

UNIVERSITY OF TARTU VILJANDI CULTURE ACADEMY

Creative Project Management

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FELLIN GARDENS: DEVELOPMENT OF AN ECO-CONSCIOUS RESORT

Master's Thesis

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INTRODUCTION

This master's thesis¹ examines the Fellini Gardens project, an innovative and diverse recreational landscape initiative, centered around a lush, educational, and constantly evolving garden. The research question guiding this work is: **how to design and establish the conditions for the creation and successful operation of Fellini Gardens recreational landscape?**

In today's rapidly urbanizing and technologically saturated world, people are increasingly disconnected from nature and traditional lifestyles. This, in turn, leads to a decline in well-being and a weakening of community cohesion. At the same time, there is a growing awareness and demand for high-quality, experiential and sustainable opportunities for recreation and personal development. The Fellin Gardens project aims to address these challenges by offering a holistic concept that combines proximity to nature, cultural heritage, contemporary design and high quality.

The master's thesis is structured as follows: The first chapter provides a theoretical overview, discussing research methods, the problem statement (including an analysis of interviews), a brief description of the concept and the theoretical framework for creating the Fellini Gardens concept, focusing on biophilic design theory, therapeutic landscapes, and Healing Gardens principles. The second chapter is the practical part, covering the project's justification, team and management, timeline and implementation stages, budget, project sustainability, target audiences, marketing plan, risk analysis and the author's reflection. The thesis concludes with a summary, a list of sources used and appendices.

¹ In the preparation of this master's thesis, I used the AI application ChatGPT (OpenAI, 2024) to support the writing process. With the help of this AI tool, I carried out initial thematic research and translated certain text sections from Estonian into English. All inputs generated by ChatGPT have been critically evaluated, edited and integrated by the author.

1. THEORETICAL OVERVIEW

The theoretical overview in this master's thesis lays the foundation for understanding and developing the Fellin Gardens recreational landscape concept. This chapter first discusses the research methods used in the work, then delves into the problem statement, drawing, among other things, on expert interviews conducted. Next, a brief description of the Fellin Gardens concept is provided. Finally, the theoretical framework underlying the creation of this innovative and well-being-promoting environment is presented, focusing on biophilic design theory, the principles of therapeutic landscapes, and the Healing Gardens concept.

1.1. Overview of Research Methods

In this master's thesis combined research methods have been used to ensure a multifaceted and in-depth treatment of the topic. The main methods are as follows:

- **Literature Analysis:** To create the theoretical framework, professional literature in the fields of experience economy, destination development, biophilic design, therapeutic landscapes, the Healing Gardens concept and sustainable development has been reviewed. This method helped to define key concepts, understand existing theories and best practices and create a theoretical basis for developing the Fellin Gardens concept.
- **Case Study:** The Fellin Gardens project itself is treated as a case study. Existing project materials, including the sketch project prepared by Studio ARGUS (Appendix 1) and earlier development ideas, have been analyzed. The case study method allows for an in-depth analysis of a specific project in its unique context.
- **Qualitative Interviews:** To gather practical knowledge and experience, semi-structured expert interviews were conducted with representatives of three similarly oriented experience centers or hotels operating in Estonia (Von Rosen SPA, Saka Manor, Wagenküll Castle Spa). The interview results were analyzed qualitatively, identifying key themes, patterns and lessons relevant to the Fellin Gardens project (see subsection 1.2.1).
- **Document Analysis:** In addition to professional literature and the sketch project, other documents related to the project and the field have been analyzed, including previous strategies, budgets and marketing plans related to the Fellin Gardens project (appendix 3, appendix 4). This helped to understand the project's development history and earlier considerations.
- **Synthesis and Conceptual Modeling:** Based on the collected theoretical and empirical material, an updated concept for Fellin Gardens has been synthesized and a practical project

plan has been created. This involves integrating different ideas and principles into a cohesive and functional solution.

The choice of research methods was based on the aim of the thesis and the research question, striving to ensure both theoretical depth and practical applicability. The combined approach allows for a more comprehensive picture of the precondition and challenges of planning and implementing the Fellini Gardens recreational landscape.

1.2. Problem Statement

In today's rapidly urbanizing and technologically saturated world, people are increasingly disconnected from nature and traditional lifestyles. This, in turn, leads to several problems, including a decline in well-being, increased stress levels, a rise in mental health problems and a weakening of community cohesion. People are increasingly looking for ways to escape the daily grind, reconnect with nature and find balance and peace of mind. Parallel to this trend, awareness and demand for high-quality experiences and sustainable opportunities for recreation and personal development are growing, offering more than just accommodation and entertainment.

The Fellin Gardens project seeks to address these problems:

- **Nature Alienation and its Negative Consequences for Well-being:** Modern lifestyles have distanced many people from natural environments, which have a proven positive impact on both physical and mental health.
- **Dominance of Standardized and Superficial Leisure Options:** Many tourist destinations offer standardized solutions that do not consider the individual needs of visitors or offer deeper meaning or a holistic sense of well-being.
- **Low Awareness and Application of the Potential of Therapeutic Landscapes and Biophilic Design:** Although scientific research confirms the positive impact of natural environments and biophilic design on well-being, these principles are still relatively underutilized and often superficially applied in the planning of recreational and tourism facilities.
- **Need for Sustainable and Community-Engaging Development Models:** Many development projects do not sufficiently consider environmental, social and economic sustainability, which can lead to negative long-term consequences.

The central research question of the Fellini Gardens project – how to design and successfully operate a complex, innovative and sustainable Fellin Gardens recreational landscape? – stems directly from these problems. The aim of the thesis is to propose a solution that not only creates an attractive and

economically viable recreational landscape but also contributes more broadly to improving human well-being, raising environmental awareness and promoting sustainable development.

The following subsection (1.2.1) delves into the experiences of similar projects in Estonia through expert interviews conducted, to better understand the specific challenges and opportunities in the sector and thereby refine the problem statement and potential solutions for the Fellin Gardens project.

1.2.1. Interviews

To refine the problem statement and gather practical knowledge about the development of similar experience centers and recreational areas in Estonia, semi-structured expert interviews were conducted with representatives of three operating entities in Estonia: Von Rosen SPA, Saka Manor, and the Wagenküll Castle Complex- Summer Park. The purpose of these interviews was to understand these projects, in order to extract important lessons and recommendations for planning the Fellin Gardens project.

The interviewees were selected to provide an overview of the experiences of different types and stages of development of tourism and leisure facilities. They all offer accommodation, catering and additional experiences (spa, park areas, historical environment), thus being relevant to the Fellin Gardens concept. The interviews were conducted based on a pre-prepared questionnaire (see Appendix 2), while also allowing for free-form discussion.

Key findings and conclusions from the interviews in the context of Fellini Gardens:

- **Vision and Objectives:**
 - The interviews revealed that project visions can range from pragmatic (financial goals, e.g., Von Rosen SPA's initial aim to reduce municipal subsidy dependence) to idealistic (a hobby, lifestyle, community contribution, e.g., Saka Manor owner's desire to keep the place operational and maintained; Wagenküll's aspiration to create a magical world). A clear direction is crucial, but so is the readiness to adapt to changes (e.g., for Von Rosen SPA, changes in the business environment have made achieving financial targets more difficult).
 - For Fellini Gardens: An ambitious and multi-layered vision requires strong focus, but also flexibility to respond to market shifts and unforeseen circumstances.
- **Management and Teamwork:**

- All interviewees emphasized the critical importance of a competent and dedicated team. Finding and retaining staff with specific skills in various fields (especially service personnel, spa therapists) is a challenge (e.g., Von Rosen SPA).
- Management styles highlighted included organic, leading-by-example and inclusive approaches (Von Rosen, Saka, Wagenküll). Flexibility and support for employee initiative are important.
- Seasonality and weather conditions affect staffing needs and work organization (e.g., Wagenküll's Summer Park).
- For Fellini Gardens: Investment in building a strong, motivated team, offering training and development opportunities, is essential. Flexibility and adaptability in management are key.
- **Project Implementation Challenges:**
 - Key challenges mentioned were financial difficulties and sustainability (Von Rosen), finding qualified personnel (Von Rosen), external factors like economic changes, geopolitical situations (Von Rosen, Wagenküll), pandemics (Saka Manor) and weather (Wagenküll).
 - Logistical problems (e.g., transporting statues for Wagenküll) and bureaucracy can also be obstacles.
 - For Fellini Gardens: Thorough risk analysis and mitigation strategies are indispensable. Both internal and external risk factors must be considered.
- **Target Audience, Marketing, and Community:**
 - Target audiences are often broad (e.g., Wagenküll: from children to seniors; Von Rosen: anyone needing accommodation), but focus can also be more specific (e.g., Saka Manor: corporate clients).
 - Marketing channels include social media, direct contacts, fairs, word-of-mouth recommendations, and user-generated content (UGC). Unique events (e.g., theatre performances at Von Rosen, dinners at Saka) help attract visitors.
 - Collaboration with local government and other regional businesses is beneficial (e.g., Wagenküll and Tartu 2024).
 - Community involvement in project design has not always occurred (e.g., Von Rosen) but is considered potentially beneficial.

- For Fellini Gardens: Clearly define target audiences and select appropriate marketing channels. Offering unique experiences and events is crucial. Early community engagement can increase project support and sustainability.
- **Impact and Success Evaluation:**
 - The impact of projects can be multifaceted: economic (turnover, profit, revitalization of local entrepreneurship – e.g., Wagenküll), cultural (performances, heritage preservation – e.g., Von Rosen, Saka), social and environmental.
 - Success metrics include both quantitative (visitor numbers, hotel occupancy, turnover, profit) and qualitative indicators (customer feedback, satisfaction).
 - For Fellini Gardens: Define clear success metrics covering various dimensions of the project. Positive feedback and repeat visits are important indicators.
- **Strategic Choices and Future:**
 - Location, brand and partners are strategically important. Future plans must be flexible and account for market changes.
 - Optimizing personnel costs and considering automation options (e.g., Von Rosen’s recommendation for self-service check-in) are relevant.
 - It is important to differentiate and offer unique experiences that cannot be digitally replicated (Wagenküll’s emphasis on emotion and presence).
 - For Fellini Gardens: Building a strong brand, developing strategic partnerships and continuous innovation are necessary for long-term success.
- **Lessons Learned and Recommendations from Interviewees:**
 - The most significant lessons were learned from interacting with people, understanding the history of the place and linking it to branding, time management and patience.
 - The most inspiring aspects are new contacts, visitor satisfaction, colleague well-being and the completion of work when the result exceeds expectations.
 - Recommendations for someone planning a similar project: believe in yourself, start doing, think big, differentiate (Wagenküll); critically consider staffing and automation options (Von Rosen); build economically and consider accommodation for larger events (Saka).
 - For Fellini Gardens: These recommendations confirm the need for courage, thorough planning and an innovative approach.

In summary, the expert interviews provided valuable input for planning the Fellin Gardens project, highlighting both potential challenges and success factors. They confirmed that with a unique concept, a strong team, flexible management and careful financial planning, it is possible to create a successful and impactful experience center. The interview results help to mitigate risks and make more informed decisions in the further development of Fellin Gardens, especially regarding the planning of the practical part (Chapter 2).

1.3. Brief Description of the Fellin Gardens Concept

The Fellini Gardens project is an ambitious and innovative undertaking aimed at creating a unique and diverse recreational landscape in Aindu village, Viljandi County, by Lake Karula. At the heart of the project is a lush, educational and constantly evolving garden, complemented by various services and attractions. It offers visitors a holistic well-being, cultural and recreational experience. The concept is based on the principles of proximity to nature, valuing cultural heritage, high quality, contemporary design and sustainability.

Vision and Mission:

The vision of Fellini Gardens is to be an internationally recognized and beloved destination that inspires people to find balance between themselves and nature, promoting health, creativity and joy of life. The mission is to create and manage an exceptional recreational landscape that offers unforgettable experiences, educational opportunities and a therapeutic environment, while being a model for sustainable and community-valuing development.

Key Components and Offerings:

- **Central Garden:** The heart of the project is a diverse and experiential garden, divided into different themed areas (Seasonal flower garden, orchards, vegetable garden, herb garden, rosarium, forest garden). The garden is designed to be aesthetically pleasing, educational and therapeutic. It is constantly evolving, offering joy of discovery in every season.
- **Accommodation:** A boutique hotel offering high-quality and personalized accommodation services. Rooms are designed with natural tones and materials, opening to views of the garden or lake. Standalone holiday cottages or glamping-type solutions are also possible for those seeking a more private experience.

- **Catering:**
 - A fine-dining restaurant focusing on local and seasonal ingredients, offering modern Estonian cuisine. A significant portion of the ingredients comes from its own garden and local producers.
 - A farm market selling local produce, handcrafts, and Fellin Gardens' own products.
- **Well-being and Spa:**
 - A spa complex offering a wide range of well-being services, including various saunas (Finnish, steam, smoke), pools (indoor and outdoor), relaxation areas and treatment rooms. Services include massages, body treatments, facial treatments and wellness rituals using natural and local ingredients.
 - Yoga and meditation studio, mindfulness practices, forest bathing and other activities promoting mental and physical balance.
- **Activities and Experiences:**
 - Educational programs and workshops for adults and children (gardening, cooking, handcrafts, nature education).
 - Cultural events (concerts, theater performances, art exhibitions, themed evenings).
 - Active leisure opportunities (hiking and cycling trails, boat rental, winter activities).
 - Children's play areas and adventure park.
- **Event Center:** Versatile spaces for organizing conferences, seminars, weddings and other events, with catering and technical support.

Target Audience:

The target audience for Fellini Gardens is broad, including both domestic and international visitors seeking unique experiences, nature connection, well-being and cultural enrichment. Key segments include wellness seekers, cultural tourists, families with children, romantic getaway seekers, corporate groups and special interest groups (see subsection 2.6).

Uniqueness and Value Proposition:

The uniqueness of Fellini Gardens lies in its holistic approach, combining a high-quality recreational landscape with diverse services and a strong emphasis on well-being and sustainability. The core value proposition is

Healing Through Conscious Nature Experience. This means that Fellini Gardens offer more than just a beautiful environment – they create an opportunity for conscious connection with nature, which in turn supports mental and physical well-being. Visitors can partake in a unique and memorable experience that enriches their lives and helps them find inner balance.

1.4. Theoretical Framework

The creation of the Fellini Gardens concept is based on several interconnected theoretical frameworks that emphasize the importance of nature, well-being and experience in contemporary society. These theories provide a scientific and philosophical basis for designing a recreational landscape that is not only aesthetically pleasing but also promotes healing and personal development.

1.4.1. Biophilic Design- Integrating the 14 Patterns in Fellini Garden

The biophilia hypothesis, famously advanced by biologist Edward O. Wilson (1984), suggests an inherent human inclination to connect with nature and other living systems. This connection is considered an evolutionary legacy, deeply embedded in our psychological and physiological makeup. Biophilic design translates this hypothesis into the practice of shaping the built environment. Its core aim is to foster human health, well-being and productivity by thoughtfully integrating natural elements, forms, and processes into architectural and landscape design (Kellert, Heerwagen, & Mador, 2008; Kellert, 2018).

The Fellini Gardens project embraces biophilic design as a foundational principle. This commitment is actualized through the deliberate application of the "14 Patterns of Biophilic Design" (Browning, Ryan, & Clancy, 2014), a comprehensive framework developed by Terrapin Bright Green. These patterns are categorized into three groups:

I. Nature in the Space

This category focuses on the direct, physical, and freeing presence of nature within a space. Fellini Gardens will incorporate these patterns as follows:

1. **Visual Connection with Nature:** Maximizing views of natural elements, living systems and natural processes. This will be achieved through large windows in buildings offering vistas of Lake Karula and the surrounding forests, strategically placed viewpoints throughout the gardens.
2. **Non-Visual Connection with Nature:** Engaging auditory, haptic, olfactory and gustatory stimuli that evoke a positive reference to nature. Examples include the sounds of water

features and birdsong, the scent of aromatic plants and forests, the texture of natural materials and the taste of herbs and fruits grown on-site.

