volunteering, language courses, Farmstay, work and travel and high school stays worldwide for German high school graduates and students.

Praktikawelten's main strength is its strong market presence and brand identity. The company has over 80.000 fans on facebook and regularly promotes their products at fairs or other events at schools or universities (Praktikawelten, 2017). Moreover, prospective customers can order a catalogue online which informs them about all the products the company offers. Like NICE, Praktikawelten uses the internet as distribution channel and customers can book its products online.

The fact the company offers its services in 25 countries and its size create trust. However, it offers a low variety of products per country and no individualized products – in contrast to NICE. Praktikawelten offers an internship in Argentina in 14 different categories which could be compared to the Category Fit Program of NICE where clients can choose out of 12 different categories. However, Praktikawelten does not offer an individualized product such as the Personal Fit Program of NICE which is customized to the client's specific requirements and wishes.

Moreover, its prices are relatively high (see Appendix 8).

South America Inside

South America Inside is an agency, founded in 2007, which organizes internships, volunteering, language courses, work & travel and Farmstay in South and Central America. Similar to Praktikawelten, South America Inside offers prospective clients to order a catalogue presenting its products. The company also uses the internet to distribute its products which mainly attract German customers.

South America Inside's main strengths are its competitive prices and broad variety of products through cooperations in 13 South and Central American countries. The company further uses discount promotion and offers various product packages allowing customers to save money.

As NICE, the agency is a specialist on site for South America, however its team only consists of Germans whereas NICE has a multinational team working on site in Argentina.

Another weakness of South America Inside is its weak brand identity. The agency only has close to 600 fans on Facebook (South America Inside Ltd, 2015).

In a nutshell, the products of NICE, Praktikawelten and South America Inside are aimed at satisfying similar target markets. A major disadvantage is that NICE cannot compete with the strong market presence and brand identity of Praktikawelten. Nevertheless, NICE can outperform Praktikawelten and South America Inside in terms of price and customization. Both competitors have a broader variety of products which they offer in more countries, however none of them include an individualized product such as the Personal Fit Program of NICE.

5. Discussion

Structured interviews were used as method for carrying out this research. The interviews helped to gain a better insight on the target group and the market NICE is operating in and thus answer the subquestions and main research question.

However, it became clear that some of the questions of the external interview were not open enough and thus did not allow for an elaborate answer. Another difficulty which was encountered while carrying out the interviews was the distance from the target market.

Moreover, only a limited number of people, 13 respondents, were interviewed. Hence the results are not representative for the whole target group of German high school graduates.

In addition, as the interview results were translated from German to English, they could have been influenced by the researcher.

Furthermore, the reliability of the research results could be impaired due to the lack of experience of the researcher. On top of that, this research only gives indications for NICE and cannot be applied to other companies.

It became clear from the theory that if a company's sales are declining or it cannot keep up with the competitors' offerings, the company needs to expand its product line (Kekre and Srinivasan, 1990). As NICE's sales are declining and the competitor analysis showed that it cannot keep up with the competitors' offerings, it was confirmed that the best strategy for NICE is to grow its offering and thus increase revenues.

The theory of Breuer and Spillecke (2010) about the German consumer behaviour could be confirmed by the results of the interviews. Almost all of the respondents stated that they would be more inclined to book a Farmstay when it included environment-friendly and sustainable aspects and that they prefer to book it online, further confirming the theory of Chandra (2014) stating that online presence is essential. Another important factor for the interviewees was the secured living and working place which proves the uncertainty trend. However, the statement about the German lifestyle, claiming that they tend to more and more isolate themselves from their societal environment, could not be confirmed. It became clear from the interviews that one of the main reasons for the participants to take part in a Farmstay would be the contact with locals and getting to know their culture.

Another striking result from the external interviews was the extremely low awareness of the target market. This outcome corresponds with the SWOT analysis which concluded that one of NICE's main weaknesses is its lack of a strong brand identity. Considering the low awareness of the target group, the goal of NICE to attract 25 customers a year might have to be reviewed. Nevertheless, this goal could still be reached given that NICE improves its market presences and brand identity. Moreover, the sales forecast was calculated based on an Organisation Fee of 350€, however the interviews showed that the price potential customers would be willing to pay is 300€.

6. Conclusion & Recommendations

The aim of this research is to determine the most successful method for NICE to introduce a Farmstay in Argentina for German high school graduates. In order to come to a conclusion and answer the central research question, all the subquestions are answered based on the results of the conducted research and the already existing literature. Based on this conclusion, recommendations on how NICE can successfully introduce the new product in Argentina for the chosen target group as well as recommendations for further research are drawn up.

6.1 What is the current positioning of NICE?

Based on the responses received in the internal interview and a comparison to NICE's competitors, the following statements can be made: NICE offers very competitive prices and individual customer support. However, its market presence is weak and the organization is threatened by companies experienced in providing Farmstay as well as the economical and political situation in Argentina. NICE sees an opportunity in attracting customers who cannot afford to take part in one of the programs it currently offers.

The SWOT, TOWS and competitor analysis showed that the unique selling points of NICE are its outstanding customer service, its high quality and customization approach and the low price of its products. NICE should focus on these aspects when creating a new strategy. The TOWS matrix made it clear that a profitable strategy for NICE would be to introduce a new high-quality and customized product at a relatively low price which responds to the trend of going abroad after high school. Thus the target group for the new product would be high school graduates. The current target group of NICE consists of high school graduates and students. Students would not be included in the new target group as they mostly look for an activity related to their studies or an (obligatory) internship.

Moreover, NICE should improve its market presence in order to increase the target market awareness and improve its brand identity and thus attract more customers and create higher profits.

6.2 What characteristics of the German target audience need to be taken into account when introducing Farmstay in Argentina?

Considering Maslow's theory of needs, Farmstay falls into category 4 or 5 – esteem and self-actualization needs – the two least important human needs (Kotler & Keller, 2009). Thus a potential customer first has to satisfy their primary needs before considering buying a luxury product such as Farmstay.

The interviews revealed that a good price-performance ratio is very important to the German target audience. Moreover, the product should be reliable, environment-friendly and guarantee safety. On top of that, the German target group wants to be individually attended.

These outcomes can be confirmed by the theory of Breuer and Spillecke (2010) which states that the German consumer wishes to live sustainably, protect the environment and wants to be sure that a product's sustainability or quality is reliable. As the economic crisis led to mistrust in companies, customers are increasingly looking for safety. Moreover, the German consumers want a

company to adapt its offers to their specific needs. It is very easy nowadays to compare prices at any time hence companies have to offer the lowest price on the market to achieve price leadership. Nevertheless, if customers are convinced of the trustworthiness and quality of the product, they are prepared to pay a higher price for it.

Another aspect which has to be considered when introducing the Farmstay are the social and personal influences of the German target market. Its buying behavior can be influenced by reference groups or opinion leaders who inform the consumers about the product (Kotler & Keller, 2009). For the target group of high school graduates, the direct reference group would be other high school graduates interested in a Farmstay or who already participated in one and thus influence the potential consumer's opinion. NICE could make use of testimonial marketing and word of mouth as these are very effective tools to influence the target groups' opinion. Regarding the personal influences, the consumer's personal interests and their economic situation should be taken into account. As mentioned before, high school graduates have a relatively weak purchasing power and are looking for a low priced possibility to go abroad. Hence the Farmstay should be customized according to the client's individual preferences and offered at an affordable price.

6.3 What would be the most effective product launch strategy to introduce Farmstay in Argentina?

It is apparent from the theory that a product has to be unique or superior, the customers have to receive high value for their money and the company has to understand the target market in order to successfully launch the product. NICE has to understand its consumers' needs, how the product can satisfy these and find the USP. According to the obtained data in the external interviews, the potential customers are looking for cultural and linguistic enrichment, new contacts and social cohesion, security and variety.

Moreover, NICE has to define the goals it wants to achieve with the introduction of the Farmstay. The company aims to achieve a turnover of about 30.000€ a year, assuming that about 25 participants take part in the Farmstay, each creating a revenue of about 1170€. Furthermore, NICE should test and evaluate the Farmstay in order to be able to improve it. Before the official product launch, the company could offer some high school graduates to test the Farmstay for free to give some feedback and suggestions for improvements. This way, NICE could also test different farms and see which ones are suited best for cooperation. After the product launch, NICE has to continually measure its success to determine if it meets its goals. The company could perform a first evaluation after 2 months and review the number of participants and their satisfaction with the product as well as the revenue reached. According to the goals set beforehand, 4 to 5 participants should take part in the first 2 months creating a revenue of about 5000€. Their feedback can be further used to improve and develop the product.

Launch timing is another crucial factor to successfully launch a product. As NICE aims to attract high school graduates with the Farmstay, the product launch should ideally be scheduled a few months before the graduation period of German high schools in order to raise the awareness of potential customers and give them the time to prepare their stay abroad.

Considering the four different strategies to launch a new product onto the market of Jobber and Fahy (2003), the interviews revealed that the target market awareness is very low and the competition threat high. Moreover, the market is relatively broad and looking for low-priced products. Hence the rapid penetration strategy is the most suitable strategy to launch the Farmstay

as it introduces the new product at a low price but uses high promotion expenditure to achieve customer awareness and gain a large market share quickly.

6.4 What would be a suitable marketing mix to successfully launch the product for the German target group?

Product

The external interviews revealed that the potential customers for the product would be interested in feeding, taking care and training of animals, agricultural production, supporting the personnel, attending and receiving guests, working at the stables and fields and helping in restaurants. Hence these activities should be offered during the Farmstay. The optimal working time would be 5-6 hours a day. Moreover, the participants should have the possibility to take part in other activities outside of the Farm, such as sports activities or excursions. The wish to improve one's language skills was also mentioned. In order to work on the Argentine farm and get in contact with the locals – which the majority of the respondents attached great value to – the Farmstay participants need a certain level of Spanish. As NICE is already offering Spanish language courses, it provides the participants with the possibility to improve their Spanish with a preceding course.

Price

Providing high quality products at a low price has always been one of the main concerns of NICE. According to the interviews, the ideal Organisation Fee for the Farmstay would be 300€. It is a very competitive price, particularly compared to one of NICE's biggest competitors, Praktikawelten, which offers a Farmstay in Argentina at a starting price of 1.400€. This price includes 4 weeks of Spanish course and accommodation (Praktikawelten, 2017). The price of NICE for 4 weeks Spanish course is 640€ and the accommodation during the language course 320€, so the total price including the organization costs, 4 weeks of Spanish course and accommodation as well as a Start Fee of 100€ would be 1360€. Moreover, for every additional week Praktikawelten charges 160€, so the longer the stay, the more expensive. This would not be the case with NICE as the accommodation on the farm would ideally be offered for free. Thus the price would not rise the longer a participant stays.

If the participants were to work part-time on the farm, a contribution of about 30€ a week would be reasonable. However, it became clear that the majority of the potential customers prefer to work more hours and pay no contribution for the accommodation.

NICE offers a guarantee: Only if a customer is convinced of the offer and decides to accept it, the Organisation Fee has to be paid.