3. **Non-Rhythmic Sensory Stimuli:** Incorporating stochastic and ephemeral connections with nature, such as the play of light and shadow, the movement of leaves in the wind or the unexpected appearance of wildlife. These elements provide gentle, engaging distractions that can refresh attention.
4. **Thermal & Airflow Variability:** Creating subtle changes in air temperature, relative humidity and airflow that mimic natural environments. This includes well-ventilated indoor spaces, shaded outdoor areas and microclimates created by planting and water features, enhancing comfort and alertness.
5. **Presence of Water:** Enhancing the experience of place through seeing, hearing or touching water. Fellin Gardens will feature ponds, a water fountain on the market plaza, small streams and the presence of Lake Karula.
6. **Dynamic & Diffuse Light:** Varying intensities of natural and artificial light and shadow that change over time. This involves maximizing natural daylight, using light-filtering elements and creating lighting schemes that mimic natural light patterns, supporting circadian rhythms and visual comfort.
7. **Connection with Natural Systems:** Fostering an awareness of natural processes, especially seasonal and temporal changes. This will be achieved through planting schemes that highlight seasonal changes and opportunities to observe natural cycles.

II. Natural Analogues

This category addresses organic, non-living and indirect evocations of nature.

8. **Biomorphic Forms & Patterns:** Utilizing symbolic references to contoured, patterned, textured or numerical arrangements that persist in nature.
9. **Material Connection with Nature:** Employing materials and elements from nature that, through minimal processing, reflect the local ecology or geology. The project will prioritize the use of local wood, stone, clay and other natural materials in construction and finishes, creating a distinct sense of place.

10. **Complexity & Order:** Providing rich sensory information that adheres to a spatial hierarchy similar to those encountered in nature. This involves creating environments that are detailed and interesting, yet possess an underlying order and coherence that makes them understandable and engaging.

III. Nature of the Space

This category addresses spatial configurations found in nature.

11. **Prospect:** Offering unimpeded views over a distance, for surveillance and planning. Elevated viewpoints, open vistas and clear lines of sight will be incorporated into the design of Fellin Gardens, providing a sense of spaciousness and security.
12. **Refuge:** Creating places for withdrawal from environmental conditions or the main flow of activity, where individuals feel protected. Cozy nooks, sheltered seating areas and secluded garden spots will offer opportunities for rest, reflection and a sense of safety.
13. **Mystery:** Evoking the promise of more information through partially obscured views or other sensory devices that entice individuals to explore deeper. Winding paths, layered planting and partially hidden garden features will encourage curiosity and exploration.
14. **Risk/Peril:** Incorporating an identifiable threat coupled with a reliable safeguard. While carefully managed, elements like elevated walkways with secure railings or views over a steep (but safe) incline can create a thrilling yet controlled experience, heightening engagement.

1.4.2. Therapeutic Landscapes

The concept of therapeutic landscapes originates from health geography and examines how physical and social environments can contribute to healing and well-being (Gesler, 1992; Williams, 2007). These are places that hold special significance for individuals and groups and are perceived as having healing qualities. These qualities can stem from natural elements (mountains, forests, water), cultural aspects (sacred sites, historical locations) or social factors (supportive communities, healing traditions).

Key aspects of therapeutic landscapes relevant to Fellini Gardens:

- **Connection Between Place and Well-being:** The environments where we live, work and relax significantly influence our health and happiness. Some places can induce stress and illness, while others can promote calmness, refreshment and health.
- **Multiple Dimensions of Healing:** Healing is not limited to physical recovery; it also includes mental, emotional and spiritual well-being. Therapeutic landscapes can support these various forms of healing by offering peace, inspiration, a sense of belonging and opportunities for reflection.
- **The Role of Meaning and Symbolism:** Places often acquire special meanings for people due to their history, culture or personal experiences. These meanings can enhance a place's perceived healing properties.

The next subsection will focus more specifically on the Healing Gardens concept, which is one of the most concrete and purposeful applications of therapeutic landscapes.

1.4.3. Healing Gardens

Healing Gardens represent a distinct category of therapeutic landscapes, intentionally designed to foster health and well-being and to support healing processes. Unlike gardens that are merely aesthetically pleasing, the design of Healing Gardens is centered on evidence-based principles that contribute to stress reduction, mood improvement, enhanced social support and the provision of positive sensory experiences (Marcus & Barnes, 1995; Söderback, Söderström, & Schäländer, 2004; Aktas, 2019 – referencing the content of Kurt Orkun Aktas's article: HEALING GARDENS AN INTERDISCIPLINARY_RESEARCH).

Healing Gardens are extensively utilized in healthcare facilities (such as hospitals and nursing homes) but their principles are increasingly being applied more broadly in environments that promote well-being, including spas, hotels, schools and community centers.

Key elements and principles of the Healing Gardens concept include:

- **Connection with Nature and Plant Diversity:**
 - A rich and varied plant selection that offers year-round interest (e.g., different blooming times, foliage colors, fruits).
 - Preference for native and adapted plant species that support the local ecosystem.

- Plants that stimulate various senses: fragrant flowers and herbs (aromatherapeutic effect), leaves with different textures (sense of touch), edible plants (sense of taste) and plants that attract birdsong and the buzzing of insects (sense of hearing).
- **Providing Control and Choice:**
 - Visitors should have the opportunity to choose between different activities and environments (active participation in gardening, quiet sitting, social interaction).
 - Various degrees of privacy: areas for socializing, secluded corners for solitude.
 - Clear and understandable pathways that allow visitors to feel secure and navigate independently.
- **Fostering Social Support:**
 - Comfortable and inviting seating areas that encourage communication.
 - Opportunities for joint activities (group exercises, workshops, shared meals).
 - An environment that is open and inclusive to different age and interest groups.
- **Encouraging Physical Movement and Activity:**
 - Well-maintained and diverse pathways for walking and movement.
 - Opportunities for light physical activity, such as gardening tasks (planting, weeding, harvesting), which have a proven therapeutic effect.
 - Playful and movement-promoting elements designed for children.
- **Reducing Stress and Supporting Recovery:**
 - A calm and harmonious environment, free from excessive distracting factors.
 - Natural sounds (birdsong, murmur of water) and views that have a calming effect.
 - Elements that offer "soft fascination," helping to restore mental energy.
 - Shade-providing trees and structures that protect from excessive sun or rain.
- **Offering Positive Sensory Experiences:**
 - Visual beauty: harmony of colors, forms and textures.

- Pleasant scents: fragrant flowers, herbs, mown grass.
- Soothing sounds: natural sounds, quiet music (if appropriate).
- Tactile elements: plants with different textures, stones, wood.
- Taste experiences: edible plants, berries, fruits directly from the garden.
- **Ensuring Safety and Comfort:**
 - Well-lit and maintained paths, non-slip surfaces.
 - Comfortable and ergonomic seating.
 - Sufficient trash receptacles and clear signage.
 - Accessibility for people with special needs.

1.5. Theoretical Framework application

Based on the theoretical frameworks discussed (biophilic design, therapeutic landscapes, Healing Gardens) and the expert interviews, the core theoretical theses can be formulated. These theses serve as guiding principles for the project's development and help to crystallize its unique value proposition.

- **Thesis 1: Conscious Nature Experience as a Pathway to Healing and Well-being.** Fellin Gardens posits that a consciously experienced connection with nature is a fundamental human need and a powerful pathway to improved mental, emotional and physical well-being. The project aims to create an environment and offer experiences that facilitate this deep, mindful engagement with the natural world, going beyond passive appreciation to active, sensory and cognitive interaction.
- **Thesis 2: The Synergistic Integration of Biophilic Design, Therapeutic Landscapes, and Healing Gardens Principles Maximizes Restorative Potential.** By thoughtfully combining elements from these three interconnected fields, Fellin Gardens can create a multi-layered environment that offers diverse opportunities for restoration, healing and personal growth. This synergy allows for a more holistic and impactful approach than relying on any single framework alone.
- **Thesis 3: Authenticity, Local Context and Cultural Heritage Enrich the Therapeutic Experience.** The healing potential of a place is enhanced when it is rooted in authenticity,

reflects the local natural and cultural heritage and resonates with a sense of place. Fellin Gardens will strive to incorporate local traditions, materials and ecological knowledge, creating a unique and meaningful environment that fosters a deeper connection for visitors.

- **Thesis 4: Sustainability as an Intrinsic Component of Well-being and a Core Project Value.** True well-being is inseparable from the health of the planet and the community. Fellini Gardens is committed to comprehensive sustainability (environmental, social, economic and cultural) not just as an add-on, but as a fundamental aspect of its identity and operations, contributing to the well-being of its visitors, staff, the local community and the broader environment.
- **Thesis 5: Continuous Learning, Adaptation and Co-creation are Essential for a Living, Evolving Healing Landscape.** Fellini Gardens is envisioned not as a static entity, but as a dynamic, learning-oriented project that evolves in response to visitor feedback, ecological changes and new knowledge. Fostering a spirit of co-creation with visitors and the community will ensure the gardens remain relevant, vibrant and deeply receptive to the needs of those it serves.

This framework will guide the design, development and operational phases of Fellin Gardens, ensuring that the project remains true to its core vision of creating a transformative space for healing and conscious nature experience.

2. PRACTICAL PART

This chapter details the practical implementation plan for the Fellin Gardens project. It covers the project justification, team and management structure, timeline and phases, budget, sustainability strategy, target audiences, marketing plan, risk analysis and the author's reflection on the project development process.

2.1. Project Justification

The Fellini Gardens project is justified by several compelling factors:

- **Growing Demand for Wellness and Experiential Tourism:** There is an increasing focus on health and well-being with people seeking destinations that offer relaxation, rejuvenation and meaningful experiences beyond standard tourist offerings.
- **Need for Nature Connection:** Urbanization has led to a disconnect from nature. Fellin Gardens provides an opportunity for a deep and restorative connection with the natural world, benefiting mental and physical health.
- **Unique and Differentiated Offering:** Fellini Gardens presents a distinctive combination of immersive gardens, a focus on well-being, cultural activities and educational programs, attracting visitors looking for something new and enriching.
- **Regional Benefits:** The project can positively contribute to the Viljandi area by attracting tourists, creating employment, supporting local businesses and enhancing appreciation for local nature and culture.
- **Commitment to Sustainability:** The project's emphasis on long-term environmental and community well-being aligns with the values of contemporary consumers.
- **Favorable Timing:** Heightened awareness of health, environmental issues and the value of authentic experiences makes this an opportune moment for a project like Fellin Gardens.

2.2. Team and Management

The successful implementation of the complex and multifaceted Fellini Gardens project largely depends on a competent, motivated and well-managed team. Given the project's ambition—to create a comprehensive recreational landscape that includes gardens, accommodation, dining, spa, and educational and cultural activities—it is necessary to involve specialists from various fields and apply effective project management principles.

Project Team Structure and Key Roles:

To implement the project, a core team is formed that is responsible for strategic planning, day-to-day management and delivery of core services. Additionally, it is important to involve external experts and partners for specific tasks.

Key roles in the Fellin Gardens team (based on the nature of the project and lessons learned from interviews, e.g., Von Rosen SPA, Saka Manor, Wagenküll):

- **Owners:** Manage finances, secure funding and ensure financial viability. Input about strategy and key decision-making.
- **Project Manager/CEO:** Responsible for implementing the overall vision of the project, strategic planning, financial management, team recruitment and management and development of partnerships. Must possess strong leadership qualities, project management experience and a good understanding of both business and creative economy sectors.
- **Garden Curator/Head Gardener:** Responsible for developing, establishing, maintaining and evolving the central garden concept of Fellini Gardens. Must have deep knowledge of horticulture, landscape design, biophilic design, and Healing Gardens principles. Leads a team of gardeners and seasonal workers (comparable to the role of head gardener at Wagenküll).
- **Hotel and Accommodation Manager:** Responsible for the daily operation of accommodation units (hotel, private cabins), management of reservations, customer service quality and personnel management. Experience in hospitality and ensuring high service standards is important.
- **Restaurant Manager:** Responsible for the concept of food service units (restaurant, farmers' market), menu creation, provisioning, management of kitchen and service staff and ensuring food quality and safety. Emphasis on local ingredients and seasonality requires good cooperation with local producers.
- **Spa and Wellness Manager:** Responsible for the development and quality of spa services and wellness programs (yoga, meditation, etc.) and personnel management. Knowledge of the spa industry, therapeutic practices and customer-centered service is important.
- **Marketing and Communications Manager:** Responsible for developing the Fellin Gardens brand, developing and implementing marketing strategies, managing communication

channels (including social media), public relations and customer communication. Must be able to convey the project's unique value proposition to different target groups.

- **Education and Cultural Programs Coordinator:** Responsible for planning, organizing, and conducting workshops, training sessions, seminars and cultural events. Creativity, good organizational skills and a collaborative network are necessary.

In addition to the core team, it is necessary to involve in the next phases: gardeners and maintenance workers, service staff, chefs and kitchen assistants, therapists and instructors, administrative and support staff.

Interviews (see subsection 1.2.1) revealed that finding and retaining qualified and motivated personnel is one of the main challenges in similar projects. Therefore, it is important to invest in personnel selection, training, motivation and creating a good working environment.

Project Management Principles:

In managing the Fellin Gardens project, creative economy project management principles will be applied, which take into account the creative and innovative nature of the project, while ensuring systematic and purposeful activity:

- **Clear vision and objectives:** The project vision and strategic objectives must be clearly defined and communicated to the entire team.
- **Flexibility and adaptability:** Given the long-term nature of the project and market volatility, it is important to be prepared to adapt plans and activities as needed (as also emphasized by interviewees).
- **Inclusive management style:** Involving team members in decision-making processes, valuing their ideas and suggestions. An organic and exemplary leadership style, mentioned in interviews, fits well in a creative environment.
- **Effective communication:** Regular and open communication both within the team and with external partners and stakeholders.
- **Risk management:** Continuous risk assessment and development of mitigation strategies (see subsection 2.8).
- **Quality management:** Setting and following high quality standards in all project phases and activities.

- **Integration of sustainability:** Considering sustainability principles (environmental, economic, social, cultural) in all decisions and activities.
- **Partnership and cooperation:** Creating and maintaining strategic partnerships with other companies, organizations, local municipality and the community.

In project management, it is important to find a balance between creative freedom and structured planning. Regular team meetings, progress reporting and performance evaluation help keep the project on track and ensure the achievement of objectives.

2.3. Timeline and Implementation Stages

The development of the Fellin Gardens recreational landscape is a complex and long-term project that requires careful planning and phased implementation. The following is an estimated project timeline and main implementation stages, considering the project's scope and nature. The timeline is indicative and may require adjustments based on more detailed planning, financing opportunities and market conditions.

Main Project Stages and Timeframe:

I Stage: Preparation and Planning (Duration: 12-18 months)

- **Development of a Detailed Business Plan and Financial Forecasts (Months 1-3)**
This involves In-depth analysis of market research, definition of the final concept and service portfolio, preparation of detailed financial forecasts (investments, revenues, costs, profitability analysis). Mapping of financing sources and preparation of applications (support measures).
- **Conducting Land Area Detailed Planning and Design (Months 3-12):**
Cooperation with the local municipality to initiate and establish the detailed plan. Commissioning of architectural and landscape architectural design (detailed designs for buildings, gardens, infrastructure), based on the Studio ARGUS sketch (Appendix 1) and the refined concept. Obtaining necessary approvals and building permits.
- **Formation of the Core Team and Establishment of Partnerships (Months 6-18):**
Filling key positions and involving strategic partners.

- **Detailed Development of Brand and Marketing Strategy (Months 9-15):**

Creating the brand platform (name, logo, visual identity, messages). Developing a detailed marketing and communication strategy.

II Stage: Construction Works (Duration: 18-36 months, overlaps with Stage I and occur in phases)

- **Infrastructure Development (Months 12-24, depending on Stage I progress):**

Construction of access roads, parking lots, utility networks.

- **Initial Establishment of Gardens and Outdoor Areas (Months 15-36):**

Landscape design and earthworks. Establishing main garden zones and planting works (trees, shrubs, flowers) – this is an ongoing process.

- **Building Construction and Renovation (Months 18-36):**

The renovation of the restaurant is already in process (Appendix 5). The next construction will be the renovation of the Spa-hotel-production building. Additional buildings will be erected (pavilions, greenhouses and other auxiliary buildings).

- **Interior Design and Furnishing (Months 30-36+):**

Interior finishing and furnishing of buildings according to biophilic design principles. Installation of equipment and devices (kitchen equipment, spa equipment, etc.).

III Stage: Launch and Commencement of Operations (Duration: 6-12 months before opening and post-opening)

- **Personnel Recruitment and Training (Months 30-36+):** recruitment of necessary personnel and training program with service standards, brand values and professional skills.

- **Launch of Marketing and Sales Activities (Months 30-36+):** active marketing campaign before opening (awareness building). Launch of booking systems, conclusion of sales partnership agreements.

- **Service Testing and Opening (Months 36-42+):** "Soft opening" for a limited target group to test services and gather feedback. Official opening and commencement of full-scale operations.

IV Stage: Operation and Development (Continuous process after opening)

- **Daily Operations and Quality Management:** ensuring high service quality, collecting and responding to customer feedback. Continuous optimization of processes.
- **Continuous Development of Gardens and Services:** further design and enhancement of the garden according to seasons and visitor interests. Development of new services, products, and programs.
- **Marketing and Sales Promotion:** continuous marketing activities to maintain brand awareness and attract new customers. Cooperation with tourism networks.
- **Ensuring Sustainability and Impact Assessment:** monitoring and reporting on sustainability goals. Assessing the project's economic, social, and environmental impact.

Notes on the Timeline:

- The timeline is ambitious and requires good planning, sufficient financing and smooth cooperation between various parties.
- Several activities may occur in parallel.
- The project will be implemented in smaller stages (Appendix 3, appendix 4). First, the apple orchard will be planted, the old dryer will be reconstructed into a restaurant, the farm market will be opened and garden areas around the restaurant will be established for the first guests.
- Interviews (see subsection 1.2.1) revealed that unexpected challenges (e.g., changes in the economic environment, pandemics) can significantly affect the timeline, thus requiring flexibility and readiness to adjust plans.

2.4. Project Sustainability

Sustainability and antifragility are an overarching principle in the planning and implementation of the Fellin Gardens project, encompassing environmental, economic, social and cultural dimensions. The goal is to create a recreational landscape that is in harmony with nature, economically viable, supports the local community and values cultural heritage. A sustainable approach ensures the project's long-term success and positive legacy.

2.4.1 Environmental Sustainability:

- **Biophilic Design and Closeness to Nature:** The entire area is designed based on the principles of biophilic design and therapeutic landscapes, maximizing the use of natural elements and creating a harmonious balance between the built environment and nature.
- **Preference for Local and Natural Materials:** Local, renewable and low-environmental-impact materials (wood, stone, clay, lime plaster, natural textiles) are preferred in building construction and furnishing.
- **Energy Efficiency:** Energy-efficient solutions are implemented for heating, cooling and lighting buildings (good insulation, solar panels, geothermal heating, LED lighting).
- **Water Conservation:** Rainwater harvesting systems for garden irrigation, water-saving sanitary solutions.
- **Waste Management Optimization:** Waste reduction, sorting and recycling. Composting of biodegradable waste for garden fertilization.
- **Supporting Biodiversity:** Preservation and creation of habitats for local plant and animal species in the garden and surrounding areas. Minimizing the use of chemical pesticides and fertilizers, applying organic farming practices in the kitchen garden.
- **Sustainable Transportation:** Providing charging points for electric cars, encouraging visitors to use public transport or shared travel options.

2.4.2 Economic Sustainability:

- **Diverse Revenue Streams:** The project's business model relies on multiple revenue sources (catering, accommodation, spa, garden admission fees, events, product sales), which helps to diversify risks and ensure a stable cash flow.
- **Effective Cost Management:** Careful budgeting, cost optimization and efficient use of resources.
- **Supporting the Local Economy:** Cooperation with local producers, suppliers and service providers, which helps keep money in the region and create synergies.
- **Long-Term Investment Perspective:** The project is planned as a long-term investment, the return of which may not be rapid but is stable and growing.

- **Quality and Customer Satisfaction:** Providing high service quality and unique experiences ensures customer satisfaction, repeat visits and positive word-of-mouth marketing, which is the basis for long-term economic success.
- **Mitigating the Impact of Seasonality:** Offering a diverse portfolio of services and year-round attractive activities helps reduce fluctuations in visitor numbers and revenues due to seasonality (winter activities, indoor events).

2.4.3 Social Sustainability:

- **Involving and Supporting the Local Community:** Creating new jobs for local residents. Cooperation with local schools, associations and organizations. Organizing community events and offering discounts to local residents.
- **Creating a Good Working Environment:** Fair working conditions, training and development opportunities for staff. Valuing employee well-being and satisfaction (as also emphasized by interviewees, see subsection 1.2.1).
- **Accessibility and Inclusivity:** Designing services and the environment to be accessible and enjoyable for people with different needs (including people with disabilities, the elderly, families with children).
- **Promoting Health and Well-being:** Providing opportunities for visitors and staff to improve health and increase well-being through closeness to nature, healthy food, exercise opportunities, and therapeutic activities.
- **Educational Dimension:** Sharing knowledge about nature, gardening, healthy lifestyles and sustainability through workshops, training and informational materials.

2.4.4 Cultural Sustainability:

- **Valuing Local Heritage:** Integrating local cultural heritage (human activity proven for 2000 years) into the project concept, design and activities.
- **Preserving and Reusing Historic Buildings:** Sensitive renovation of existing historic buildings and giving them new functions.
- **Supporting Local Artists and Craftsmen:** Exhibiting and selling their creations in Fellin Gardens.

- **Organizing Cultural Events:** Organizing events that introduce local culture and traditions (concerts, exhibitions, heritage days).
- **Stories and Legends:** Collecting and sharing stories and legends associated with the place with visitors, which adds depth and attractiveness to the destination.

Ensuring the sustainability of the Fellin Gardens project requires constant attention, evaluation and adaptation. It is an integrated approach where all four dimensions are interconnected and support each other, creating a long-term viable, responsible and value-creating recreational landscape.

2.5. Target Audiences

Fellini Gardens aims to attract diverse visitors:

- **Wellness Seekers and Nature Enthusiasts:** Seeking tranquil retreats, spa services, mindfulness, healthy cuisine.
- **Cultural Tourists and Lifelong Learners:** Interested in Estonian culture, history, design, sustainable living, educational programs.
- **Families with Children:** Valuing expansive gardens, nature trails, children's play areas, family-friendly options.
- **Romantic Getaway Seekers:** Appreciating boutique hotel, fine dining, spa, beautiful ambiance.
- **Corporate and Group Retreats:** Seeking unique venues for team-building, strategic planning, wellness retreats.
- **Special Interest Groups:** Horticulture, botany, garden design, birdwatching, art enthusiasts.
- **Local Residents and Day Visitors:** Enjoying gardens, farm shop, restaurant, special events.

2.6. Marketing Plan

The goal of the Fellin Gardens marketing plan is to generate interest in the project, attract selected target groups (see subsection 2.5) and build a strong and positive brand image. Considering the project's unique concept, the marketing strategy must be well-thought-out, multi-channel and target-group-based (Appendix 6).

Interviews (see subsection 1.2.1) with similar establishments revealed that effective marketing channels include social media, direct contacts, fairs, word-of-mouth recommendations and user-generated content (UGC). Organizing unique events and collaborating with other regional businesses and tourism organizations are also important.

Main Components of the Marketing Plan for Fellin Gardens:

1. Branding and Positioning:

- **Brand Identity:** Create a strong and memorable brand identity (name, logo, visual language, tone of voice) that reflects Fellin Gardens' core values: closeness to nature, well-being, education, culture, quality, sustainability.
- **Positioning:** Position Fellin Gardens as a unique and high-quality destination that offers more than a typical vacation – it is an investment in well-being and experiences. Emphasize distinctive features (Healing Gardens concept, integration of local heritage, the central role of the garden).
- **Storytelling:** Develop an engaging story about the birth, vision and values of Fellin Gardens that emotionally resonates with target audiences.

2. Marketing Channels and Activities:

- **Digital Marketing:**
 - **Website:** Create a professional, user-friendly and visually attractive website containing all necessary information about services, prices, booking options and events. The website must be optimized for search engines (SEO).
 - **Social media:** Maintain an active and engaging presence on key social media channels (Instagram, Facebook, Pinterest) suitable for target audiences. Share high-quality images and videos of the garden, interiors, services and events. Organize campaigns and contests, engage followers (encourage UGC).
 - **Content Marketing:** Create valuable and interesting content (blog posts, articles, videos) on topics such as biophilic design, Healing Gardens, gardening, healthy lifestyles and local culture. This helps to increase brand authority and attract organic traffic.
 - **Email Marketing:** Collect email addresses of interested parties (e.g., via the website) and send regular newsletters with special offers, new services and upcoming events.
 - **Online Advertising:** Consider paid advertising (Google Ads, social media ads) to more precisely target audiences and increase bookings.

- **Collaboration with Travel Bloggers and Influencers:** Invite relevant influencers and travel bloggers to visit and share their experiences of the Gardens.
- **Traditional Marketing:**
 - **Printed Materials:** High-quality brochures, flyers and other marketing materials (at destinations, tourism fairs).
 - **Media Relations:** Collaborate with journalists, send press releases, offer articles and stories to travel and lifestyle magazines.
 - **Participation in Fairs:** Participate in tourism and wellness fairs aimed at both domestic and international markets (cf. Von Rosen SPA practice).
- **On-site Marketing and Experiential Marketing:**
 - **Unique Events:** Regularly organize thematic events that attract visitors and generate media coverage (festivals, performances, seasonal celebrations).
 - **Workshops and Training:** Offer practical and educational activities related to the Fellin Gardens concept.
 - **Excellent Customer Service:** Ensure that every visitor's experience is positive and memorable, which promotes word-of-mouth marketing.

3. Sales Strategy:

- **Direct Sales:** Bookings directly through the website, phone, or email.
- **Online Travel Agencies (OTAs):** Collaborate with major online booking platforms (Booking.com, Expedia) to reach a wider international audience.
- **Collaboration with Tour Operators and Travel Agencies:** Offer special packages and conditions for tour operators.
- **Packages and Special Offers:** Create various packages combining accommodation, dining, spa services and activities (wellness, romance, family packages). Seasonal special offers.
- **Gift Cards:** Offer the option to purchase gift cards for Fellin Gardens services.
- **Venue Reputation-Related Events:** Art events, festivals, concert performances (similar to Leigo Lake Music).

4. Partnership and Cooperation:

- **Local Partners:** Collaborate with other tourism businesses in Viljandi County, local producers, artisans and cultural organizations to create joint offers and refer visitors mutually.
- **Regional and National Tourism Organizations:** Cooperate with, for example, Visit Viljandi, Visit Estonia and other tourism clusters (cf. Von Rosen SPA and Saka Manor's cooperation with the Ida-Viru tourism cluster).
- **International Networks:** Consider joining international wellness, boutique hotel, or garden tourism networks.

5. Marketing Budget and Measurement:

- Allocate a sufficient budget for marketing activities (see subsection 2.4).
- Set clear marketing goals and metrics (website traffic, number of bookings, social media engagement, customer feedback, number of media mentions).
- Regularly analyze the effectiveness of marketing activities and make adjustments as necessary.

The Fellin Gardens marketing plan must be dynamic and adaptable, considering market changes and target audience feedback. The key to success lies in consistency, quality content and sincerity that reflects the project's authentic nature and values.

2.7. Risk Analysis

Key risk categories and mitigation strategies:

- **Financial Risks:** Budget overruns, funding shortfalls, lower-than-expected revenue, cash flow challenges.
 - *Mitigation:* Detailed budget with contingency, cost control, diversified funding, effective marketing, careful cash flow planning.
- **Operational Risks:** Staffing issues, service quality deficiencies, supply chain disruptions, equipment failure.
 - *Mitigation:* Competitive compensation, training, quality standards, dependable suppliers, preventative maintenance.

- **Market Risks:** Increased competition, changes in consumer preferences/economic conditions, reputational damage.
 - *Mitigation:* Continuous innovation, customer loyalty, market monitoring, proactive reputation management.
- **External Risks:** Economic/geopolitical instability, natural disasters/extreme weather, pandemics, regulatory changes.
 - *Mitigation:* Financial reserves, operational flexibility, insurance, emergency preparedness, staying updated on legislation.
- **Project-Specific Risks:** Horticultural challenges, dilution of concept.
 - *Mitigation:* Horticultural experts, resilient plants, reinforcing core vision.

2.8. Author's Reflection

Developing this thesis has been a significant learning journey. Key learnings include the importance of integrating theory and practice, adaptability, collaboration, detailed planning and the multifaceted nature of sustainability. Challenges included information overload, defining theoretical scope, balancing detail with generalizability and time management. This process has enhanced knowledge in project management, biophilic design, therapeutic landscapes and sustainable development, along with research, writing, critical thinking and analytical skills.

Future directions for Fellini Gardens include developing a comprehensive business plan, assembling a broader team, finalizing designs and initiating public engagement. The author believes the concept holds significant potential and hopes this thesis serves as a valuable resource.

SUMMARY

This master's thesis focused on the conceptual planning of the Fellini Gardens project. The research question was: how to design and establish the prerequisites for the creation and successful operation of this complex, innovative, and sustainable recreational landscape?

The first part examined theoretical foundations: research methodologies, problem statement (informed by literature and expert interviews with Von Rosen SPA, Saka Manor, Wagenküll), the Fellini Gardens concept, and its theoretical underpinnings (biophilic design, therapeutic landscapes, Healing Gardens). These frameworks emphasize nature's positive impact on health and guide the design of health-supportive environments. The unique value proposition for Fellini Gardens was crystallized as: Healing Through Conscious Nature Experience.

The practical part provided an action plan: project justification, team/governance, timeline/phases, budget, sustainability, target audiences, marketing, risk analysis, and author's reflection.

The outcome is a comprehensive conceptual framework and actionable plan. Success depends on a strong theoretical basis, detailed planning, a skilled team, adaptability, and commitment to sustainability and quality. Applying principles from biophilic design, therapeutic landscapes, and Healing Gardens will create a unique destination meeting contemporary needs for nature connection, well-being, and meaningful experiences.

This thesis offers insights for Fellini Gardens and similar projects, demonstrating the importance of an interdisciplinary approach. The vision is to create a place that inspires, heals, and enriches. Future steps include developing a detailed business plan and progressing with design and construction, with ongoing community and stakeholder engagement.

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APPENDICES

- Appendix 1: Studio ARGUS Sketch Project
- Appendix 2: Interviews
- Appendix 3: Stages of development
- Appendix 4: Preliminary Budget
- Appendix 5: Photos on site
- Appendix 6: Marketing and Brand presentation

Fellini Aed

Fellini Aed | Aindu

Maastikuarhitektuur
Arhitektuur
Sisearhitektuur





Üleliigse kõrvaldamine ja olulistele vormidele ning geomeetriaale keskendumine. Tasakaal yin (passiivne) ja yang (aktiivne) elementidest. Dünaamilise, kuid rahuliku atmosfääri saavutamise ühendades pehmed, kumerad vormid nurgeliste kujunditega.

Fookus detailidel ja viimistlusel, hoolikalt valitud materjalid, mis vastavad soovitud energiale. Maalähedased toonid ja looduslikud materjalid.

Lihtsad vormid, rahulikud ruumid, pehmed ja emotsionaalsed, luues rahustava, toetava ja kaitsva atmosfääri. Vaikiv, hõrk arhitektuur, kus on võimalik peatuda ja nautleda vilju, mida maa endas kannab.

Tasakaal ja harmoonia paigutuses, kus elemendid nagu veekogud, taimed, ehitised jagunevad võrdselt ja tasakaalukalt. Sakraalsus.

Selged ja kutsuvad teed, mis juhivad läbi ruumi. Käänulised marsruudid, soodustamaks õrna energiavoolu.

Disainikeel ilma liigse segaduseta, andes väärtuse õhule ja lihtsusele, kus lihtsus võrdub sügavuse ja rafineeritusega.

Kerge, tihti neutraalne palleet, limiteeritud materjalivalik, luues ruume, mis on ajas kestvad.