Place

The most appropriate distribution channel to be used for the Farmstay would be the internet. All of the respondents to the interviews preferred to book the Farmstay online. In today's digital consumer world, the internet is ubiquitous and becomes more and more important as sales channel. The results of the interviews can also be confirmed by the theory of Breuer and Spillecke (2010) which declares that customers want the purchase to be easy and are therefore inclined to buy progressively online.

Promotion

It is apparent from the interviews that the internet and social media would be the best channels to promote the Farmstay. Moreover, NICE could take part in events in schools or fairs for high school graduates and students and distribute promotion material to schools. This is necessary to keep up with its competitors, especially Praktikawelten, and to improve its brand identity. The promotion material should include information about the subscription, price and length of the Farmstay, activities and accommodation on the farm, the location of the farm and the possibilities to take part in a NICE language course or in activities outside of the farm. In addition, reviews from people who already participated in a Farmstay could be part of the promotion. Testimonial marketing and word of mouth are very effective promotion tools the company could make use of. Furthermore, NICE could create a promotion video which features all the mentioned information and distribute it via social media. In order to be more competitive, NICE could use discount promotion and include Farmstay in its product packages which allow customers to save money when contracting several services.

6.5 What are possible good cooperation partners for NICE to introduce Farmstay in Argentina?

Based on the data gathered in the interviews, good possible cooperation partners for NICE would be farms which offer the following activities for the Farmstay participants: feeding, taking care and training of animals, agricultural production, supporting the personnel, attending and receiving guests, working at the stables and fields and helping in restaurants. NICE would have to work with a variety of farms with different offerings in order to be able to customize the Farmstay according to the client's individual wishes. The farms should be able to provide the participants with accommodation and 5-6 working hours a day. Ideally, the farms would not charge anything for the accommodation so that NICE can offer Farmstay at a low price. It would be an advantage if they had experience in hosting international workers and be willing to include them in their daily life to experience the Argentine culture. Farms which are already offering agritourism would be good cooperation partners as they have the possibility to offer accommodation and can effectively integrate international Farmstay participants while profiting from their foreign language skills.

As stated by Kanter (1994), a good personal rapport between the two partners is key to a successful alliance. Thus NICE has to determine if the philosophies and values of its cooperation partner are compatible with its own in order to form a long-term and profitable business relationship.

Moreover, it became clear from the interviews and the theory that the potential customers for the Farmstay attach great importance to sustainability and environmental protection. Hence good cooperation partners for NICE should work in a sustainable and environment-friendly manner.

In a nutshell, when creating a new strategy NICE should focus on its outstanding customer service, its high quality and customization approach and the low price of its products in order to outperform its competitors. It became clear that a profitable strategy for NICE would be to introduce a new high-quality and customized product at a relatively low price which answers the trend of going abroad after high school thus attracting high school graduates.

When introducing Farmstay in Argentina, NICE should take into account that the German target audience is looking for a good price-performance ratio, a reliable, environment-friendly and safe

product as well as customization and individual attention. Moreover, Farmstay ought to fulfill the following needs of the target market: cultural and linguistic enrichment, social cohesion and variety. NICE has to clearly define the goals concerning the introduction of Farmstay and continuously test and evaluate the product, before and after the product launch, in order to be able to develop and improve it. The most effective product launch strategy for the Farmstay would be the rapid penetration strategy which launches the product at a low price but high promotion costs to raise customer awareness and gain a large market share quickly. Furthermore, Farmstay should offer the activities the potential customers prefer and be offered at 300€, a reasonable price in the eyes of the customer. The most appropriate channel to distribute and promote the new product would be the internet. Possible good cooperation partners for NICE are farms which offer accommodation – for free or at a very low price – and the activities the potential customers are interested in, are willing to include the participants in their daily life, share the same values as NICE and operate sustainably.

6.6 Recommendations

In order to successfully introduce Farmstay in Argentina for German high school graduates, it is recommended that NICE focuses on the following elements: financial and legal situation, finding the most suitable partners, market presence as well as effective launch and marketing strategy of the new product.

First of all, NICE would have to conduct an internal cost analysis to assess the resources and thus finances needed for offering the Farmstay and evaluate if the designated selling price and financial goals are realistic. Furthermore, the company ought to deal with the required legal formalities such as concluding contracts with the farms. Based on the theory, it seems that the most suitable form of collaboration would be a joint venture as NICE and the farm would combine their capabilities to seek an opportunity. In order to find the most suitable partners, it is recommended that NICE approaches farms with the right profile which offer accommodation and the activities the potential customers are interested in and evaluate if its facilities and offer are appropriate, their work sustainable and their values compatible with those of NICE. The company should create a plan and determine a contact person who is responsible for the negotiation with the farms. This plan ought to be constantly adapted by engaging the farms into the planning of the Farmstay and integrating their suggestions and conditions.

The Farmstay should further be customized to the consumers' individual needs and offer them cultural and linguistic enrichment, social cohesion and variety. The company ought to test the farms by offering some high school graduates to test the Farmstay and use their feedback in order to assess if the farm, its activities and functioning are suitable.

Moreover, it is advised that NICE improves its market presence by enhancing its internet exposure – using testimonial marketing on social media – and presenting its products at fairs, in schools or universities. This would increase the target market awareness and improve the company's brand identity. It is a prerequisite for the effective marketing and launch of the Farmstay and to be able to compete with NICE's competitors.

As could be concluded from the interviews, the most appropriate channel to distribute and promote the Farmstay would be the internet. Hence by improving its internet exposure, NICE provides the basis for a successful distribution and promotion of its new product. In order to effectively distribute and promote the Farmstay, the message NICE wants to convey to the potential consumers should be clear. The company has to find the most persuasive message which

arouses the potential customers' interests and convinces them that the Farmstay in Argentina will satisfy their needs. Apart from the testimonial marketing, a good way to convey the intended message to the target audience would be a promotion video which would be distributed via social media and would include all the information about the Farmstay the potential costumers would like to receive as well as the benefits of the product.

It became further clear that NICE should use the rapid penetration strategy to launch the Farmstay, introducing the product at a low price and using high promotion costs. As mentioned before, NICE would have to analyze at what price it can offer the Farmstay taking into account its costs and the reasonability in the eyes of the customer. It is further recommended that the company calculates the promotion costs and creates a detailed promotional plan which outlines the tools and resources needed to promote the Farmstay.

Another important aspect NICE ought to focus on is the launch planning. The timing has to be planned carefully as it is crucial for an effective launch and should ideally be scheduled a few months before the graduation period of German high schools in order to raise the awareness of potential customers and give them the time to prepare their stay abroad. The planning goes beyond the launch as it is recommended that NICE continues to constantly evaluate the Farmstay in order to evaluate and improve it.

In addition, it is advised to perform further research on the topic. Due to the limited time available, only the main strengths and weaknesses of the biggest competitors of NICE were examined. Thus it is recommended to conduct an extended competitor analysis in order to be able to give a better founded advise on the competitive as well as marketing strategy for NICE.

Moreover, when determining the positioning of NICE, the main focus was on the SWOT analysis. Porter's Five Forces Framework could be used to further analyse the competitive forces and understand the influences on the industry and thus being able to better determine the direction of strategic choices. Furthermore, the limited time frame only allowed for a restricted amount of time spent on the interviews and their evaluation. It is suggested to do further research including more interviews and spending more time on their evaluation in order to increase the representativeness of the research results.

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Appendices

Appendix 1 – External Interview in German

Im Rahmen meiner Bachelorarbeit stelle ich Untersuchungen an, um die Nachfrage von deutschen Abiturienten für einen Farmstay in Argentinien, von NICE organisiert, zu bestimmen.

NICE, Network for InterCultural Experiences, ist eine deutsch-argentinische Stiftung in Córdoba, die Praktika, Freiwilligendienste und Sprachkurse organisiert.

Deine Teilnahme an dieser Studie ist freiwillig, deine Angaben werden vertraulich behandelt und nur vom Untersuchenden und den Bewertern der Untersuchung eingesehen. Vielen Dank für deine Teilnahme.

1. Welche Möglichkeiten fallen dir ein um nach dem Abitur für einige Monate ins Ausland zu gehen?

2. Was wären deine Top 3 Länder für einen Auslandsaufenthalt nach dem Abitur?

Ein Farmstay bedeutet auf einer Farm für ein paar Wochen bis zu ein paar Monaten zu leben und mit der Farm Arbeit zu helfen, z.B. mit dem Anbau von Obst und Gemüse oder der Tierpflege.

3. Warum würdest du an einem Farmstay teilnehmen (und nicht z.B. an einem Work & Travel)?

4. Was sollte ein Farmstay idealerweise bieten, damit er deine Erwartungen erfüllt?

5. An welchen Tätigkeiten während einem Farmstay wärst du interessiert?

- ☐ Tierpflege (Füttern, Trainieren, etc.)
- ☐ Reiten
- ☐ Obst- & Gemüseanbau
- ☐ In den Ställen und auf den Feldern arbeiten
- ☐ Unterstützung des Personals, Gäste empfangen und unterhalten
- ☐ Im Restaurant aushelfen
- ☐ Andere:

6. Wie viele Stunden pro Tag würdest du gerne arbeiten?

7. Was für eine Vermittlungsgebühr für einen Farmstay in Argentinien fändest du angemessen?

- ☐ 200-300€
- ☐ 300-400€
- ☐ 400-500€

8. Was für einen Zuschuss für Unterkunft fändest du angemessen wenn die Tätigkeit nur halbtags ausgeübt würde?

9. Wie denkst du können wir Abiturienten am besten über Farmstays informieren und welche Informationen würden sie gerne erhalten?

10. Wie würdest du am liebsten den Farmstay buchen?

- ☐ Online
- ☐ über den Postweg
- ☐ persönlich in einem Büro

11. Würdest du einen Farmstay eher buchen wenn er dir empfohlen wurde?

12. Würdest du eher an einem Farmstay teilnehmen wenn dieser umweltfreundliche und nachhaltige Aspekte beinhaltet?

13. Welche weiteren Aspekte spielen eine Rolle bei der Entscheidung für einen Farmstay?

14. Würdest du gerne mehr Information über einen Farmstay in Argentinien erhalten? Dann gib bitte hier deine Email-Adresse an:

Weitere Bemerkungen:

Appendix 2 – External Interview in English

As part of my bachelor thesis I am conducting a research about the demand for a Farmstay in Argentina for German high school graduates. NICE, Network for InterCultural Experiences, is a German-Argentine Foundation based in Córdoba which organises internships, volunteering as well as Spanish courses. Your participation in this study is voluntary, your answers will be dealt confidentially and only examined by the researcher and the reviewers of this research. Thank you very much for your participation.

1. What possibilities can you think of for going abroad after high school?

2. What are your top 3 country choices for a stay abroad?

Farmstay means to stay on a farm for a few weeks up to several months and help with farm work, for instance agricultural production or feeding and taking care of animals.

3. Why would you take part in a Farmstay (instead of for instance a Work & Travel)?

4. What should an ideal Farmstay look like in order to meet your expectations?

5. In what activities would you be interested in during a Farmstay?

- ☐ Agricultural production
- ☐ Feeding, taking care & training of animals
- ☐ Horse riding
- ☐ Working at the stables and the fields
- ☐ Supporting the personnel, attending to and receiving guests
- ☐ Helping in restaurants
- ☐ Others:

6. How many hours per day would you like to work?

7. What organisation fee would you consider reasonable for a Farmstay in Argentina?

- ☐ 200-300€
- ☐ 300-400€
- ☐ 400-500€

8. What contribution to accommodation would you consider reasonable given that the work would only be part-time?

9. What do you think is the best way to inform students about the Farmstay and what information they would like to receive?

10. How would you preferably book the Farmstay?

- ☐ Online
- ☐ via mail
- ☐ in person at an office

11. Would you be more inclined to book a Farmstay upon recommendation?

12. Would you be more inclined to take part in a Farmstay when it included environment-friendly and sustainable aspects?

13. What other criteria are important considering the choice for a Farmstay?

14. Would you like to receive more information about a Farmstay in Argentina? Please indicate your email address:

Other comments:

Appendix 3 – Internal Interview

1. What is the current target group of NICE?
2. What would be the target group for the Farmstay?
3. Could you define your goals concerning the Farmstay in terms of sales and market share growth?
4. Could you tell me more about the buying behaviour of the German customer (what influences their buying decision, what do they value most (price, quality, etc.)?)
5. Why would a potential customer choose for NICE and not for a competitor?
6. Who are your biggest competitors? What are their strengths?
7. What could NICE improve?
8. What opportunities do you see for NICE?
9. What external threats affect NICE?

Other comments:

Appendix 4 – Operationalization

Subquestion	Dimensions	Indicators	Questions
1. What is the current positioning of NICE?	- Target market awareness - SWOT analysis	- Experience of the target market - Strengths & weaknesses of NICE, opportunities and threats for NICE - competition of NICE	<u>Internal:</u> 1. What is the current target group of NICE? 5. Why would a potential customer choose for NICE and not for a competitor? 6. Who are your biggest competitors? What are their strengths? 7. What could NICE improve? 8. What opportunities do you see for NICE? 9. What external threats affect NICE? <u>External:</u> 1. What possibilities can you think of for going abroad after high school? 2. What are your top 3 country choices for a stay abroad?
2. What characteristics of the German target audience need to be taken into account when introducing a Farmstay in Argentina?	German consumer buying behaviour	Influences on the buying decision	<u>External:</u> 11. Would you be more inclined to book a Farmstay upon recommendation? 12. Would you be more inclined to take part in a Farmstay when it included environment-friendly and sustainable aspects? <u>Internal:</u> 4. Could you tell me more about the buying behaviour of

			the German customer (what influences their buying decision, what do they value most (price, quality, etc.)?)
3. What would be the most effective product launch strategy to introduce a Farmstay in Argentina?	• Target market • USP • Goals • Promotion	• Preferences of the target market • Advantage over competitors	<u>External:</u> 3. Why would you take part in a Farmstay (instead of for instance a Work & Travel)? 4. What should an ideal Farmstay look like in order to meet your expectations? 9. What do you think is the best way to inform students about the Farmstay and what information they would like to receive? <u>Internal:</u> 2. What would be the target group for the Farmstay? 3. Could you define your goals concerning the Farmstay in terms of sales and market share growth? 5. Why would a potential customer choose for NICE and not for a competitor?
4. What would be a suitable marketing mix to successfully launch the product for the German target group?	• Target market • Marketing mix	• Price • Product • Place • Promotion	<u>External:</u> 5. In what activities would you be interested in during a Farmstay? 6. How many hours per day would you like to work? 7. What organisation fee would you consider reasonable for a Farmstay in Argentina? 8. What contribution to accommodation would you consider reasonable given that

			the work would only be part-time? 10. How would you preferably book the Farmstay? <u>Internal:</u> 2. What would be the target group for the Farmstay?
5. What are possible good cooperation partners for NICE to introduce a Farmstay in Argentina?	• Consumer Interest	• Preferences of the target market	<u>External:</u> 5. In what activities would you be interested in during a Farmstay? 6. How many hours per day would you like to work?

Appendix 5 – External Interviews

Labels

- 1 = Target market awareness
- 2 = Unique selling proposition
- 3 = Influences on the buying decision
- 4 = Promotion
- 5 = Product
- 6 = Price
- 7 = Place

Interview 1

1. Welche Möglichkeiten fallen dir ein um nach dem Abitur für einige Monate ins Ausland zu gehen?

Freiwilligenarbeit, Work&Travel und Praktika

2. Was wären deine Top 3 Länder für einen Auslandsaufenthalt nach dem Abitur?

Afrikanische Länder, Südamerika, dort am liebsten Argentinien und Indien

Ein Farmstay bedeutet auf einer Farm für ein paar Wochen bis zu ein paar Monaten zu leben und mit der Farm Arbeit zu helfen, z.B. mit dem Anbau von Obst und Gemüse oder der Tierpflege.

3. Warum würdest du an einem Farmstay teilnehmen (und nicht z.B. an einem Work & Travel)?

Bei einem Farmstay reist man nicht ständig weiter und lernt somit die Kultur besser kennen, da man mehr Kontakt mit Einheimischen hat

4. Was sollte ein Farmstay idealerweise bieten, damit er deine Erwartungen erfüllt?

Die Unterkunft auf der Farm, wenn möglich in einer Gastfamilie und den ganzen Tag was zu tun zu haben, da man sonst nicht viele Beschäftigungsmöglichkeiten hat, da man auf der Farm lebt

5. An welchen Tätigkeiten während einem Farmstay wärst du interessiert?

- ☒ Tierpflege (Füttern, Trainieren, etc.)
- ☒ Unterstützung des Personals, Gäste empfangen und unterhalten

6. Wie viele Stunden pro Tag würdest du gerne arbeiten?

So viele wie möglich, da es sonst schnell langweilig werden kann

7. Was für eine Vermittlungsgebühr für einen Farmstay in Argentinien fändest du angemessen?

Kann ich nicht wirklich einschätzen, aber denke so 200-300€

8. Was für einen Zuschuss für Unterkunft fändest du angemessen wenn die Tätigkeit nur halbtags ausgeübt würde?

Kann ich leider auch überhaupt nicht einschätzen, ungefähr 40- 50€ pro Woche?

9. Wie denkst du können wir Abiturienten am besten über Farmstays informieren und welche Informationen würden sie gerne erhalten?

Über Abmessen oder über das Internet. Information zur Dauer, Preis, Unterkunft und den genauen Tätigkeiten auf der Farm wären sehr wichtig.

10. Wie würdest du am liebsten den Farmstay buchen?



Online



persönlich in einem Büro, falls es ein Büro in meiner Stadt gibt

11. Würdest du einen Farmstay eher buchen wenn er dir empfohlen wurde?

Ja

12. Würdest du eher an einem Farmstay teilnehmen wenn dieser umweltfreundliche und nachhaltige Aspekte beinhaltet?

Ja

13. Welche weiteren Aspekte spielen eine Rolle bei der Entscheidung für einen Farmstay?

Mit welchen Tieren man arbeiten wird

14. Würdest du gerne mehr Information über einen Farmstay in Argentinien erhalten? Dann gib bitte hier deine Email-Adresse an:

Nein, danke.

Interview 2

1. Welche Möglichkeiten fallen dir ein um nach dem Abitur für einige Monate ins Ausland zu gehen?

Work and Travel, AuPair, Praktika im Ausland, Austauschprogramme

2. Was wären deine Top 3 Länder für einen Auslandsaufenthalt nach dem Abitur?

Australien, USA, Kanada

Ein Farmstay bedeutet auf einer Farm für ein paar Wochen bis zu ein paar Monaten zu leben und mit der Farm Arbeit zu helfen, z.B. mit dem Anbau von Obst und Gemüse oder der Tierpflege.

3. Warum würdest du an einem Farmstay teilnehmen (und nicht z.B. an einem Work & Travel)?

*Eventuelle **Einsichten in eine Kultur**, beispielsweise mehr **Einblicke in Familienleben** vor Ort und wahrscheinlich **besser organisiert und unspontaner**.*

4. Was sollte ein Farmstay idealerweise bieten, damit er deine Erwartungen erfüllt?

*Anbindungen zu **möglichen anderen Aktivitäten**, eine **nette Familie** auf der Farm, **nicht zu viel harte Farmarbeit**, **Accommodation bezahlt**.*

5. An welchen Tätigkeiten während einem Farmstay wärst du interessiert?

- ☒ ***Tierpflege (Füttern, Trainieren, etc.)***
- ☒ ***Obst- & Gemüseanbau***
- ☒ ***Unterstützung des Personals, Gäste empfangen und unterhalten***
- ☒ ***Im Restaurant aushelfen***

6. Wie viele Stunden pro Tag würdest du gerne arbeiten?

4 Stunden

7. Was für eine Vermittlungsgebühr für einen Farmstay in Argentinien fändest du angemessen?

☒ ***300-400€***

8. Was für einen Zuschuss für Unterkunft fändest du angemessen wenn die Tätigkeit nur halbtags ausgeübt würde?

Hälfte der Unterkunft

9. Wie denkst du können wir Abiturienten am besten über Farmstays informieren und welche Informationen würden sie gerne erhalten?

An **Veranstaltungen der Schule** kann der Farmstay vorgeschlagen werden, ansonsten über **Medien oder soziale Netzwerke**. Der **Internetauftritt sollte gelungen sein** und in diesem sollten alle Informationen stehen. Die wichtigsten Informationen sollten das **Finanzielle, wie es organisiert wird und eine Anleitung enthalten, wie man sich anmelden kann.**

10. Wie würdest du am liebsten den Farmstay buchen?

☒ **Online**

11. Würdest du einen Farmstay eher buchen wenn er dir empfohlen wurde?

Ja

12. Würdest du eher an einem Farmstay teilnehmen wenn dieser umweltfreundliche und nachhaltige Aspekte beinhaltet?

Nein

13. Welche weiteren Aspekte spielen eine Rolle bei der Entscheidung für einen Farmstay?

Persönliche Aspekte

14. Würdest du gerne mehr Information über einen Farmstay in Argentinien erhalten? Dann gib bitte hier deine Email-Adresse an:

Nein, danke.

Interview 3

1. Welche Möglichkeiten fallen dir ein um nach dem Abitur für einige Monate ins Ausland zu gehen?

Work and Travel, Summer school, Universities

2. Was wären deine Top 3 Länder für einen Auslandsaufenthalt nach dem Abitur?

England, Amerika, Schottland

Ein Farmstay bedeutet auf einer Farm für ein paar Wochen bis zu ein paar Monaten zu leben und mit der Farm Arbeit zu helfen, z.B. mit dem Anbau von Obst und Gemüse oder der Tierpflege.