Asendiplaan



Viljandi maantee



hovi tee



sissepääs 2

silt

parkla 1

käifalid ja tootajad
35 kohta + ...
3 bussile

TÖÖTAJAD

olemasolev
haljastus

olemasolev
müür

parkla 2

hoovili
10-14 kohta

KÜÜNI
HOTELL-SPA

klaaspaviljon

puhke- ja piknikuala 1
suhteenergia
puhastus-laadimine

Sõõri SÜDA
maitsetaimed

heina-lavendli põld

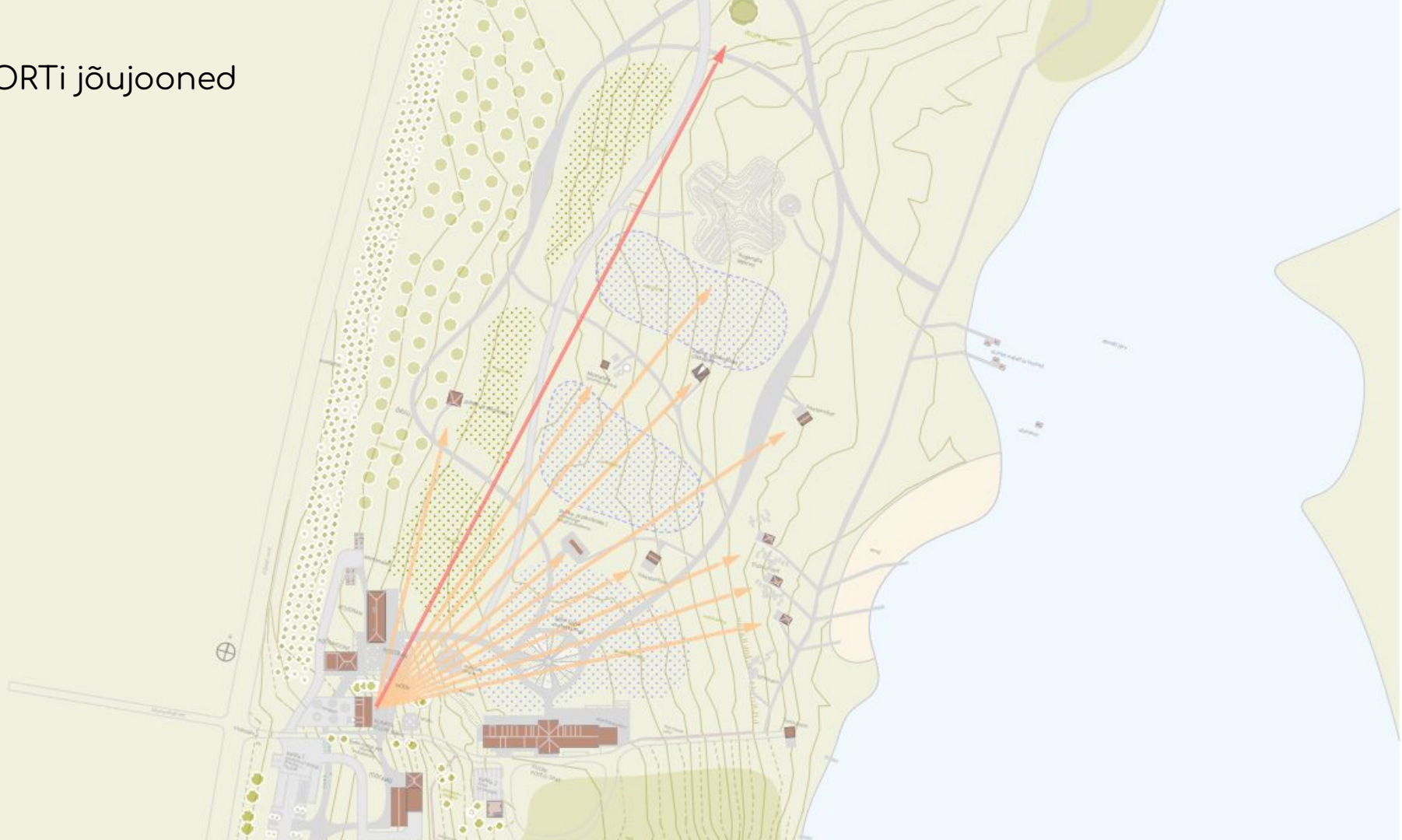
Spaa klaaspaviljon

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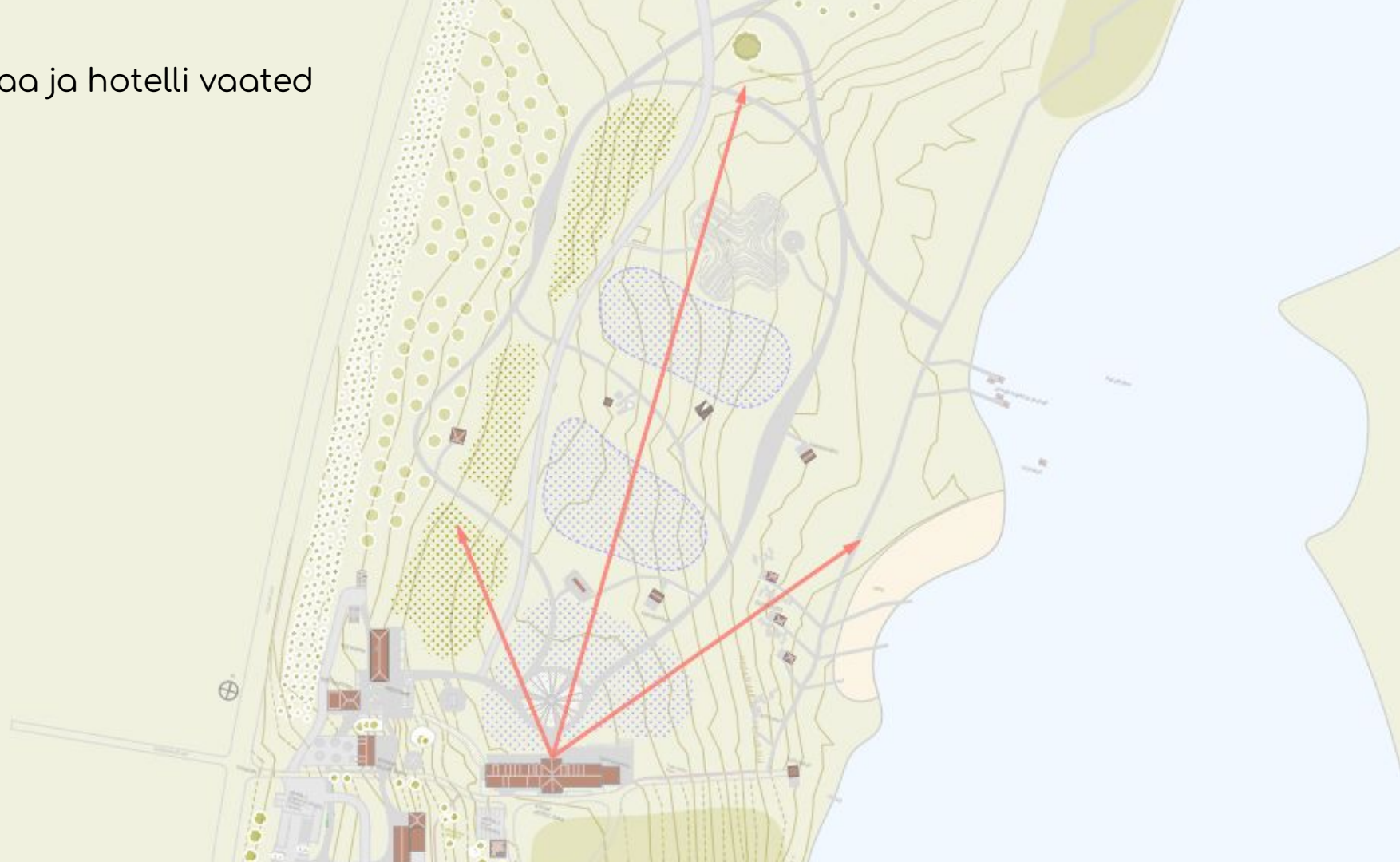
taas rajatav
müür

metsik loodus

AORTi jõujooned



Spaa ja hotelli vaated





Arhitektuurne ja sisearhitektuurne
kontseptsioon läbi järgnevate tüpoloogiate:

Kuivati
Vastuvõtt & kohvik

Küün
Hotell & spaa

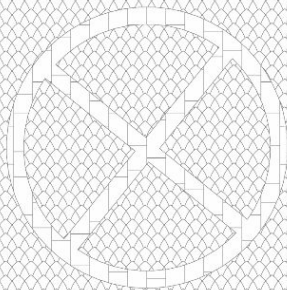
Uus hoonestus
Köök ja restoran
FELLIN aed ja resto

Kuivati

Vastuvõtt & kohvik



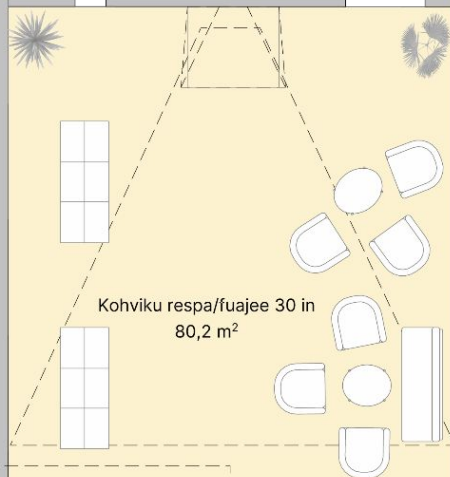
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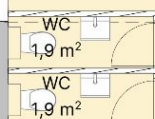
turuplats