3. Warum würdest du an einem Farmstay teilnehmen (und nicht z.B. an einem Work & Travel)?

Ehrlich gesagt würde ich an keinem von beiden teilnehmen, da es mir nichts für die Zukunft bringt. Manchmal ist Work and Travel wie Farmstay und ich muss sagen, ich verstehe auch nicht ganz den Sinn von Farmstay. Wenn ich einen Austausch in eine Familie machen möchte, ist dazu nicht Farmarbeit nötig, das gibt es auch ohne. Ich könnte auch nicht reisen, da ich an den Wohnsitz der Familie gebunden bin und arbeiten muss. Geld bekäme ich (wenn ich das jetzt richtig verstanden habe) auch nicht dafür, sondern eine Unterkunft. Wenn ich auf einer Farm arbeiten möchte, weil es mir Spaß macht, so kann ich das auch in Deutschland, mit oder ohne Verdienst ist dabei ja frei wählbar. Da erscheint mir Work and Travel ja doch viel sinnvoller, dabei sieht und erlebt man wenigstens neues. Ein Austausch oder eine Sprachreise wären wiederum beim Argument der Familie und Sprache noch am besten.

4. Was sollte ein Farmstay idealerweise bieten, damit er deine Erwartungen erfüllt?

Nicht nur die Schwerstarbeit (z.B. Kuhstall ausmisten), sondern auch mal schöne Aufgaben (z.B. Tiere füttern) bekommen.

5. An welchen Tätigkeiten während einem Farmstay wärst du interessiert?

- ☒ Tierpflege (Füttern, Trainieren, etc.)
- ☒ Unterstützung des Personals, Gäste empfangen und unterhalten
- ☒ Im Restaurant aushelfen

6. Wie viele Stunden pro Tag würdest du gerne arbeiten?

6 Stunden

7. Was für eine Vermittlungsgebühr für einen Farmstay in Argentinien fändest du angemessen?

- ☒ 300-400€

8. Was für einen Zuschuss für Unterkunft fändest du angemessen wenn die Tätigkeit nur halbtags ausgeübt würde?

Nun ja, man hilft ja schon viel, also es ist schwer einzuschätzen. 50-100€ im Monat?

9. Wie denkst du können wir Abiturienten am besten über Farmstays informieren und welche Informationen würden sie gerne erhalten?

Viel Informationen über Arbeit mit Tieren, auf das Visuelle setzen, Aushänge in Schulen, diese Umfrage unter Abiturienten erregt natürlich sehr viel Aufmerksamkeit, aber das wissen sie ja schon.

10. Wie würdest du am liebsten den Farmstay buchen?

☒ **Online**

11. Würdest du einen Farmstay eher buchen wenn er dir empfohlen wurde?

Ja

12. Würdest du eher an einem Farmstay teilnehmen wenn dieser umweltfreundliche und nachhaltige Aspekte beinhaltet?

Ja

13. Welche weiteren Aspekte spielen eine Rolle bei der Entscheidung für einen Farmstay?

Keine Ahnung

14. Würdest du gerne mehr Information über einen Farmstay in Argentinien erhalten? Dann gib bitte hier deine Email-Adresse an:

Nein, danke. Um ehrlich zu sein, sehe ich darin keine Vorteile für mich, meine Freizeit oder spätere berufliche Karriere.

Interview 4

1. Welche Möglichkeiten fallen dir ein um nach dem Abitur für einige Monate ins Ausland zu gehen?

Praktikum, Aupair, Work&Travel, Freiwilligendienst, Workaway etc.

2. Was wären deine Top 3 Länder für einen Auslandsaufenthalt nach dem Abitur?

UK, Schweden, Indien

Ein Farmstay bedeutet auf einer Farm für ein paar Wochen bis zu ein paar Monaten zu leben und mit der Farm Arbeit zu helfen, z.B. mit dem Anbau von Obst und Gemüse oder der Tierpflege.

3. Warum würdest du an einem Farmstay teilnehmen (und nicht z.B. an einem Work & Travel)?

Eventuell Interesse an Arbeit auf Farm, Einblick in Kultur und Familienleben des Landes dadurch Verbesserung der Sprachkenntnisse, fester Wohnort, mehr Sicherheit

4. Was sollte ein Farmstay idealerweise bieten, damit er deine Erwartungen erfüllt?

Balance von Arbeit und Freizeit (zum Kennenlernen des Landes und Kultur), Möglichkeit zur Verbesserung der Sprachkenntnisse

5. An welchen Tätigkeiten während einem Farmstay wärst du interessiert?

- ☒ *Tierpflege (Füttern, Trainieren, etc.)*
- ☒ *Unterstützung des Personals, Gäste empfangen und unterhalten*
- ☒ *Im Restaurant aushelfen*

6. Wie viele Stunden pro Tag würdest du gerne arbeiten?

Ca.5

7. Was für eine Vermittlungsgebühr für einen Farmstay in Argentinien fändest du angemessen?

☒ 200-300€

8. Was für einen Zuschuss für Unterkunft fändest du angemessen wenn die Tätigkeit nur halbtags ausgeübt würde?

30€ die Woche

9. Wie denkst du können wir Abiturienten am besten über Farmstays informieren und welche Informationen würden sie gerne erhalten?

Internetpräsenz, Infomaterial an Schulen verteilen, Berufsmessen besuchen

10. Wie würdest du am liebsten den Farmstay buchen?

☒ **Online**

11. Würdest du einen Farmstay eher buchen wenn er dir empfohlen wurde?

Ja

12. Würdest du eher an einem Farmstay teilnehmen wenn dieser umweltfreundliche und nachhaltige Aspekte beinhaltet?

Ja

13. Welche weiteren Aspekte spielen eine Rolle bei der Entscheidung für einen Farmstay?

Finanzielles

14. Würdest du gerne mehr Information über einen Farmstay in Argentinien erhalten? Dann gib bitte hier deine Email-Adresse an:

Nein, danke.

Interview 5

1. Welche Möglichkeiten fallen dir ein um nach dem Abitur für einige Monate ins Ausland zu gehen?

Work & travel und Au-pair

2. Was wären deine Top 3 Länder für einen Auslandsaufenthalt nach dem Abitur?

USA, Neuseeland, Australien

Ein Farmstay bedeutet auf einer Farm für ein paar Wochen bis zu ein paar Monaten zu leben und mit der Farm Arbeit zu helfen, z.B. mit dem Anbau von Obst und Gemüse oder der Tierpflege.

3. Warum würdest du an einem Farmstay teilnehmen (und nicht z.B. an einem Work & Travel)?

Der **permanente Aufenthaltsort** scheint ein großer Vorteil zu sein und die **Arbeit auf einer Farm** ist ebenso reizvoll.

4. Was sollte ein Farmstay idealerweise bieten, damit er deine Erwartungen erfüllt?

Zum Einen natürlich die **Gastfreundlichkeit** der Eigentümer und ein **respektvoller Umgang**.

5. An welchen Tätigkeiten während einem Farmstay wärst du interessiert?

- ☒ **Tierpflege (Füttern, Trainieren, etc.)**
- ☒ **Reiten**
- ☒ **Obst- & Gemüseanbau**
- ☒ **In den Ställen und auf den Feldern arbeiten**
- ☒ **Unterstützung des Personals, Gäste empfangen und unterhalten**
- ☒ **Im Restaurant aushelfen**

6. Wie viele Stunden pro Tag würdest du gerne arbeiten?

ca. 9 Stunden

7. Was für eine Vermittlungsgebühr für einen Farmstay in Argentinien fändest du angemessen?

☒ **300-400€**

8. Was für einen Zuschuss für Unterkunft fändest du angemessen wenn die Tätigkeit nur halbtags ausgeübt würde?

Einen monatlichen Zuschuss von ca. 250 Euro

9. Wie denkst du können wir Abiturienten am besten über Farmstays informieren und welche Informationen würden sie gerne erhalten?

Über Soziale Netzwerke besteht heutzutage schließlich eine gute Erreichbarkeit.
Es wäre nützlich Informationen über Gehalt bzw. Kosten ; über die Aufenthaltsorte ; die Tätigkeiten
und eventuell auch über Ansprechpartner bei Schwierigkeiten.

10. Wie würdest du am liebsten den Farmstay buchen?

- ☒ Online
- ☒ über den Postweg
- ☒ persönlich in einem Büro.

Ich persönlich finde alle Wege sehr angenehm.

11. Würdest du einen Farmstay eher buchen wenn er dir empfohlen wurde?

Ja

12. Würdest du eher an einem Farmstay teilnehmen wenn dieser umweltfreundliche und nachhaltige Aspekte beinhaltet?

Ja

13. Welche weiteren Aspekte spielen eine Rolle bei der Entscheidung für einen Farmstay?

Weiss ich nicht.

14. Würdest du gerne mehr Information über einen Farmstay in Argentinien erhalten? Dann gib bitte hier deine Email-Adresse an:

Nein, danke.

Interview 6

1. Welche Möglichkeiten fallen dir ein um nach dem Abitur für einige Monate ins Ausland zu gehen?

*Work & Travel, Au-Pair, **Volunteering**, Praktikum*

2. Was wären deine Top 3 Länder für einen Auslandsaufenthalt nach dem Abitur?

Neuseeland, Australien, Kanada

Ein Farmstay bedeutet auf einer Farm für ein paar Wochen bis zu ein paar Monaten zu leben und mit der Farm Arbeit zu helfen, z.B. mit dem Anbau von Obst und Gemüse oder der Tierpflege.

3. Warum würdest du an einem Farmstay teilnehmen (und nicht z.B. an einem Work & Travel)?

*Bei einem Farmstay ist die **Verbindung zwischen der Pflege von Tieren und der Arbeit in der Natur (z.B. Mithilfe bei der Ernte)** für mich ausschlaggebend. Länger an einem Ort zu bleiben und nicht ständig woanders zu arbeiten und dann weiterzureisen ermöglicht es, **sich auf deinen Ort einzulassen und tiefere Einblicke in die Kultur der Einheimischen zu bekommen.***

4. Was sollte ein Farmstay idealerweise bieten, damit er deine Erwartungen erfüllt?

***Kostenlose Unterkunft und Verpflegung** im Gegenzug zu meiner Arbeit.*

5. An welchen Tätigkeiten während einem Farmstay wärst du interessiert?

- ☒ ***Tierpflege (Füttern, Trainieren, etc.)***
- ☒ ***Obst- & Gemüseanbau***
- ☒ ***In den Ställen und auf den Feldern arbeiten***

6. Wie viele Stunden pro Tag würdest du gerne arbeiten?

Ca. 6 Stunden, maximal 8.

7. Was für eine Vermittlungsgebühr für einen Farmstay in Argentinien fändest du angemessen?

☒ ***300-400€***

8. Was für einen Zuschuss für Unterkunft fändest du angemessen wenn die Tätigkeit nur halbtags ausgeübt würde?

Ca. 150 Euro pro Monat

9. Wie denkst du können wir Abiturienten am besten über Farmstays informieren und welche Informationen würden sie gerne erhalten?

Informationsveranstaltungen in den Schulen oder Plakate am Schwarzen Brett.

10. Wie würdest du am liebsten den Farmstay buchen?

☒ *persönlich in einem Büro*

11. Würdest du einen Farmstay eher buchen wenn er dir empfohlen wurde?

Nein

12. Würdest du eher an einem Farmstay teilnehmen wenn dieser umweltfreundliche und nachhaltige Aspekte beinhaltet?

Ja, das ist ein ausschlaggebendes Kriterium

13. Welche weiteren Aspekte spielen eine Rolle bei der Entscheidung für einen Farmstay?

Stipendien und Zuschüsse bei der Finanzierung, zusätzliche Möglichkeiten für Ausflüge oder Reisen, schnelle Erreichbarkeit des Zentrums, Treffen mit anderen Jugendlichen (Deutsche und anderer Nationen).

14. Würdest du gerne mehr Information über einen Farmstay in Argentinien erhalten? Dann gib bitte hier deine Email-Adresse an:

Nicole_322@hotmail.de

Interview 7

1. Welche Möglichkeiten fallen dir ein um nach dem Abitur für einige Monate ins Ausland zu gehen?

Freiwilligenarbeit, Reisetätigkeit, Praktika, Work & Travel

2. Was wären deine Top 3 Länder für einen Auslandsaufenthalt nach dem Abitur?

Madagaskar, Japan, Australien

Ein Farmstay bedeutet auf einer Farm für ein paar Wochen bis zu ein paar Monaten zu leben und mit der Farm Arbeit zu helfen, z.B. mit dem Anbau von Obst und Gemüse oder der Tierpflege.

3. Warum würdest du an einem Farmstay teilnehmen (und nicht z.B. an einem Work & Travel)?

Weil man nur an einem Ort bleibt und somit vermutlich einen besseren Bezug zu der Lokalität aufbaut und auch weil es in der Agronomie ist und mich das immer schon interessiert hat

4. Was sollte ein Farmstay idealerweise bieten, damit er deine Erwartungen erfüllt?

Adäquate Unterkunft, Interessante Tätigkeiten, Kontakte mit den Locals

5. An welchen Tätigkeiten während einem Farmstay wärst du interessiert?

- ☒ *Tierpflege (Füttern, Trainieren, etc.)*
- ☒ *Reiten*
- ☒ *Obst- & Gemüseanbau*
- ☒ *In den Ställen und auf den Feldern arbeiten*
- ☒ *Unterstützung des Personals, Gäste empfangen und unterhalten*
- ☒ *Im Restaurant aushelfen*

6. Wie viele Stunden pro Tag würdest du gerne arbeiten?

5

7. Was für eine Vermittlungsgebühr für einen Farmstay in Argentinien fändest du angemessen?

☒ *200-300€*

8. Was für einen Zuschuss für Unterkunft fändest du angemessen wenn die Tätigkeit nur halbtags ausgeübt würde?

Ein angemessener Zuschuss sind alle Kosten, die anfallen.

9. Wie denkst du können wir Abiturienten am besten über Farmstays informieren und welche Informationen würden sie gerne erhalten?

Internetpromotion (z.B. über Portale), Kooperationen mit anderen Anbietern, Kooperationen mit Reisebüros

10. Wie würdest du am liebsten den Farmstay buchen?

☒ *persönlich in einem Büro*

11. Würdest du einen Farmstay eher buchen wenn er dir empfohlen wurde?

Ja

12. Würdest du eher an einem Farmstay teilnehmen wenn dieser umweltfreundliche und nachhaltige Aspekte beinhaltet?

Ja

13. Welche weiteren Aspekte spielen eine Rolle bei der Entscheidung für einen Farmstay?

Kosten und ich würde gerne vor Antritt der Reise wissen welche Tätigkeiten mich erwarten werden

14. Würdest du gerne mehr Information über einen Farmstay in Argentinien erhalten? Dann gib bitte hier deine Email-Adresse an:

Nein, danke.

Interview 8

1. Welche Möglichkeiten fallen dir ein um nach dem Abitur für einige Monate ins Ausland zu gehen?

AuPair, Work&Travel, freiwilliges soziales Jahr im Ausland

2. Was wären deine Top 3 Länder für einen Auslandsaufenthalt nach dem Abitur?

Neuseeland, Australien, USA

Ein Farmstay bedeutet auf einer Farm für ein paar Wochen bis zu ein paar Monaten zu leben und mit der Farm Arbeit zu helfen, z.B. mit dem Anbau von Obst und Gemüse oder der Tierpflege.

3. Warum würdest du an einem Farmstay teilnehmen (und nicht z.B. an einem Work & Travel)?

An einem Farmstay würde ich teilnehmen, um eine gute Beziehung zu Einheimischen und den Tieren aufzubauen und eine bestimmte Kultur und deren Bräuche richtig kennenzulernen. Bei Work&Travel stelle ich mir das schwieriger vor, da man nie längere Zeit am selben Ort und auch nicht zwingend ständig mit Einheimischen in Kontakt ist.

4. Was sollte ein Farmstay idealerweise bieten, damit er deine Erwartungen erfüllt?

Von einem Farmstay würde ich mir erhoffen, dass ich Einblicke in die Abläufe auf der Farm bekomme, viel mit Tieren arbeiten kann und in alle anstehenden Tätigkeiten mit eingebunden werde. Im Gegenzug sollte die Unterkunft/ Verpflegung gestellt werden.

5. An welchen Tätigkeiten während einem Farmstay wärst du interessiert?

- ☒ Tierpflege (Füttern, Trainieren, etc.)
- ☒ Obst- & Gemüseanbau
- ☒ In den Ställen und auf den Feldern arbeiten
- ☒ Unterstützung des Personals, Gäste empfangen und unterhalten

6. Wie viele Stunden pro Tag würdest du gerne arbeiten?

Ca. 6 Stunden

7. Was für eine Vermittlungsgebühr für einen Farmstay in Argentinien fändest du angemessen?

☒ 200-300€

8. Was für einen Zuschuss für Unterkunft fändest du angemessen wenn die Tätigkeit nur halbtags ausgeübt würde?

Zwischen 50 – 70 %.

9. Wie denkst du können wir Abiturienten am besten über Farmstays informieren und welche Informationen würden sie gerne erhalten?

Am besten können Abiturienten über das Internet bzw. soziale Medien erreicht werden. Ich wäre an persönliche Erfahrungsberichten interessiert und an Informationen zu Preisen, Aufgabengebieten, Arbeitszeiten und Freizeitaktivitäten in der Nähe der Farm.

10. Wie würdest du am liebsten den Farmstay buchen?

☒ Online

11. Würdest du einen Farmstay eher buchen wenn er dir empfohlen wurde?

Ja

12. Würdest du eher an einem Farmstay teilnehmen wenn dieser umweltfreundliche und nachhaltige Aspekte beinhaltet?

Ja

13. Welche weiteren Aspekte spielen eine Rolle bei der Entscheidung für einen Farmstay?

Die Lage der Farm (gibt es zum Beispiel in näherer Umgebung auch eine größere Stadt, schöne Ausflugsziele?)

14. Würdest du gerne mehr Information über einen Farmstay in Argentinien erhalten? Dann gib bitte hier deine Email-Adresse an:

Nein, danke.

Interview 9

1. Welche Möglichkeiten fallen dir ein um nach dem Abitur für einige Monate ins Ausland zu gehen?

Work and travel, reisen, Farmstay, Praktikum, Aupair

2. Was wären deine Top 3 Länder für einen Auslandsaufenthalt nach dem Abitur?

Argentinien, Neuseeland, Kanada

Ein Farmstay bedeutet auf einer Farm für ein paar Wochen bis zu ein paar Monaten zu leben und mit der Farm Arbeit zu helfen, z.B. mit dem Anbau von Obst und Gemüse oder der Tierpflege.

3. Warum würdest du an einem Farmstay teilnehmen (und nicht z.B. an einem Work & Travel)?

Ich würde nur an einem Farmstay teilnehmen, wenn man in der direkten Umgebung wandern, Mountainbike fahren oder surfen kann

4. Was sollte ein Farmstay idealerweise bieten, damit er deine Erwartungen erfüllt?

Die entsprechende Natur zum Wandern oder Mountainbike fahren, Unterkunft, andere Farmstayer, Verkehrsanbindung in die nächste Stadt

5. An welchen Tätigkeiten während einem Farmstay wärst du interessiert?

- ☒ Tierpflege (Füttern, Trainieren, etc.)
- ☒ Obst- & Gemüseanbau
- ☒ Unterstützung des Personals, Gäste empfangen und unterhalten

6. Wie viele Stunden pro Tag würdest du gerne arbeiten?

5

7. Was für eine Vermittlungsgebühr für einen Farmstay in Argentinien fändest du angemessen?

☒ 300-400€

8. Was für einen Zuschuss für Unterkunft fändest du angemessen wenn die Tätigkeit nur halbtags ausgeübt würde?

Gar keinen, man sollte gratis wohnen und essen

9. Wie denkst du können wir Abiturienten am besten über Farmstays informieren und welche Informationen würden sie gerne erhalten?

Über das Internet und telefonisch oder im Chat persönlich mit jemandem. Infos zu Lage, Kosten, Personen der Farm, Möglichkeit eines Sprachkurses, Aufgaben, Aktivitäten in der Umgebung

10. Wie würdest du am liebsten den Farmstay buchen?

☒ Online

11. Würdest du einen Farmstay eher buchen wenn er dir empfohlen wurde?

Ja, wenn die Empfehlung vertrauenswürdig ist

12. Würdest du eher an einem Farmstay teilnehmen wenn dieser umweltfreundliche und nachhaltige Aspekte beinhaltet?

Ja

13. Welche weiteren Aspekte spielen eine Rolle bei der Entscheidung für einen Farmstay?

Was ich schon vorher genannt habe, also wenn man dort wandern, Mountainbike fahren oder surfen kann

14. Würdest du gerne mehr Information über einen Farmstay in Argentinien erhalten? Dann gib bitte hier deine Email-Adresse an:

Nein, danke.

Interview 10

1. Welche Möglichkeiten fallen dir ein um nach dem Abitur für einige Monate ins Ausland zu gehen?

Work and travel, Aupair, FSJ/FÖJ, Auslandssemester, Jobangebot im Ausland, Besuch von Verwandten/Freunden

2. Was wären deine Top 3 Länder für einen Auslandsaufenthalt nach dem Abitur?

Irland, Schweden, Italien

Ein Farmstay bedeutet auf einer Farm für ein paar Wochen bis zu ein paar Monaten zu leben und mit der Farm Arbeit zu helfen, z.B. mit dem Anbau von Obst und Gemüse oder der Tierpflege.