Catering
12,9 m²

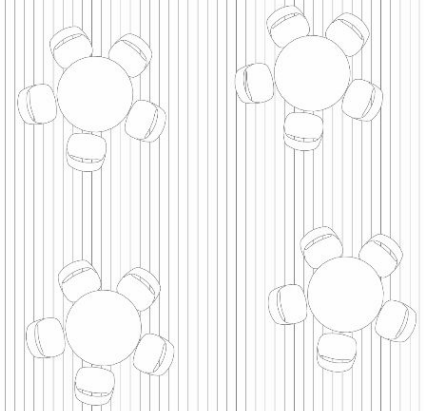


Kohviku respa/fuajee 30 in
80,2 m²

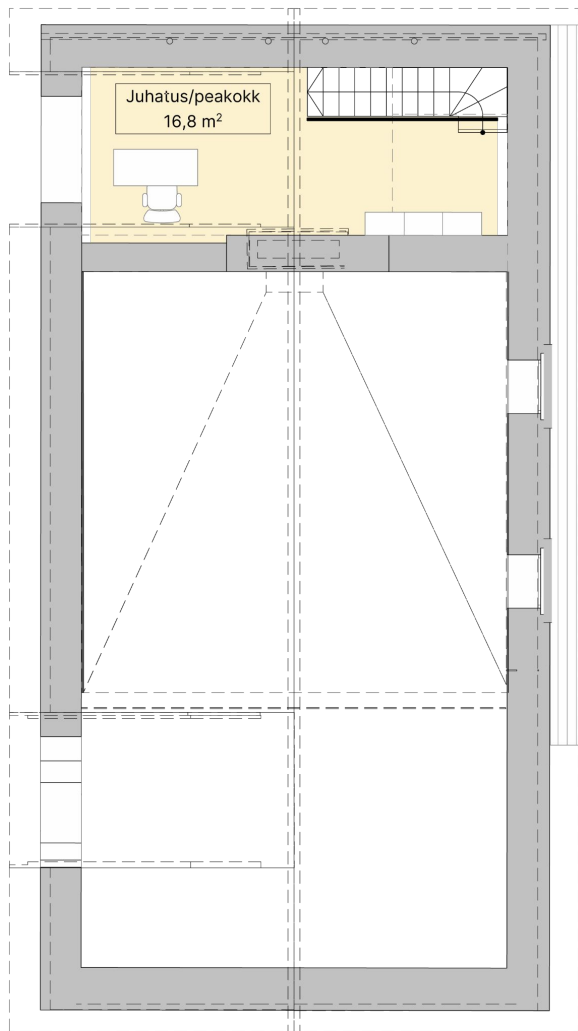


WC
1,9 m²

WC
1,9 m²



2. korruse plaan







Küün

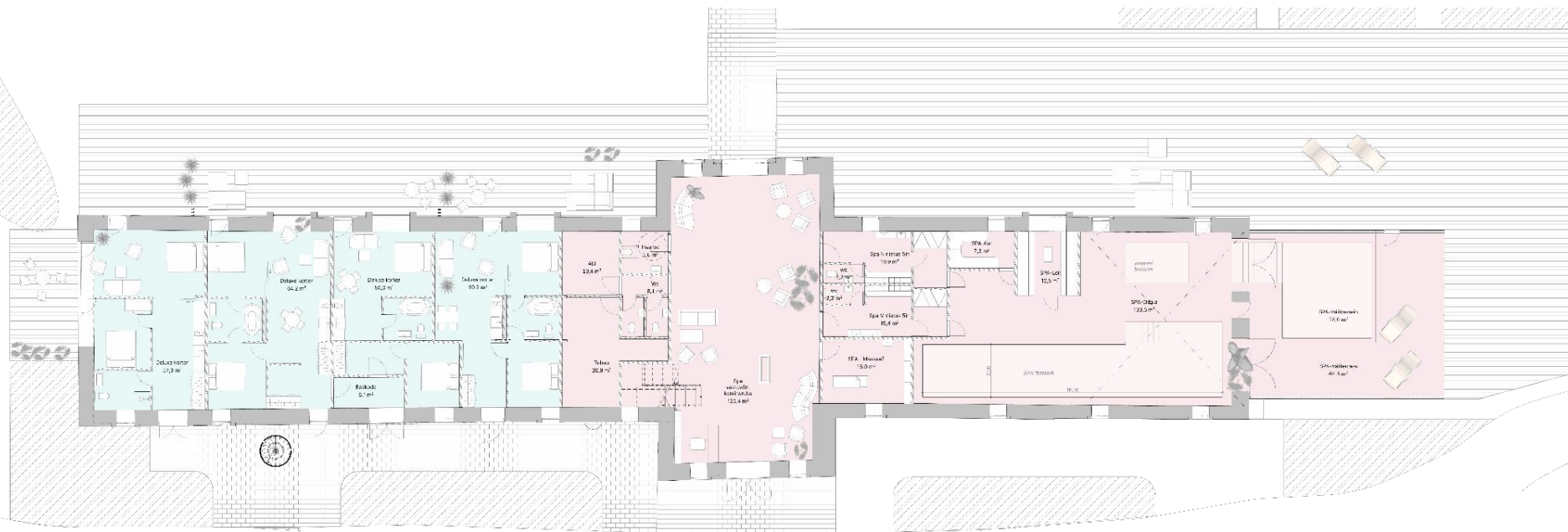
Hotell & Spaa



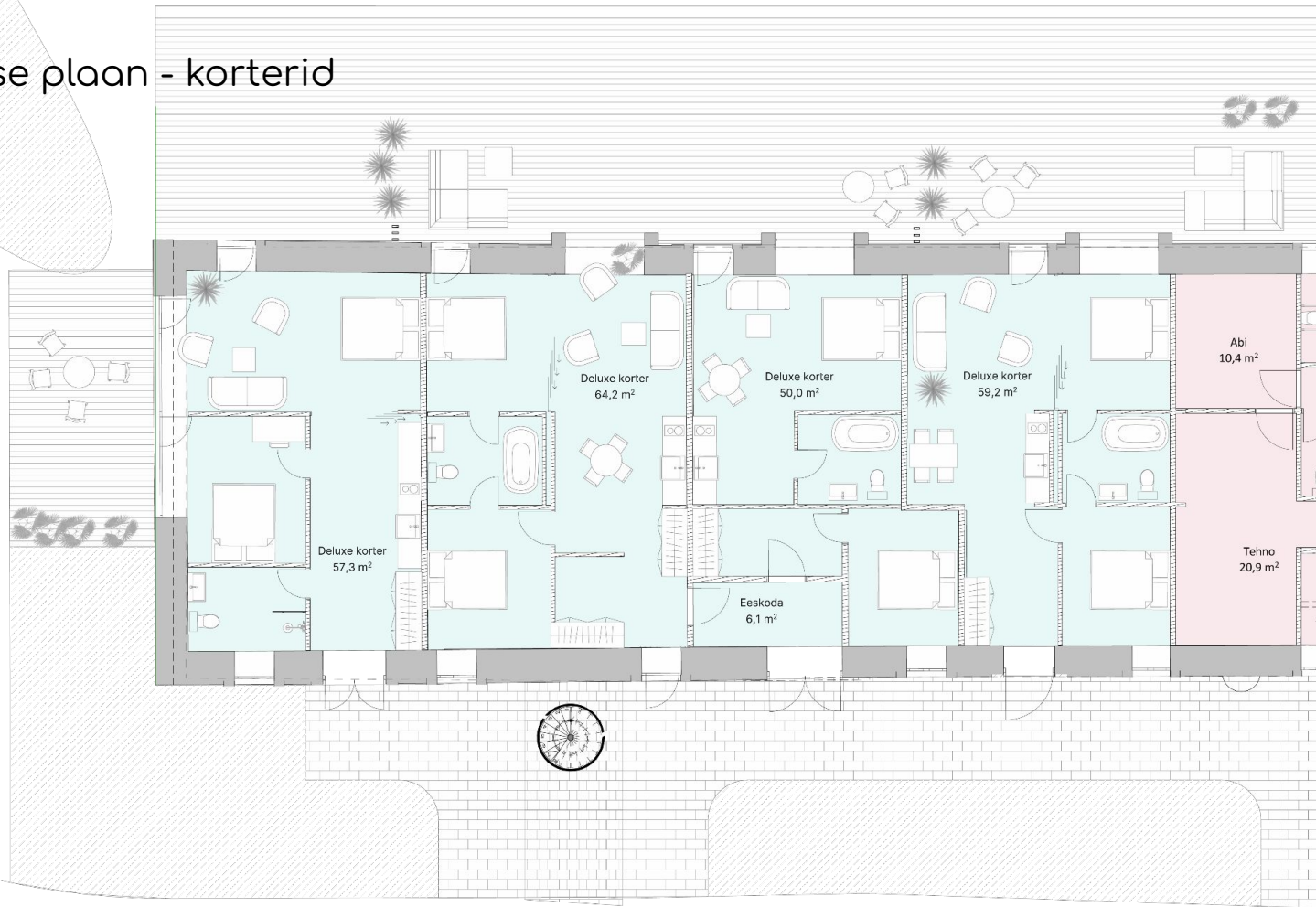




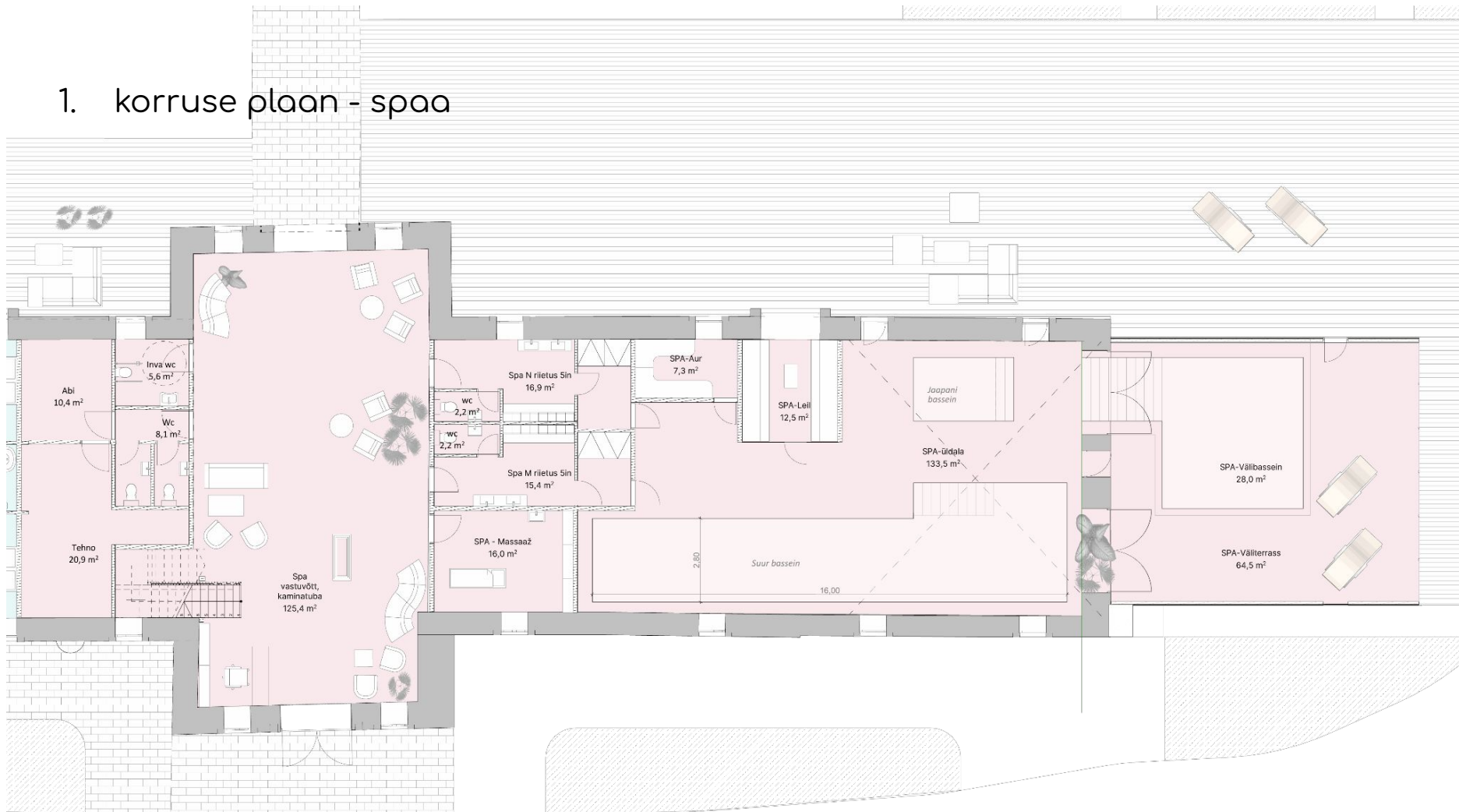
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1. korruse plaan - korterid



1. korruse plaan - spaa



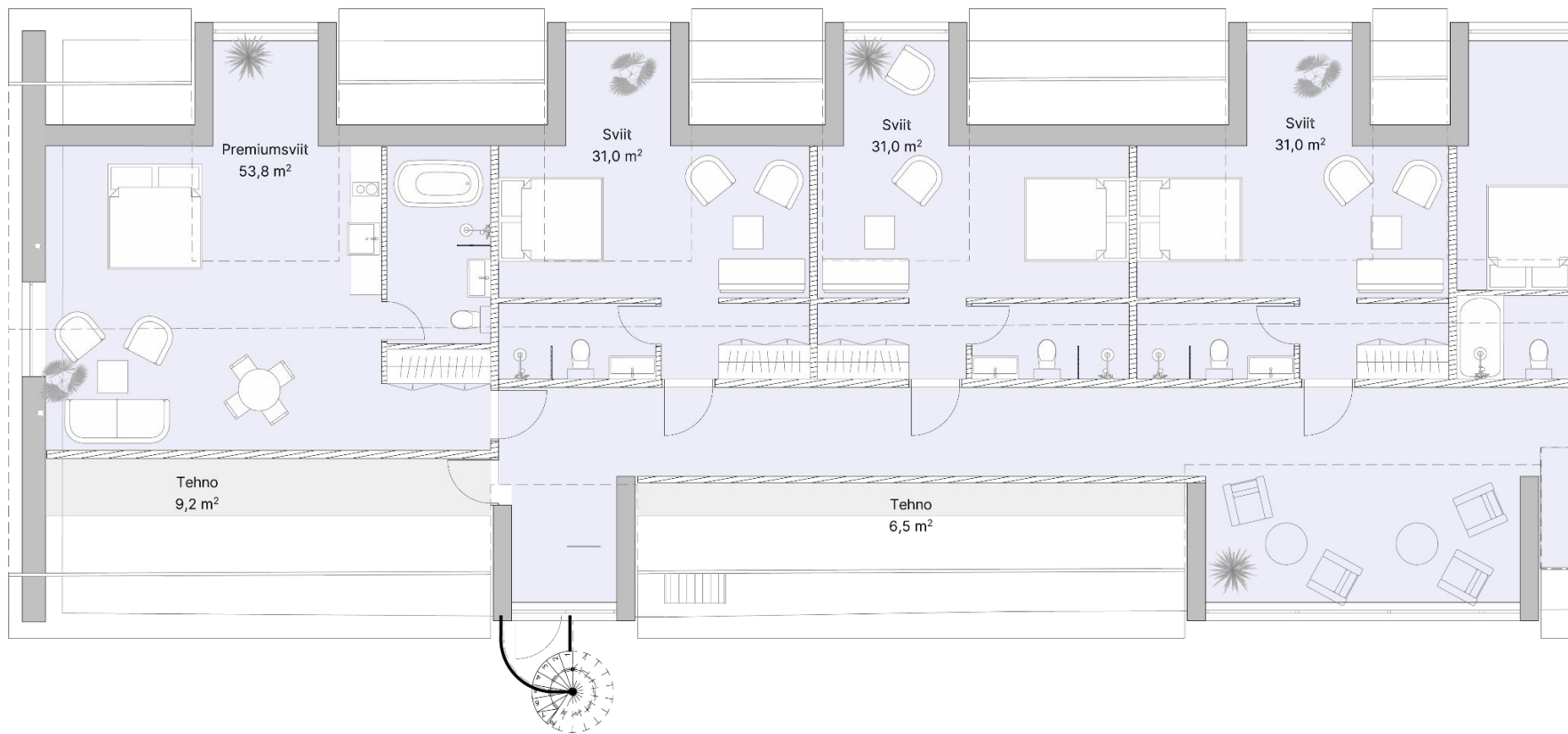




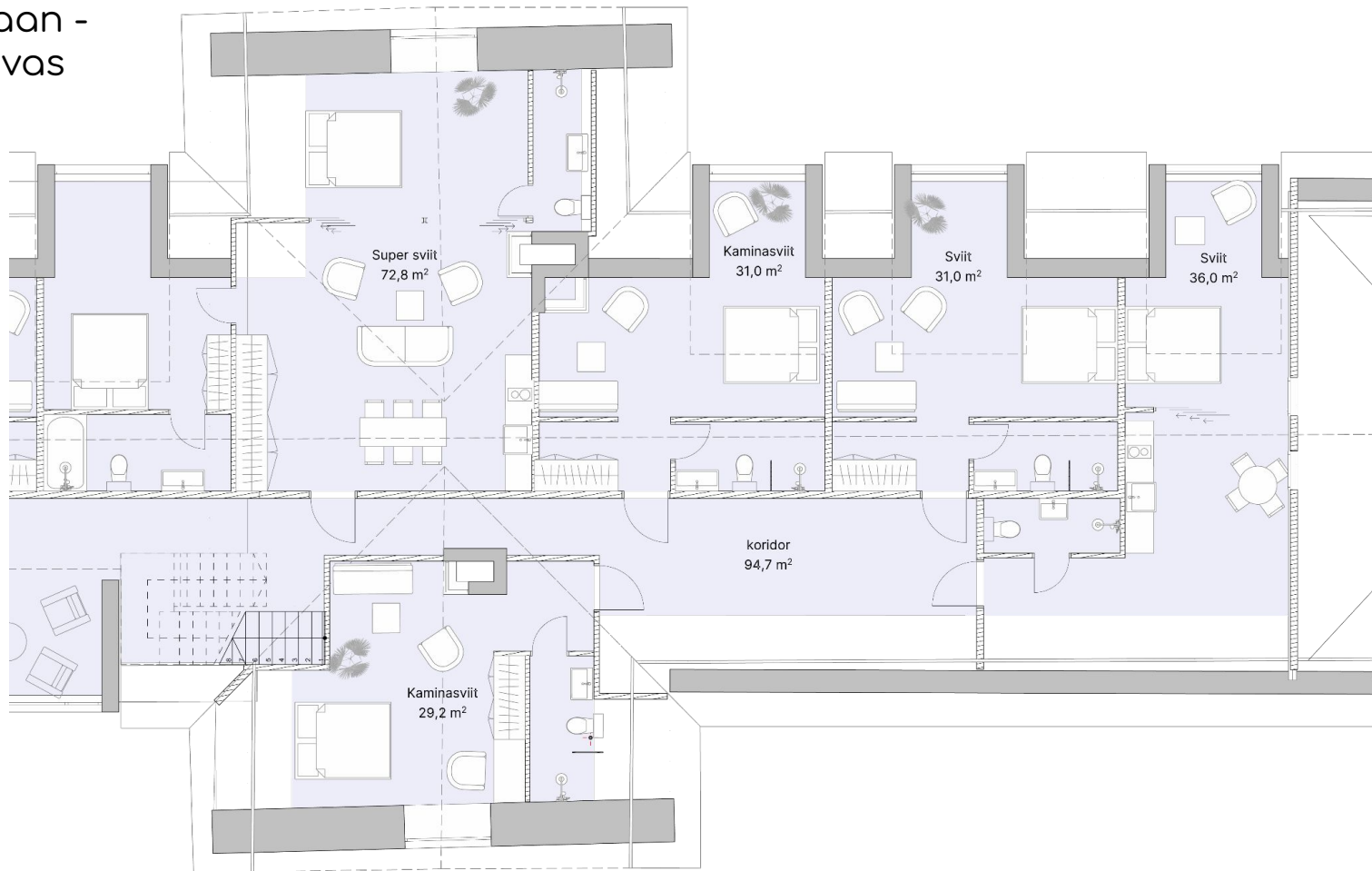




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2. korruse plaan - sviidid ida tiivas







Uus hoonestus

Köök ja restoran

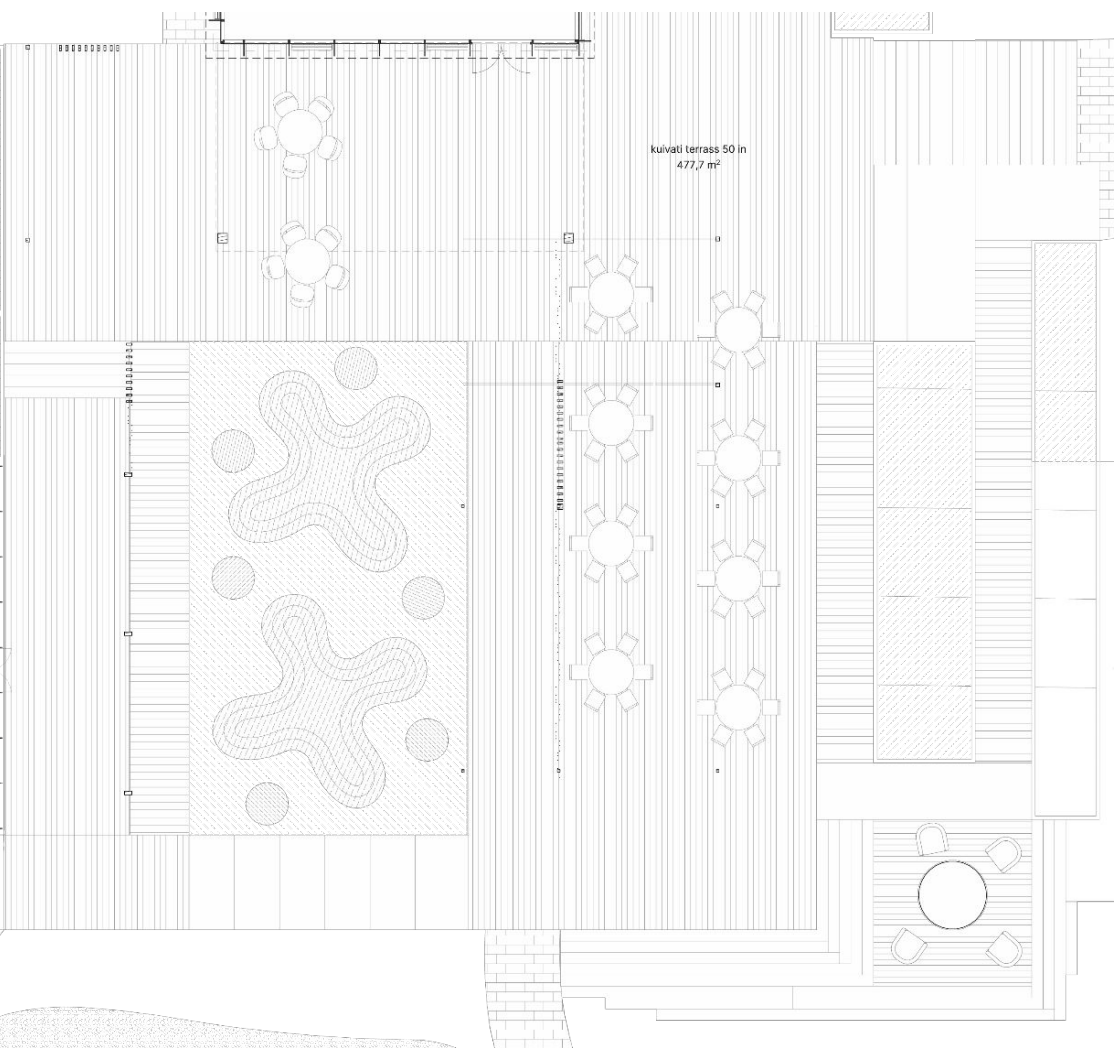
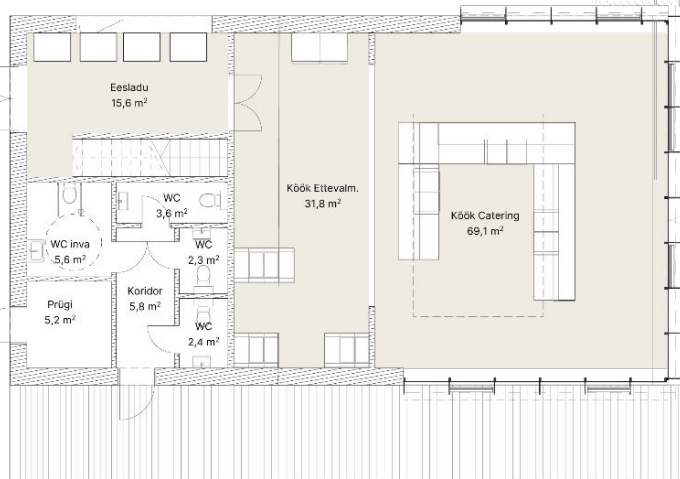
FELLIN aed & resto



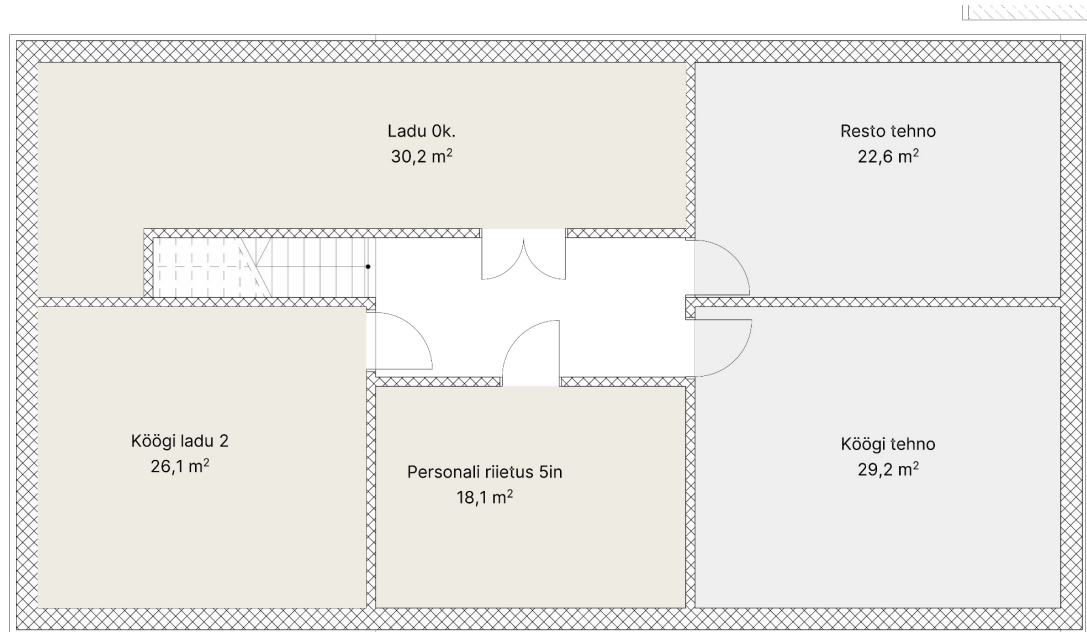




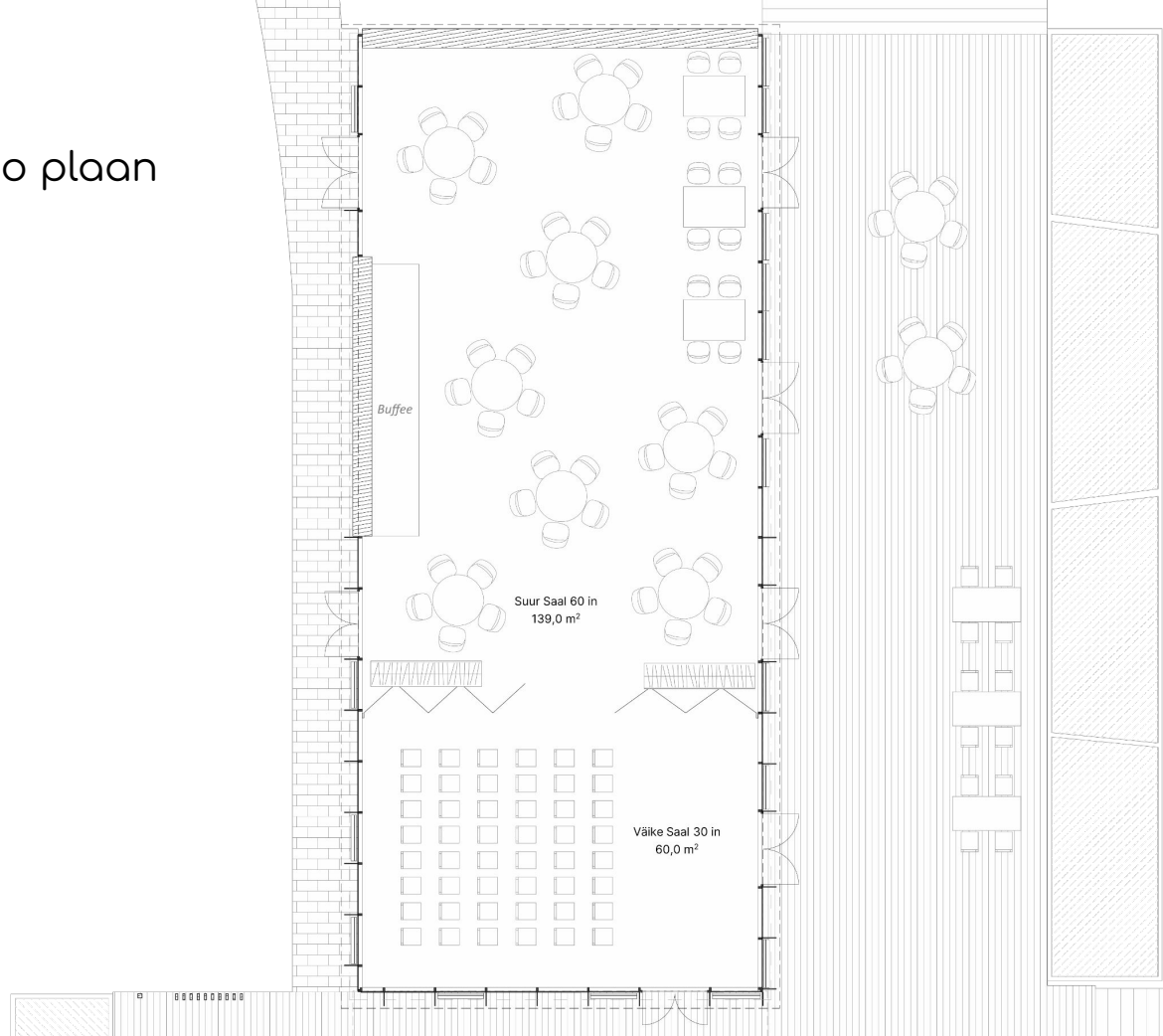
Köögi ja terrassi 1. korruse plaan



Köögi 0. korruse plaan



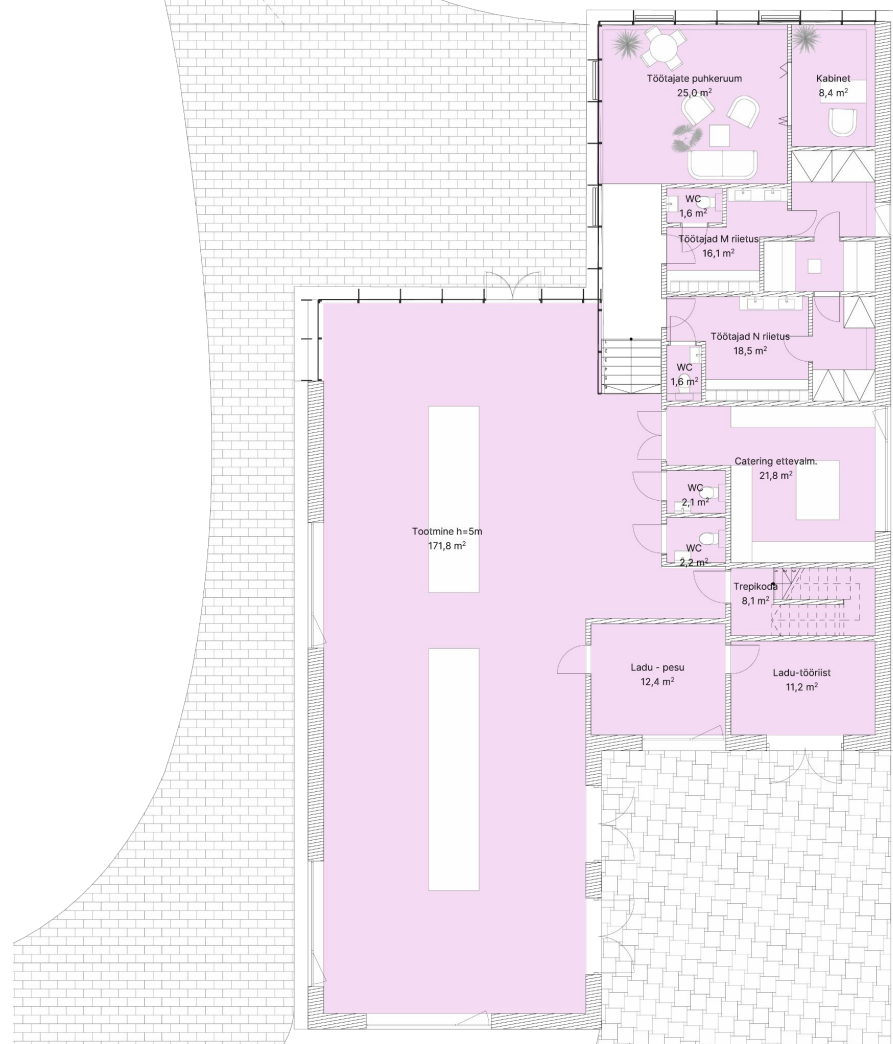
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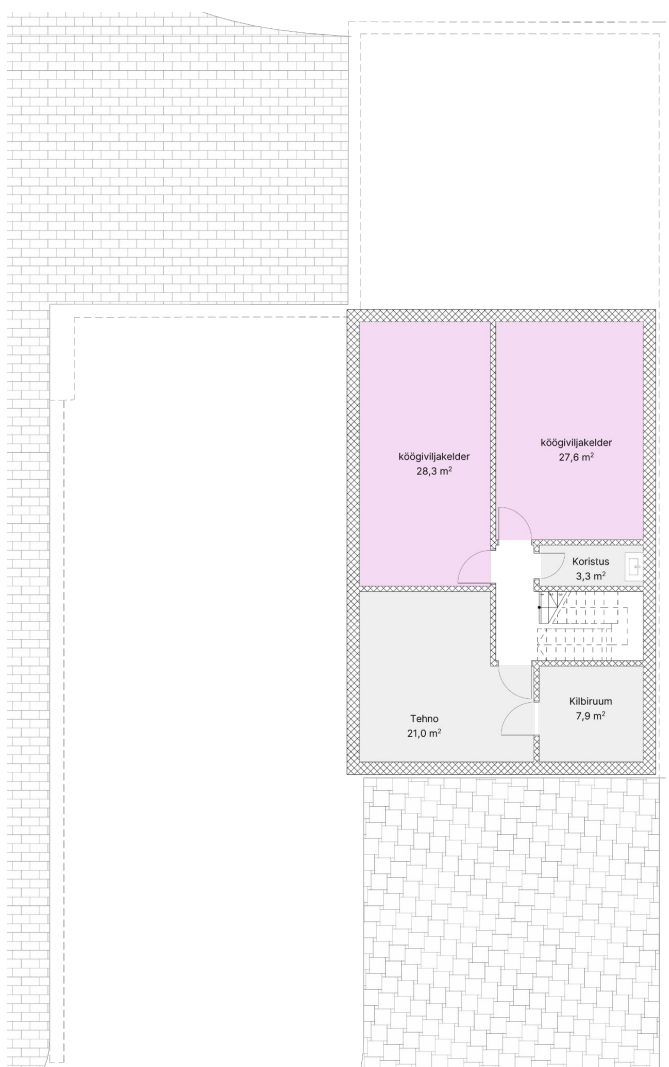
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1. korruse plaan