3. Warum würdest du an einem Farmstay teilnehmen (und nicht z.B. an einem Work & Travel)?

Man hat ein sicheren Platz zum wohnen und man findet immer Arbeit; man hat mehr Sicherheit; man kann besseren/intensivere Kontakt zu Personen herstellen, da sie einen länger umgeben; man lernt vielleicht eher den Alltag in einem Land kennen als wenn man immer von Ort zu Ort reist

4. Was sollte ein Farmstay idealerweise bieten, damit er deine Erwartungen erfüllt?

Nettes, offenes, verständnisvolles, geduldiges Team; eine Person, die für mich "verantwortlich" ist (im Notfall auch Englisch-Kenntnisse hat, dass man sich verständigen kann); Möglichkeiten, durch zum Beispiel Ausflüge auch mal etwas anderes vom Land zu sehen;

5. An welchen Tätigkeiten während einem Farmstay wärst du interessiert?

- ☒ Tierpflege (Füttern, Trainieren, etc.)
- ☒ Obst- & Gemüseanbau
- ☒ In den Ställen und auf den Feldern arbeiten
- ☒ Andere: eventuell Verarbeitung von Produkten (zum Beispiel Winzer)

6. Wie viele Stunden pro Tag würdest du gerne arbeiten?

6 - 10 Stunden (kommt auf die Art und den Schwierigkeitsgrad der Arbeit an)

7. Was für eine Vermittlungsgebühr für einen Farmstay in Argentinien fändest du angemessen?

☒ 200-300€

8. Was für einen Zuschuss für Unterkunft fändest du angemessen wenn die Tätigkeit nur halbtags ausgeübt würde?

150-200€ pro Monat

9. Wie denkst du können wir Abiturienten am besten über Farmstays informieren und welche Informationen würden sie gerne erhalten?

Informationsmedium: Internet; Infos über allgemeine Dinge wie Finanzierung, Management, usw. und über die einzelnen Farmen mit Bildern oder Homepage oder ähnliches fände ich persönlich am wichtigsten, damit ein eine Idee davon bekommt, wo man hingeht, wen man so um sich hat und was man macht und damit man abwägen kann, ob diese Farm etwas für mich ist und ich die Erwartungen erfüllen kann

10. Wie würdest du am liebsten den Farmstay buchen?

☒ **Online**

11. Würdest du einen Farmstay eher buchen wenn er dir empfohlen wurde?

Ja

12. Würdest du eher an einem Farmstay teilnehmen wenn dieser umweltfreundliche und nachhaltige Aspekte beinhaltet?

Auf jeden Fall, da es mich dann persönlich noch mehr interessiert

13. Welche weiteren Aspekte spielen eine Rolle bei der Entscheidung für einen Farmstay?

*Der **Eindruck vom Farmteam**; die zu verrichtende **Arbeit**; die **Umgebung** der Farm, das "**Image**" der Farm/ob ich mich damit identifizieren kann (also ob es zum Beispiel eher ein großer, ökonomisch interessierter Betrieb oder zum Beispiel eine kleinere, innovativere Bio-Farm ist)*

14. Würdest du gerne mehr Information über einen Farmstay in Argentinien erhalten? Dann gib bitte hier deine Email-Adresse an:

Da ich zurzeit keinen Auslandsaufenthalt machen möchte und es andere Länder gibt, die ich lieber besuchen möchte, nicht, aber danke.

Interview 11

1. Welche Möglichkeiten fallen dir ein um nach dem Abitur für einige Monate ins Ausland zu gehen?

Work and Travel, **Freiwilligenarbeit**

2. Was wären deine Top 3 Länder für einen Auslandsaufenthalt nach dem Abitur?

Australien, **Argentinien**, Kanada

Ein Farmstay bedeutet auf einer Farm für ein paar Wochen bis zu ein paar Monaten zu leben und mit der Farm Arbeit zu helfen, z.B. mit dem Anbau von Obst und Gemüse oder der Tierpflege.

3. Warum würdest du an einem Farmstay teilnehmen (und nicht z.B. an einem Work & Travel)?

Um **Wert zuschätzen, was es bedeutet Nahrungsmittel selbst anzubauen**; Um **mit den Menschen und Tieren vor Ort zu leben und dadurch das Land und die Kultur besser kennenzulernen**; Um **mit den Tieren arbeiten zu können**; Um **nicht in einer großen Stadt, sondern auf dem Land zu arbeiten**

4. Was sollte ein Farmstay idealerweise bieten, damit er deine Erwartungen erfüllt?

Ein **offenes und herzliches Team**, das einen gut aufnimmt und einem etwas zutraut

5. An welchen Tätigkeiten während einem Farmstay wärst du interessiert?

- ☒ **Tierpflege (Füttern, Trainieren, etc.)**
- ☒ **Reiten**
- ☒ **Obst- & Gemüseanbau**
- ☒ **In den Ställen und auf den Feldern arbeiten**
- ☒ **Unterstützung des Personals, Gäste empfangen und unterhalten**
- ☒ **Im Restaurant aushelfen**

6. Wie viele Stunden pro Tag würdest du gerne arbeiten?

6h-8h je nachdem was anfällt

7. Was für eine Vermittlungsgebühr für einen Farmstay in Argentinien fändest du angemessen?

☒ **200-300€**

8. Was für einen Zuschuss für Unterkunft fändest du angemessen wenn die Tätigkeit nur halbtags ausgeübt würde?

30-40€ pro Woche

9. Wie denkst du können wir Abiturienten am besten über Farmstays informieren und welche Informationen würden sie gerne erhalten?

Über Facebook, Broschüren und Infoabende an Schulen, Website mit Videos und Erfahrungsberichten

10. Wie würdest du am liebsten den Farmstay buchen?

☒ Online

11. Würdest du einen Farmstay eher buchen wenn er dir empfohlen wurde?

Ja

12. Würdest du eher an einem Farmstay teilnehmen wenn dieser umweltfreundliche und nachhaltige Aspekte beinhaltet?

Ja

13. Welche weiteren Aspekte spielen eine Rolle bei der Entscheidung für einen Farmstay?

Ausreichend über die Farm und das Team vor Ort zu erfahren

14. Würdest du gerne mehr Information über einen Farmstay in Argentinien erhalten? Dann gib bitte hier deine Email-Adresse an:

Nein, danke.

Interview 12

1. Welche Möglichkeiten fallen dir ein um nach dem Abitur für einige Monate ins Ausland zu gehen?

Es gibt verschiedene Organisationen, die Work and Travel anbieten. Als Zielland ist da vor allem Australien beliebt. Generell wäre auch noch ein Auslandsaufenthalt als Aupair möglich oder im Rahmen eines Praktikums.

2. Was wären deine Top 3 Länder für einen Auslandsaufenthalt nach dem Abitur?

Australien , Neuseeland, USA

Ein Farmstay bedeutet auf einer Farm für ein paar Wochen bis zu ein paar Monaten zu leben und mit der Farm Arbeit zu helfen, z.B. mit dem Anbau von Obst und Gemüse oder der Tierpflege.

3. Warum würdest du an einem Farmstay teilnehmen (und nicht z.B. an einem Work & Travel)?

Ich fände es super spannend das Leben auf einer Farm kennenzulernen und beim Anbau von Lebensmitteln oder auch der Pflege von Tieren helfen zu können. Die Menschen auf einer Farm arbeiten sehr hart...das mal zu erfahren würde sicherlich meinen Horizont erweitern! Vielleicht würde ich dann auch einige Dinge anders sehen.

4. Was sollte ein Farmstay idealerweise bieten, damit er deine Erwartungen erfüllt?

Einblicke in den kompletten Alltag. Beteiligung an allen Aufgaben. Tiere! Zu einer Farm gehören für mich Tiere. Und natürlich trotzdem auch genügend Freizeit.

5. An welchen Tätigkeiten während einem Farmstay wärst du interessiert?

- ☒ Tierpflege (Füttern, Trainieren, etc.)
- ☒ Reiten
- ☒ Obst- & Gemüseanbau
- ☒ In den Ställen und auf den Feldern arbeiten
- ☒ Unterstützung des Personals, Gäste empfangen und unterhalten
- ☒ Im Restaurant aushelfen

6. Wie viele Stunden pro Tag würdest du gerne arbeiten?

Ich denke die körperliche Arbeit ist sehr anstrengend, weshalb Abwechslung gut wäre. Mal im Stall oder auf dem Feld und mal im Kontakt mit den Gästen. 8 Stunden wären optimal. Maximal 10!

7. Was für eine Vermittlungsgebühr für einen Farmstay in Argentinien fändest du angemessen?

- ☒ 300-400€

8. Was für einen Zuschuss für Unterkunft fändest du angemessen wenn die Tätigkeit nur halbtags ausgeübt würde?

Ich fände es gut wenn die Unterkunft frei wäre.

9. Wie denkst du können wir Abiturienten am besten über Farmstays informieren und welche Informationen würden sie gerne erhalten?

Durch ein Video das den Farmstay vorstellt und bildlich zeigt. Das lässt sich gut auf den Social Media Plattformen verbreiten und ist modern. Wichtige Informationen: Was sind meine Aufgaben? Wie wohne ich? Was verdiene ich? Wie lange muss ich arbeiten? Wie lange kann ich bleiben? Was zahle ich für die Unterkunft und Verpflegung, im Bestfall nichts? Was wird mir noch geboten auf der Farm, Freizeitmöglichkeiten in der Umgebung?

10. Wie würdest du am liebsten den Farmstay buchen?

☒ **Online**

11. Würdest du einen Farmstay eher buchen wenn er dir empfohlen wurde?

Definitiv!

12. Würdest du eher an einem Farmstay teilnehmen wenn dieser umweltfreundliche und nachhaltige Aspekte beinhaltet?

Definitiv! *Ich würde nicht wo arbeiten wollen wo Tieregequält werden z.b.!*

13. Welche weiteren Aspekte spielen eine Rolle bei der Entscheidung für einen Farmstay?

Umgebung, Familie der die Farm gehört. Produkte die gemacht werden.

14. Würdest du gerne mehr Information über einen Farmstay in Argentinien erhalten? Dann gib bitte hier deine Email-Adresse an:

Nein, danke.

Interview 13

1. Welche Möglichkeiten fallen dir ein um nach dem Abitur für einige Monate ins Ausland zu gehen?

Work and travel, Au Pair, Auslandsarbeit oder Praktikum

2. Was wären deine Top 3 Länder für einen Auslandsaufenthalt nach dem Abitur?

USA, Australien/Neuseeland, Indonesien

Ein Farmstay bedeutet auf einer Farm für ein paar Wochen bis zu ein paar Monaten zu leben und mit der Farm Arbeit zu helfen, z.B. mit dem Anbau von Obst und Gemüse oder der Tierpflege.

3. Warum würdest du an einem Farmstay teilnehmen (und nicht z.B. an einem Work & Travel)?

Sicherer Arbeitsplatz

4. Was sollte ein Farmstay idealerweise bieten, damit er deine Erwartungen erfüllt?

Ich fänd natürlich nen Biohof toll wo keine Tiere geschlachtet werden

5. An welchen Tätigkeiten während einem Farmstay wärest du interessiert?

- ☒ Tierpflege (Füttern, Trainieren, etc.)
- ☒ Reiten
- ☒ Obst- & Gemüseanbau
- ☒ In den Ställen und auf den Feldern arbeiten
- ☒ Unterstützung des Personals, Gäste empfangen und unterhalten

6. Wie viele Stunden pro Tag würdest du gerne arbeiten?

Kommt drauf an wie anstrengend die Arbeit ist.. so 6-8h

7. Was für eine Vermittlungsgebühr für einen Farmstay in Argentinien fändest du angemessen?

☒ 200-300€

8. Was für einen Zuschuss für Unterkunft fändest du angemessen wenn die Tätigkeit nur halbtags ausgeübt würde?

Am optimalsten fänd ich wenn die Unterkunft und Verpflegung mit drin wären und man einfach auf dem Hof wohnt.