Töötajate hoone

0. korruse plaan



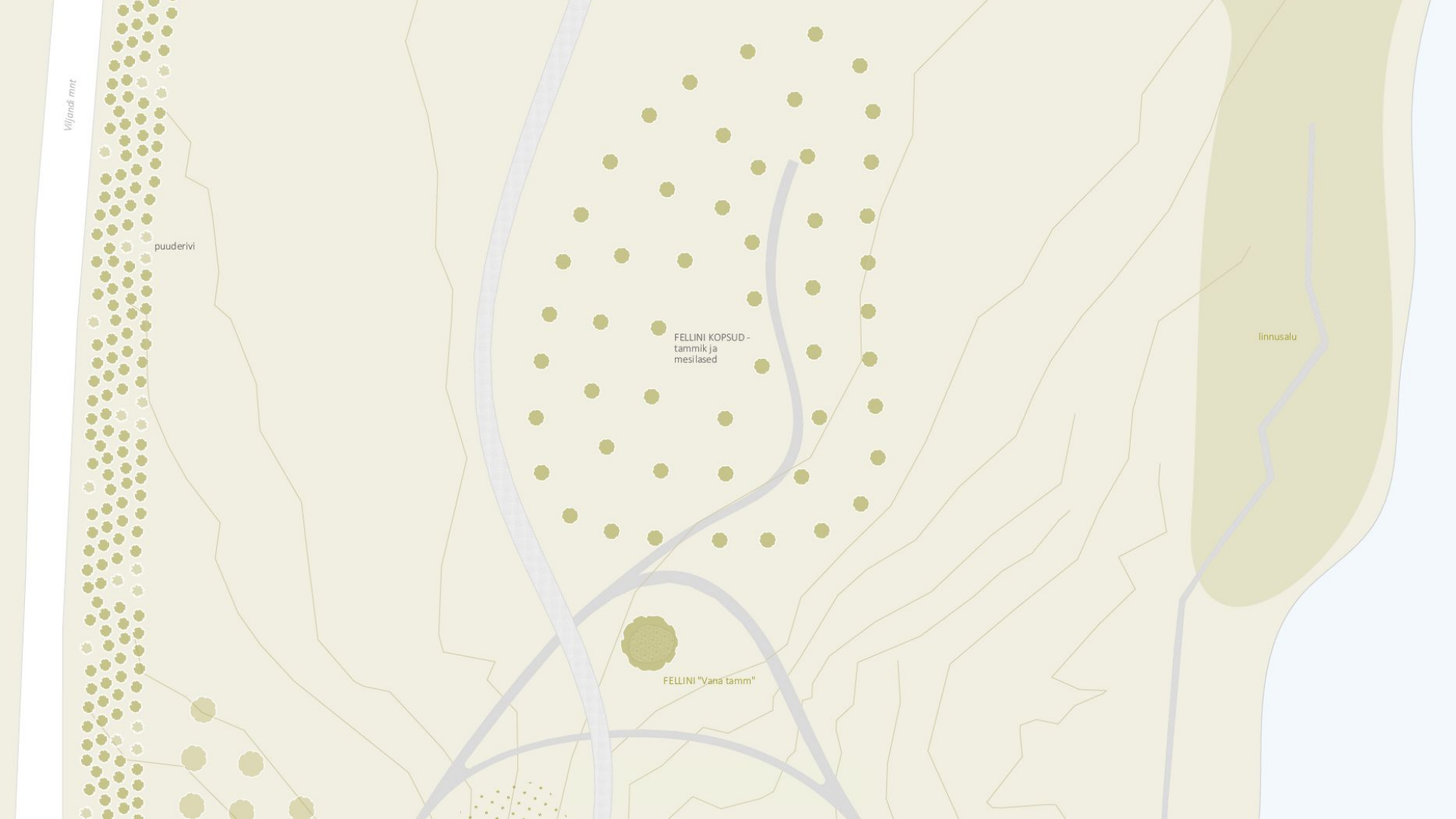
Maastik

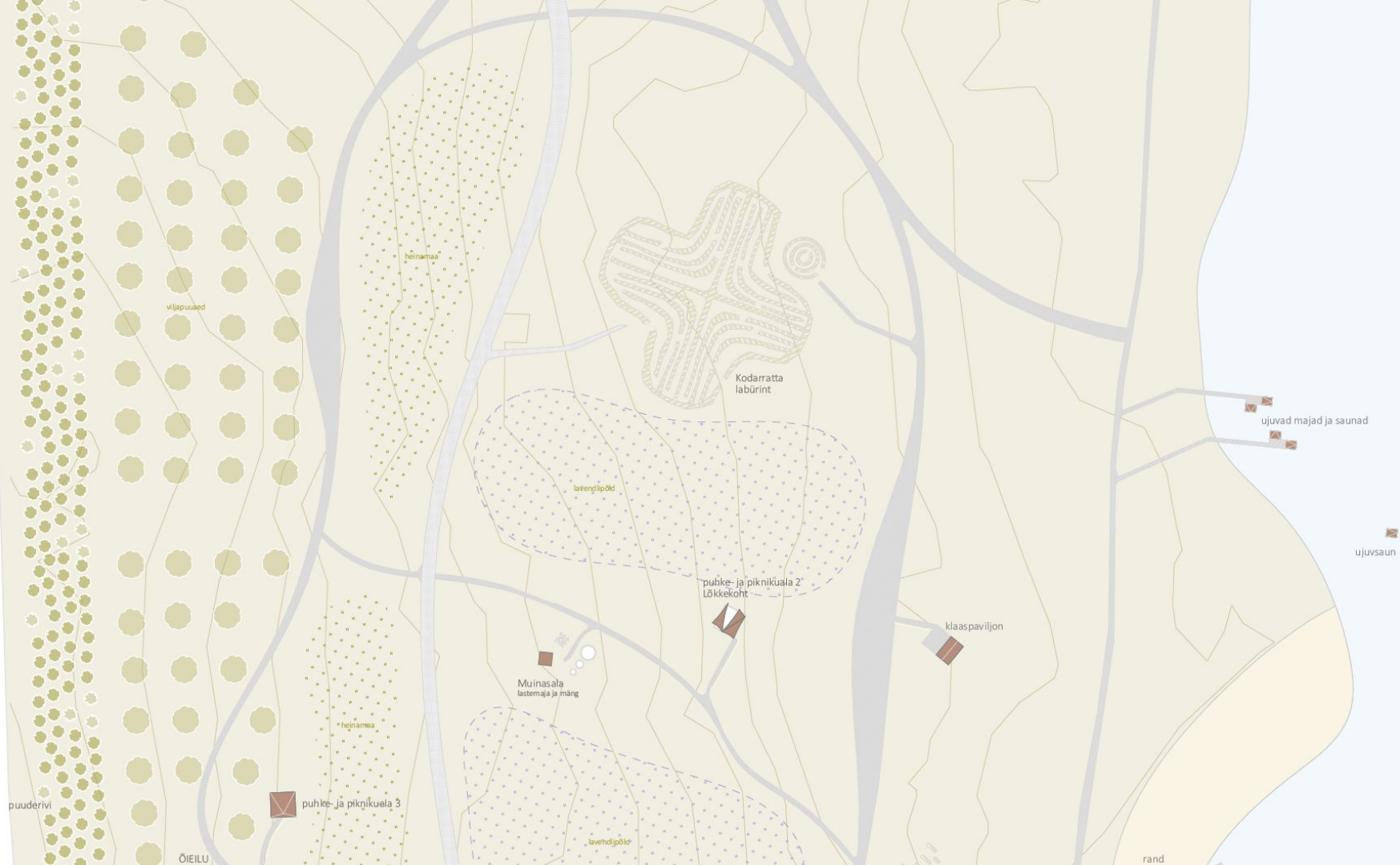
puuderivi

FELLINI KOPSUD -
tammik ja
mesilased

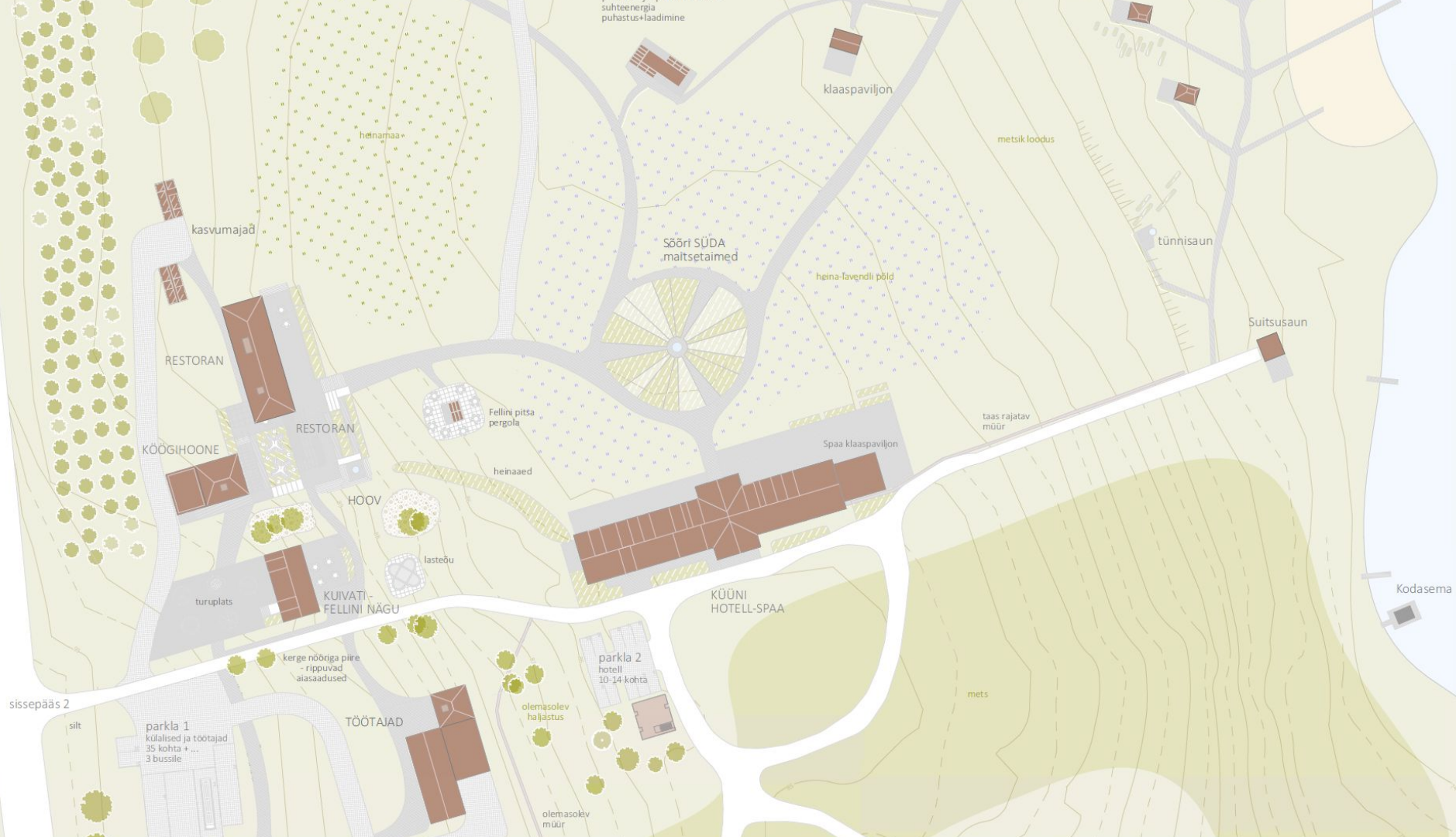
FELLINI "Vana tamm"

linnusalu









suhteenergia
puhastus+laadimine

klaaspaviljon

metsik loodus

tunnisaun

Suitsusaun

Sõõri SÜDA
maitsetaimed

heina-lavendli põld

taas rajatav
müür

kasvumaja

RESTORAN

RESTORAN

KÖÖGIHOONE

Fellini pitsa
pergola

heinaaed

Spaa klaaspaviljon

HOOV

lasteõu

KÜÜNI
HOTELL-SPA

Kodasema

turuplats

KUIVATI-
FELLINI NÄGU

parkla 2
hotell
10-14 kohta

mets

sissepääs 2

silt

parkla 1
küllalised ja töötajad
35 kohta + ...
3 bussile

TÖÖTAJAD

olemasolev
hajustus

olemasolev
müür

heinamaa

kerge nõõnga püre
- rippuvad
alasaadused

olemasolev
müür

Viljandi mnt

metsik loodus

heinamaa

kasvumajad

Sõõri SÜDA
maitsetaimed

heina-lavendli põld

RESTORAN

RESTORAN

Fellini pitsa
pergola

taas rajatav
müür

KÕOGIHOONE

Spaa klaaspaviljon

heinaaed

HOOV

lasteõu

turulplats

KUIVATI-
FELLINI NÄGU

KÜÜNI
HOTELL-SPA

kerge nõoriga piire
rippuvad
aiasaadused

parkla 2
hotell
10-14 kohta

mets

N



hovi tee

sissepääs 2

silt

parkla 1
külalised ja töötajad
35 kohta + ...
3 bussile

TÖÖTAJAD

olemasolev
haljastus

olemasolev



N

turuplats

KUVATI-FELLINI NÄGU

KÜÜNİ HOTELL-SPAA

kerge nõbriga piire
- rippuvad
aiasaadused

parkla 2
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10-14 kohta

mets

ienhofi tee

sissepääs 2

silt

parkla 1
külalised ja töötajad
35 kohta + ...
3 bussile

TÖÖTAJAD

olemasolev
haljastus

olemasolev
müür

olemasolev hoone

viljapuuäed

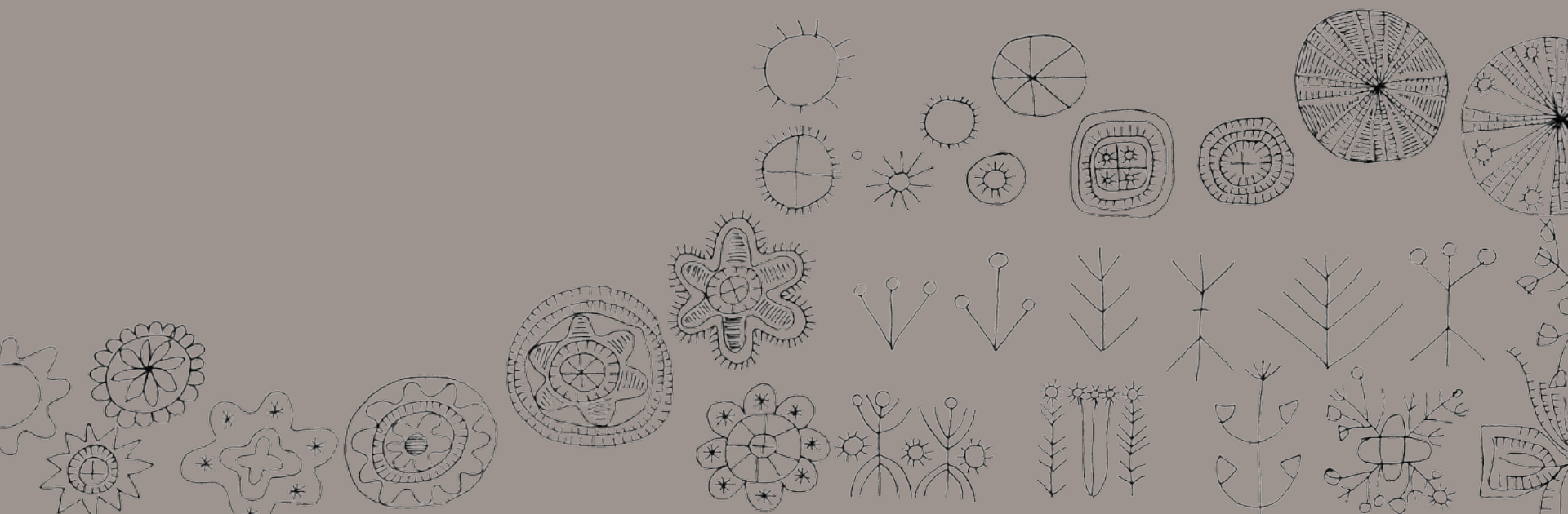
viljandi mnt

Haljastus

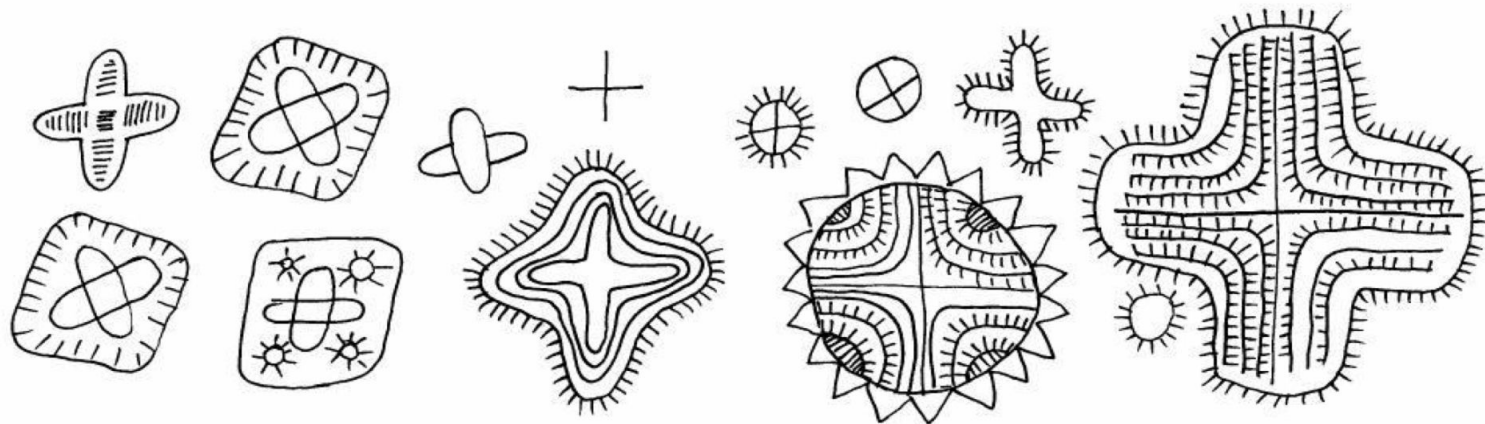
A soft-focus photograph of a meadow. In the foreground, tall grasses with long, thin blades and several white wildflowers are in focus. The background is a vast, open field that fades into a hazy, light-colored sky. The overall mood is peaceful and natural.

Eesmärk on säilitada puutumatu looduse toorest ilu, hõlmates kujunduses oluliste elementidena põlisloodust, põlde ja heinamaid. Inspireerituna puutumatutes maastikes leiduvast rahulikkusest ja mitmekesisusest, püüame luua kaasahaarava kogemuse, mis ühendab inimesed uuesti looduse põlise võluga.