9. Wie denkst du können wir Abiturienten am besten über Farmstays informieren und welche Informationen würden sie gerne erhalten?

Infoveranstaltungen an Gymnasien, Messestände und Online über Social Media

10. Wie würdest du am liebsten den Farmstay buchen?

- ☒ *Online*
☒ *persönlich in einem Büro*

11. Würdest du einen Farmstay eher buchen wenn er dir empfohlen wurde?

Persönliche Referenzen würden meine Meinung auf jeden Fall beeinflussen.

12. Würdest du eher an einem Farmstay teilnehmen wenn dieser umweltfreundliche und nachhaltige Aspekte beinhaltet?

Ja

13. Welche weiteren Aspekte spielen eine Rolle bei der Entscheidung für einen Farmstay?

Finanzielle Unterstützung und Möglichkeiten zu reisen und auch andere junge Leute kennenzulernen.

14. Würdest du gerne mehr Information über einen Farmstay in Argentinien erhalten? Dann gib bitte hier deine Email-Adresse an:

Nein, danke.

Appendix 6 – External Interviews labelled

The following table presents an overview of the quotes from the interviews matched with the labels. After the quote in brackets it is indicated from which interview the answer is derived.

Labels

- 1** = Target market awareness
- 2** = Unique selling proposition
- 3** = Influences on the buying decision
- 4** = Promotion
- 5** = Product
- 6** = Price
- 7** = Place

1	Freiwilligenarbeit; Argentinien, dort am liebsten Südamerika (I1) Freiwilligendienst (I4) Volunteering (I6) Freiwilligenarbeit (I7) Farmstay (I9) Freiwilligenarbeit; Argentinien (I11)
2	- reist man nicht ständig weiter und lernt somit die Kultur besser kennen, da man mehr Kontakt mit Einheimischen hat; Unterkunft auf der Farm, wenn möglich in einer Gastfamilie und den ganzen Tag was zu tun zu haben (I1) - Einsichten in eine Kultur, Einblicke in Familienleben; besser organisiert und unspontaner; Anbindungen zu möglichen anderen Aktivitäten, eine nette Familie auf der Farm, nicht zu viel harte Farmarbeit, Accommodation bezahlt. (I2) - Interesse an Arbeit auf Farm, Einblick in Kultur und Familienleben des Landes dadurch Verbesserung der Sprachkenntnisse, fester Wohnort, mehr Sicherheit; Balance von Arbeit und Freizeit, Verbesserung der Sprachkenntnisse (I4) - permanente Aufenthaltsort und die Arbeit auf einer Farm; Gastfreundlichkeit und respektvoller Umgang (I5) - Verbindung zwischen der Pflege von Tieren und der Arbeit in der Natur (z.B. Mithilfe bei der Ernte), sich auf deinen Ort einzulassen und tiefere Einblicke in die Kultur der Einheimischen zu bekommen; Kostenlose Unterkunft und Verpflegung (I6) - besseren Bezug zu der Lokalität und auch weil es in der Agronomie ist; Adäquate Unterkunft, Interessante Tätigkeiten, Kontakte mit den Locals (I7) - Beziehung zu Einheimischen und den Tieren, bestimmte Kultur und deren Bräuche richtig kennenzulernen; Einblicke in die Abläufe auf der Farm, viel mit Tieren arbeiten und in alle anstehenden Tätigkeiten mit eingebunden, Unterkunft/ Verpflegung gestellt (I8) - wenn man in der direkten Umgebung wandern, Mountainbike fahren oder surfen kann; Die entsprechende Natur zum Wandern oder Mountainbike fahren, Unterkunft, andere Farmstayer, Verkehrsanbindung in die nächste Stadt (I9)

	- sicheren Platz zum wohnen und man findet immer Arbeit; man hat mehr Sicherheit; man kann besseren/intensivere Kontakt zu Personen herstellen; man lernt vielleicht eher den Alltag in einem Land kennen; Nettes, offenes, verständnisvolles, geduldiges Team; eine Person, die für mich "verantwortlich" ist; Möglichkeiten, durch zum Beispiel Ausflüge auch mal etwas anderes vom Land zu sehen (I10) - Um Wert zu schätzen, was es bedeutet Nahrungsmittel selbst anzubauen; Um mit den Menschen und Tieren vor Ort zu leben und dadurch das Land und die Kultur besser kennenzulernen; Um mit den Tieren arbeiten zu können; Um nicht in einer großen Stadt, sondern auf dem Land zu arbeiten; offenes und herzliches Team (I11) - das Leben auf einer Farm kennenzulernen und beim Anbau von Lebensmitteln oder auch der Pflege von Tieren; Einblicke in den kompletten Alltag. Beteiligung an allen Aufgaben. Tiere! Zu einer Farm gehören für mich Tiere. Und natürlich trotzdem auch genügend Freizeit. (I12) - Sicherer Arbeitsplatz; Biohof (I13)
3	[empfohlen?] Ja; [umweltfreundlich?] Ja; Mit welchen Tieren man arbeiten wird (I1) [empfohlen?] Ja; [umweltfreundlich?] Nein; Persönliche Aspekte (I2) [empfohlen?] Ja; [umweltfreundlich?] Ja (I3I4I11) [empfohlen?] Ja; [umweltfreundlich?] Ja; Finanzielles (I5) [empfohlen?] Nein; [umweltfreundlich?] Ja, das ist ein ausschlaggebendes Kriterium; Stipendien und Zuschüsse bei der Finanzierung, zusätzliche Möglichkeiten für Ausflüge oder Reisen, schnelle Erreichbarkeit des Zentrums, Treffen mit anderen Jugendlichen (Deutsche und anderer Nationen). (I6) [empfohlen?] Ja; [umweltfreundlich?] Ja; Kosten und ich würde gerne vor Antritt der Reise wissen welche Tätigkeiten mich erwarten werden (I7) [empfohlen?] Ja; [umweltfreundlich?] Ja; Lage der Farm (I8) [empfohlen?] Ja, wenn die Empfehlung vertrauenswürdig ist; [umweltfreundlich] Ja; wenn man dort wandern, Mountainbike fahren oder surfen kann (I9) [empfohlen?] Ja; [umweltfreundlich?] Auf jeden Fall, da es mich dann persönlich noch mehr interessiert; Eindruck vom Farmteam; die zu verrichtende Arbeit; die Umgebung der Farm, das "Image" der Farm (I10) [empfohlen?] Definitiv! ; [umweltfreundlich?] Definitiv. Ich würde nicht wo arbeiten wollen wo Tiere gequält werden z.b.!. Umgebung. Familie der die Farm gehört, Produkte die gemacht werden. (I12) - Persönliche Referenzen würden meine Meinung auf jeden Fall beeinflussen. [umweltfreundlich?] Ja; Finanzielle Unterstützung und Möglichkeiten zu reisen und auch andere junge Leute kennenzulernen. (I13)
4	- Abimesen oder über das Internet. Information zur Dauer, Preis, Unterkunft und den genauen Tätigkeiten auf der Farm(I1) - Veranstaltungen der Schule; Medien oder soziale Netzwerke; Der Internetauftritt sollte gelungen sein; Finanzielle, wie es organisiert wird und eine Anleitung enthalten, wie man sich anmelden kann.(I2) - Arbeit mit Tieren, auf das Visuelle setzen, Aushänge in Schulen(I3) - Internetpräsenz, Infomaterial an Schulen verteilen, Berufsmessen besuchen (I4) - Über Soziale Netzwerke besteht heutzutage schließlich eine gute Erreichbarkeit. Es wäre nützlich Informationen über Gehalt bzw. Kosten ; über die Aufenthaltsorte ; die

	Tätigkeiten und eventuell auch über Ansprechpartner bei Schwierigkeiten.(I5) 10. Informationsveranstaltungen in den Schulen oder Plakate am Schwarzen Brett.(I6) 11. Internetpromotion (z.B. über Portale), Kooperationen mit anderen Anbietern, Kooperationen mit Reisebüros (I7) 12. Internet bzw. soziale Medien, persönliche Erfahrungsberichten, Informationen zu Preisen, Aufgabengebieten, Arbeitszeiten und Freizeitaktivitäten in der Nähe der Farm. (I8) 13. Über das Internet und telefonisch oder im Chat persönlich mit jemandem. Infos zu Lage, Kosten, Personen der Farm, Möglichkeit eines Sprachkurses, Aufgaben, Aktivitäten in der Umgebung (I9) 14. Informationsmedium: Internet; Infos über allgemeine Dinge wie Finanzierung, Management, usw. und über die einzelnen Farmen mit Bildern oder Homepage(I10) 15. Über Facebook, Broschüren und Infoabende an Schulen, Website mit Videos und Erfahrungsberichten (I11) 16. Durch ein Video das den Farmstay vorstellt und bildlich zeigt. Das lässt sich gut auf den Social Media Plattformen verbreiten und ist modern. Wichtige Informationen: Was sind meine Aufgaben? Wie wohne ich? Was verdiene ich? Wie lange muss ich arbeiten? Wie lange kann ich bleiben? Was zahle ich für die Unterkunft und Verpflegung, im Bestfall nichts? Was wird mir noch geboten auf der Farm, Freizeitmöglichkeiten in der Umgebung? (I12) 17. Infoveranstaltungen an Gymnasien, Messestände und Online über Social Media (I13)
5	8. Tierpflege (Füttern, Trainieren, etc.); Unterstützung des Personals, Gäste empfangen und unterhalten; [Stunden?] So viele wie möglich (I1) 9. Tierpflege (Füttern, Trainieren, etc.); Obst- & Gemüseanbau; Unterstützung des Personals, Gäste empfangen und unterhalten; Im Restaurant aushelfen; 4 Stunden (I2) 10. Tierpflege (Füttern, Trainieren, etc.); Unterstützung des Personals, Gäste empfangen und unterhalten; Im Restaurant aushelfen; 6 Stunden (I3) 11. Tierpflege (Füttern, Trainieren, etc.), Unterstützung des Personals, Gäste empfangen und unterhalten, Im Restaurant aushelfen; [Stunden?] ca. 5 (I4) 12. Tierpflege (Füttern, Trainieren, etc.), Reiten, Obst- & Gemüseanbau In den Ställen und auf den Feldern arbeiten, Unterstützung des Personals, Gäste empfangen und unterhalten, Im Restaurant aushelfen; ca. 9 Stunden (I5) 13. Tierpflege (Füttern, Trainieren, etc.), Obst- & Gemüseanbau, In den Ställen und auf den Feldern arbeiten; Ca. 6 Stunden, maximal 8. (I6) 14. Tierpflege (Füttern, Trainieren, etc.), Reiten, Obst- & Gemüseanbau, In den Ställen und auf den Feldern arbeiten, Unterstützung des Personals, Gäste empfangen und unterhalten, Im Restaurant aushelfen; [Stunden?], 5 (I7) 15. Tierpflege (Füttern, Trainieren, etc.), Obst- & Gemüseanbau, In den Ställen und auf den Feldern arbeiten, Unterstützung des Personals, Gäste empfangen und unterhalten; ca. 6 Stunden (I8) 16. Tierpflege (Füttern, Trainieren, etc.), Obst- & Gemüseanbau, Unterstützung des Personals, Gäste empfangen und unterhalten; [Stunden?] 5 (I9) 17. Tierpflege (Füttern, Trainieren, etc.), Obst- & Gemüseanbau, In den Ställen und auf den Feldern arbeiten, eventuell Verarbeitung von Produkten (zum Beispiel Winzer); 6 - 10 Stunden (kommt auf die Art und den Schwierigkeitsgrad der Arbeit an)(I10)

	• Tierpflege (Füttern, Trainieren, etc.), Reiten, Obst- & Gemüseanbau, In den Ställen und auf den Feldern arbeiten, Unterstützung des Personals, Gäste empfangen und unterhalten, Im Restaurant aushelfen; 6h-8h je nachdem was anfällt (I11) 18. Tierpflege (Füttern, Trainieren, etc.), Reiten, Obst- & Gemüseanbau, In den Ställen und auf den Feldern arbeiten, Unterstützung des Personals, Gäste empfangen und unterhalten, Im Restaurant aushelfen; 8 Stunden wären optimal. Maximal 10 (I12) 19. Tierpflege (Füttern, Trainieren, etc.), Reiten, Obst- & Gemüseanbau, In den Ställen und auf den Feldern arbeiten, Unterstützung des Personals, Gäste empfangen und unterhalten; 6-8h (I13)
6	4. [Vermittlungsgebühr?]200-300€; [Zuschuss für Unterkunft?] 40- 50€ pro Woche?(I1) 5. [Vermittlungsgebühr?]300-400€; [Zuschuss für Unterkunft?] Hälfte der Unterkunft(I2) 6. [Vermittlungsgebühr?]300-400€; [Zuschuss für Unterkunft?] 50-100€ im Monat?(I3) 7. [Vermittlungsgebühr?]200-300€; [Zuschuss für Unterkunft?] 30€ die Woche (I4) 8. [Vermittlungsgebühr?]300-400€;[Zuschuss für Unterkunft?] Einen monatlichen Zuschuss von ca. 250 Euro (I5) 9. [Vermittlungsgebühr?]300-400€;[Zuschuss für Unterkunft?] Ca. 150 Euro pro Monat (I6) 10. [Vermittlungsgebühr?]200-300€; Ein angemessener Zuschuss sind alle Kosten, die anfallen (I7) 11. [Vermittlungsgebühr?]200-300€; [Zuschuss für Unterkunft?] Zwischen 50-70% (I8) 12. [Vermittlungsgebühr?]300-400€; [Zuschuss für Unterkunft?] Gar keinen, man sollte gratis wohnen und essen (I9) 13. [Vermittlungsgebühr?]200-300€; [Zuschuss für Unterkunft?] 150-200€ pro Monat(I10) 14. [Vermittlungsgebühr?]200-300€; [Zuschuss für Unterkunft?] 30-40€ pro Woche (I11) 15. [Vermittlungsgebühr?]300-400€;[Zuschuss für Unterkunft?] Ich fände es gut wenn die Unterkunft frei wäre. (I12) 16. [Vermittlungsgebühr?]200-300€; [Zuschuss für Unterkunft?] Am optimalsten fänd ich wenn die Unterkunft und Verpflegung mit drin wären(I13)
7	5. Online oder persönlich in einem Büro, falls es ein Büro in meiner Stadt gibt (I1) 6. Online (I2I3I4I8I9I10I11I12I13) 7. Online, über den Postweg, persönlich in einem Büro. Ich persönlich finde alle Wege sehr angenehm.(I5) 8. persönlich in einem Büro (I6I7I13)

Appendix 7 – Internal Interview

Labels

- 1 = Target group
- 2 = Farmstay goals
- 3 = German consumer buying behaviour
- 4 = Competitors
- 5 = Strengths NICE
- 6 = Weaknesses NICE
- 7 = Opportunities
- 8 = Threats

Interview Claudia Trott

1. What is the current target group of NICE?

Studenten und Schulabgänger. Auch Ältere, die ein Sabbatical machen möchte. Aber diese Gruppe wird nicht gezielt angesprochen, da unser Programm eher auf die Bedürfnisse von jungen Leuten passt.

2. What would be the target group for the Farmstay?

Dieselbe wie unter 1. Jedoch könnte es sein, dass **Farmstay bei Schülern stärker** angenommen wird als von Studenten, die häufig etwas studienspezifisches suchen.

3. Could you define your goals concerning the Farmstay in terms of sales and market share growth?

Zum market share kann ich nichts sagen, da ich das Marktvolumen von Farmstay in Südamerika nicht kenne. Zudem ist es schwierig, einen Markt zu definieren, denn es wird häufig quer Beet gesucht, ein Farmstay in Argentinien oder Thailand... Und weltweit kenne ich den Markt und sein Volumen auch nicht...

Bezüglich Sales streben wir an, **rund 25 Teilnehmer pro Jahr** zu vermitteln. Umsatzzahlen hängen davon ab, zu welchem Preis wir das Programm anbieten.

Annäherung:

Farmstay: Startgebühr 100 Euro, Organisationskosten: 350 Euro

Sprachkurs plus Unterkunft in Córdoba: 3 Wochen im Durchschnitt pro Teilnehmer: $(160+80) \times 3 = 720$ Euro. à $720+450 =$ **1170 pro Teilnehmer. Ca. 30.000 Euro Umsatz pro Jahr**

4. Could you tell me more about the buying behaviour of the German customer (what influences their buying decision, what do they value most (price, quality, etc.)?)

Tendenz zu niedrigen Preisen. Starker Blick auf **Preis-Leistungsverhältnis.** Im Bereich der Praktika: **Qualitätsorientiert**, Volunteering: **Vielfalt** und die Möglichkeit zu wählen überzeugt. **Sicherheitsorientiert**, Agenturen vor Ort in Deutschland haben dadurch einen Vertrauensvorsprung. Unsere große Auswahl bei Praktika/Volunteerings in der Stellenbörse

erzeugt Vertrauen und eine positive Grundeinstellung → Es ist hilfreich, Farmstays in verschiedenen Themenbereichen anzubieten. **Individuell betreut** werden (in den Mails). Im Bereich Volunteering/ Farmstay ist das Zielland nicht ganz so wichtig, Hauptsache es ist ein **attraktives Reiseziel**. Sicherheit des Reiselandes spielt eine Rolle (Zentralamerika nimmt seit einigen Jahren an Attraktivität ab).

5. Why would a potential customer choose for NICE and not for a competitor?

Günstige Preise. Große Auswahl. Wir sind vor Ort (spezialisiert auf ein Land erzeugt Vertrauen in die Qualität). **Individuelle Betreuung** – dies wird mit der **kleinen Unternehmensgröße von NICE** assoziiert und kleine Anbieter werden teilweise gezielt gesucht (wollen keine Nummer sein).

6. Who are your biggest competitors? What are their strengths?

Praktikawelten: Starke Marktpresenz vor Ort an den Unis und Schulen. **Weltweite Auswahl. Unternehmensgröße** an sich schafft Vertrauen. Preise eher nicht, Produktvielfalt pro Land eher nicht, Kundenzufriedenheit eher lala, individualisierbare Produkte eher nicht. Sehr **intensives Marketing**.

South America Inside: Sehr gute **Preise**, auch **Spezialist, große Auswahl** durch Kooperationen in verschiedenen Ländern. Ist auch vor Ort, sind aber Deutsche.

<http://www.woofinternational.org>: Der Klassiker für organic Farmstays, **gibt es schon lange, kostet fast nichts (30\$)** und ist eine Plattform, um direkt mit Farms weltweit in Kontakt zu treten. **Bekannt, weltweit, preisgünstig**. Organisieren nichts selbst, stellen nur die Kontakte zur Verfügung. Nachteil: Wenn man kein Spanisch kann, kann man nicht mit den Farms in Kontakt treten. Nachteil: Machen nur organic farms, ist nicht jedermanns Sache. Ausserdem bieten sie **nicht so einen Rundumservice** wie wir, in dem Unterkunft, Sprachkurs, Flughafenabholung und Betreuung vor Ort inbegriffen sind.

7. What could NICE improve?

Bessere **Marktpresenz**, um als Anbieter wahrgenommen zu werden. Besseres **Testimonial-Marketing über Social Media**, um **Vertrauen** aufzubauen (wir sind klein und weit weg, das ist für einen Deutschen erst einmal negativ)

8. What opportunities do you see for NICE?

Bezüglich Farmstay im konkreten? **Erschließen von Kunden, die sonst aus Kostengründen nicht an einem Programm bei uns teilnehmen könnten.**

Oder extern? Dass sich der **Wechselkurs der Realität angleicht** und Argentinien wieder so günstig wird, dass der Flug nach 3 Monaten im Land von den Lebenshaltungskosten kompensiert wird. So würde Argentinien wieder **wettbewerbsfähiger gegenüber Zielländern werden, die man kostengünstig erreicht.**

9. What external threats affect NICE?

Argentiniens wirtschaftliche Situation, Lebenshaltungskosten und Preise, zu denen wir die Leistungen anbieten können, Anstieg der Kriminalität und daher Imageverlust als eines der sichersten Länder Südamerikas. Politische und schlechte wirtschaftliche Situation könnte zudem im Bereich der Praktika zu einem Imageverlust und damit zu einem Verlust an Attraktivität führen. Dass sich die Visumsbedingungen verändern, denn aktuell ist für ein unbezahltes Praktikum und für deutsche Staatsangehörige ein Visum nicht zwingend notwendig. Sollte sich das ändern, wäre der Großteil unserer Teilnehmer in der Situation, aus Zeitgründen das Visum nicht mehr organisiert zu bekommen, da 6 Monate Bearbeitungszeit ab Vorliegen aller Unterlagen inklusive der Praktikumsstelle nötig wären. Die meisten Teilnehmer melden sich bei uns erst später für eine Vermittlung und erhalten die Stelle rund 3 Monate vor Reiseantritt.

Appendix 8 – Price comparison competitors

Company Product	NICE	Praktikawelten	Buitenlandse -stage	South America Inside	WWOOF International
Internship in Argentina	540€	690€	695€	-	-
1 week Spanish course	160€	160€	120€	230€	
1 week Accommodation	80€	160€	112,50€	90€	
Farmstay	1360€ (including 4 weeks Spanish course + accommo dation)	From 1400€ (including 4 weeks Spanish course + accommodation) + each additional week 160€	-	-	30\$