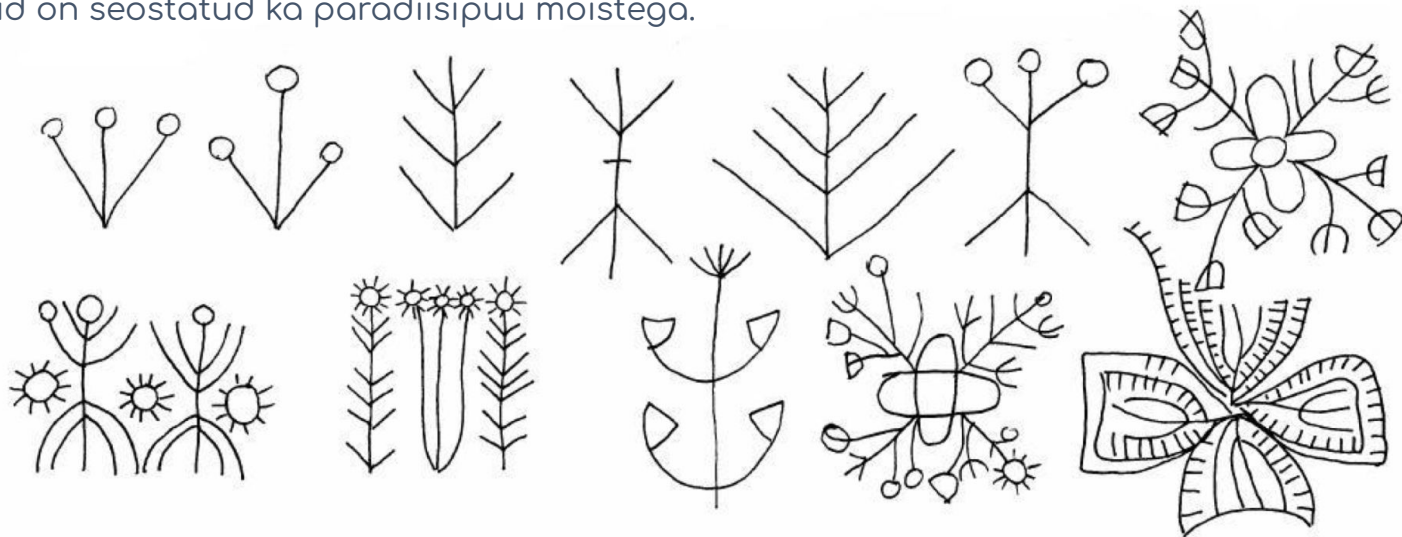
Mulgi mustrid kannavad endas jõudu, on tugeva sümbolse tähtsusega ning energeetiliselt laetud.



Rist on tasakaalu sümbol ja tähistab taeva ja maa vahelisi suhteid. Mitmekordsete kontuuridega ristil on kaitse tähendus.

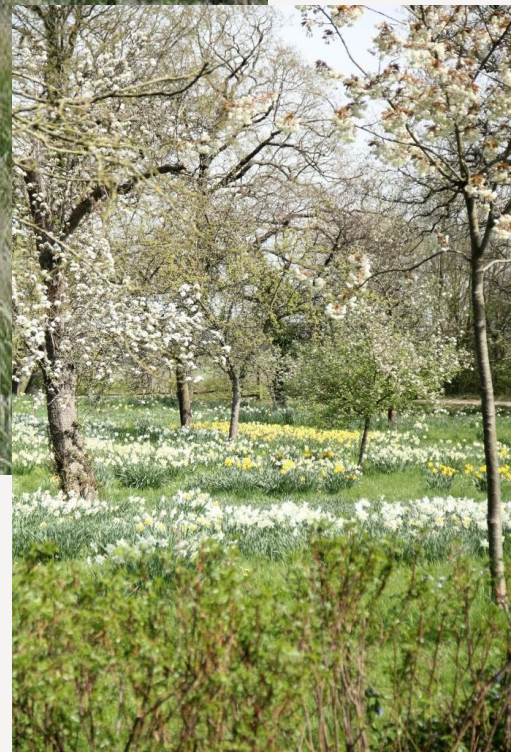
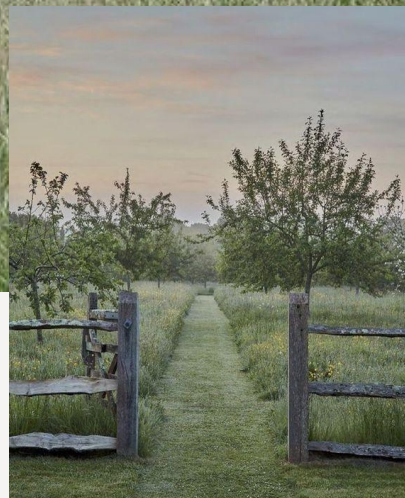
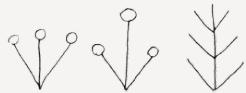


Rist esineb sageli **elupuu** tähenduses, mis oli universaalse maailmapuuna Euroopas tuntud juba kiviajal. Lihtsamates vormides esineb elupuu kolmik- ja viisikoksana. Seda on kujutatud lehtedeta kolmikhargina, aga on ka juurte, tüve ja okstega elupuud. Elupuu okste ja risti (neljalehelise õie) lõikumist nimetatakse elupuuõieks ehk kaksikristiks, mis on omakorda eostumise ja viljakuse sümbol. Elupuud on seostatud ka paradiisipuu mõistega.

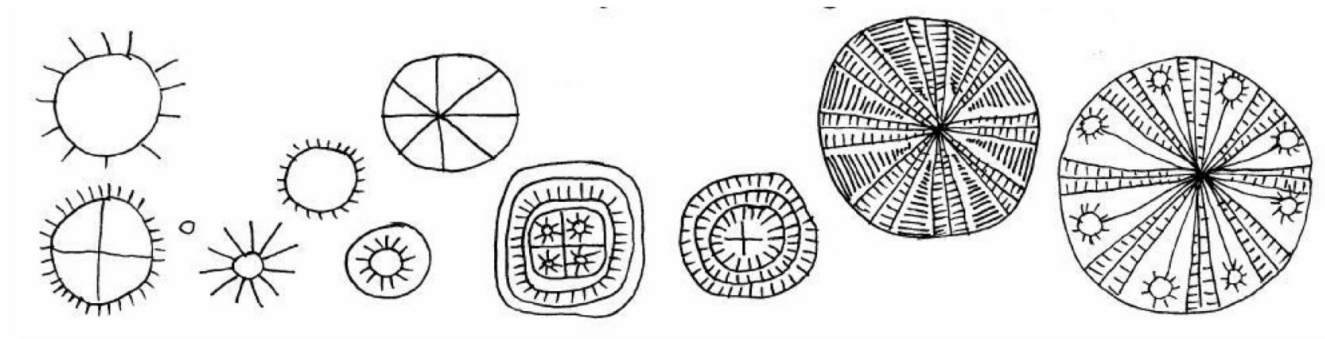


MAA - maastik

Põllud ja heinamaad on elavateks lõuenditeks, mis tutvustavad taimeliikide lummat mitmekesisust. Viljakad puudesalud kutsuvad peatuma ja nautima õiemerd kui ka viljasaaki.

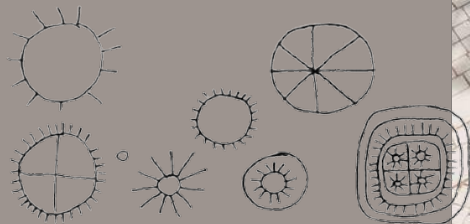


Sõõr oli arhailises tikandis üks põhimotiive. Kosmilise märgina sümboliseeris ja sümboliseerib see tänapäevalgi universumit, kõiksust, lõpmatust, täiuslikkust, korda ja harmooniat. On olnud aja ringkäigu tähis. Müstilise tsentrumiga on sõõr kõigil rahvastel päikese sümbol ja maa märk. Kodarrattad on igivanad mütoloogilised pühaduse ja õnne sümbolid, saatus ja õnnemärkidena on nad püsinud sajandeid Euroopa rahvaste rahvakunstis.

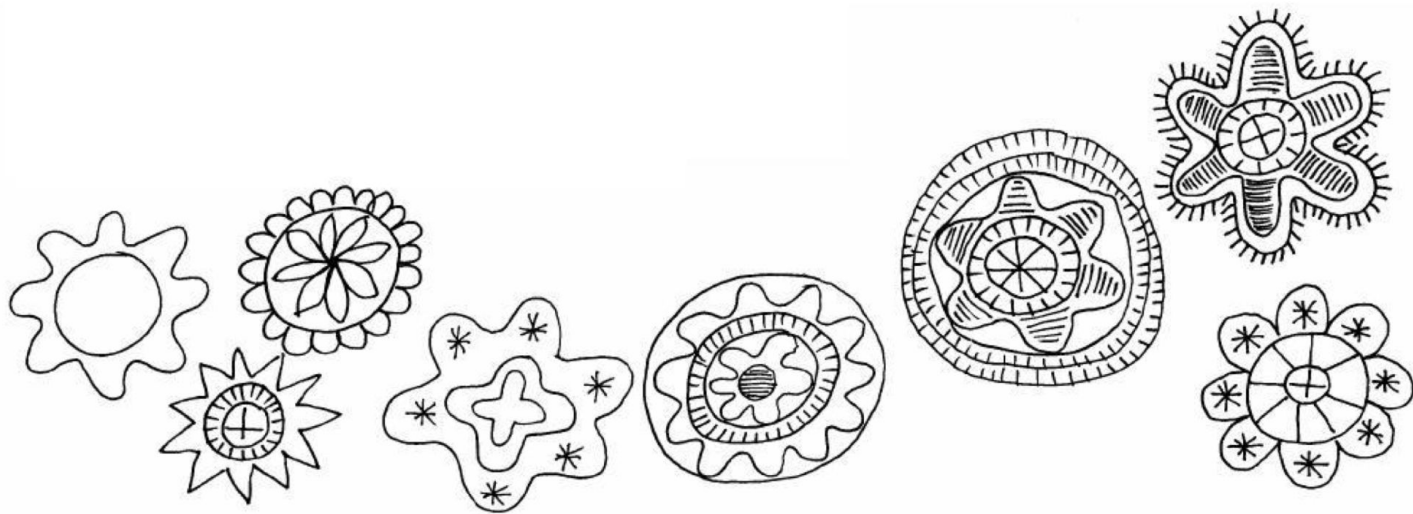


MAA - sillutis

Inspireeritud Mulgi motiividest
Mulgi motiivid loovad rikkalike
maastikulisi mustrite mängu.



Roosi motiivil on tihe side sõõriga. Ristiusu sümboolikas on see taevaliku täiuslikkuse universaalne märk ja Jumala sümbol. Lillede kuningannana oli roos Neitsi Maarja sümboliks, tähistades andumust, kannatust ja vaikimist. Ka õielehtede arv andis kujundile oma tähenduse. Nii on viielehelisel vaikimise, kuuelehelisel ühtsuse, tasakaalu ja õnne, seitsmelehelisel pühaduse ja kaheksalehelisel taassünni tähendus.



MAA - Teerajad



Looklevad rajad kutsuvad
küllastajaid moastikku uurima,
paljastades peidetud tsope ja
intimseid ruume. Need rajad
integreeritakse hoolikalt, järgides
maa piirjooni ning võimaldades
küllastajatel sukelduda
puutumatusse ilu omas tempos.

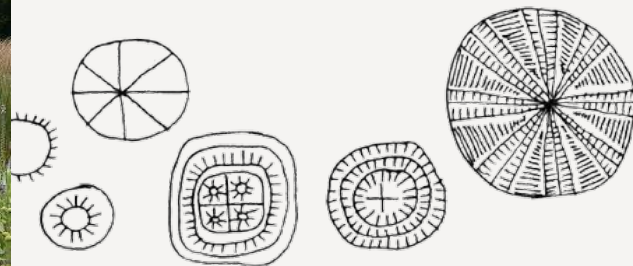


MAA - Peenrad



Taimed moodustavad Mulgi mustritest tuletatud peenroid.

Valime ja lisame hoolikalt kõrrelisi, lilli, põõsaid, ürte ja köögivilju luues värvide, tekstuuride ja lõhnade gobelääne, mis vahelduvad läbi aastaegade.



Parkimine



Peidetud

Looduse rikkus

Rohkem puid kui autosid

Õhtune valgus heina vahel

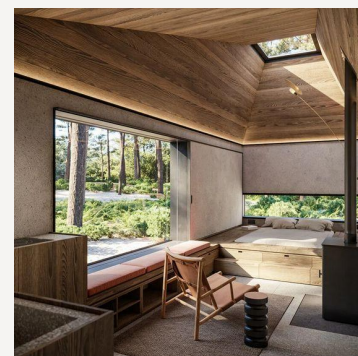


Väikehitised

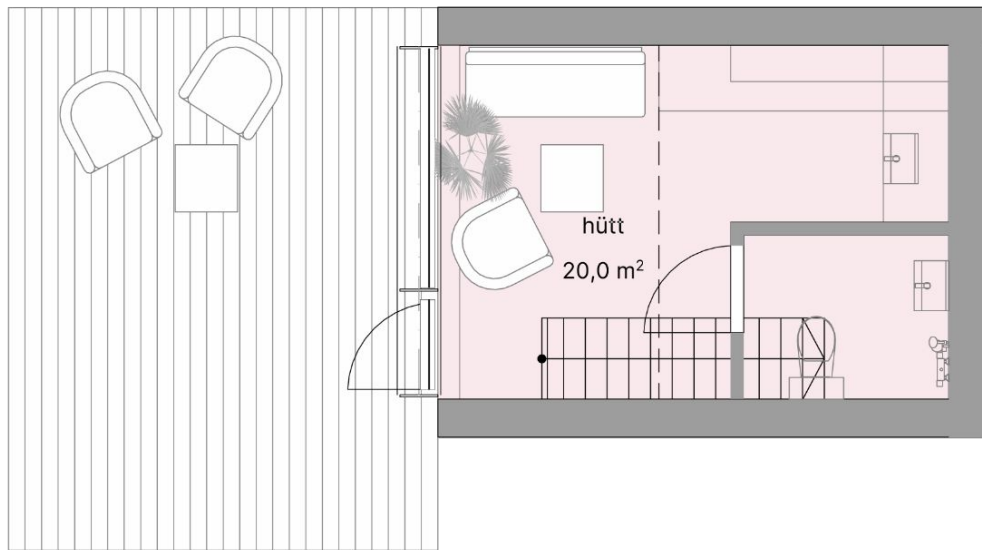
PUIT -
hütid



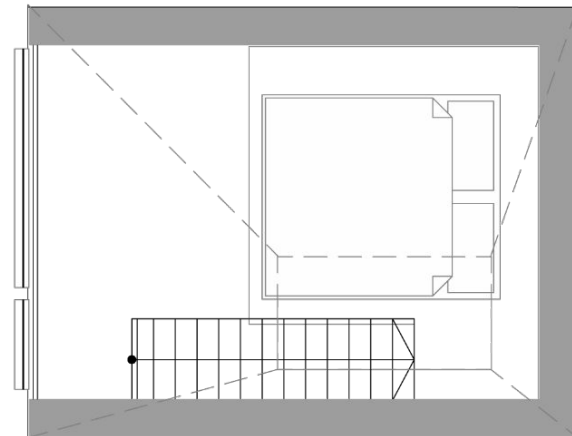
Kelpkatus
Korduv arhitektuur
Puit, metall, klaas



hüti 1. korruse plaan



hüti 2. korruse plaan



VESI - Ujuvpesad



Privaatsus, vaikus, rahu.
Ujuvpesad hõlmavad sujuvat
ühendust sise- ja välisruumi vahel,
ühendades looduslikud elemendid
läbimõeldud arhitektuuriga.



PUIT -
Klaaspaviljon



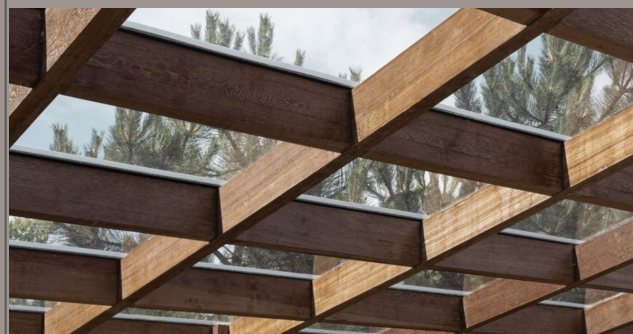
Puhkus ja sotsiaalsus
Puit või metallkonstruktsioon
Viilkatus



PUIT - pergolad

Loomaks lõõgastavaid kogunemiskohti ja einestusalasid, pakkudes peavarju ning kaitset. Määratlemaks maastikul kindlaid ruume.

Rippuvad aiad - kui taimed põimuvad struktuuriga, loovad nad loomuliku võrastiku, suurendades ilu ja lisades ruumi rahutunnet.



PUIT - lastemaja ja mäng



Peitus ja eraldamine Lapse skaalal arhitektuur



PUIT - atraktsioonid



Leidlikkus
Seiklus keset niitu
Labürint
Õpetame ja õpime



PUIT - kasvumajad

Oma hoovi hõrgud viljad otse
taldrikule

Lihtne vorm, lihtne funktsioon

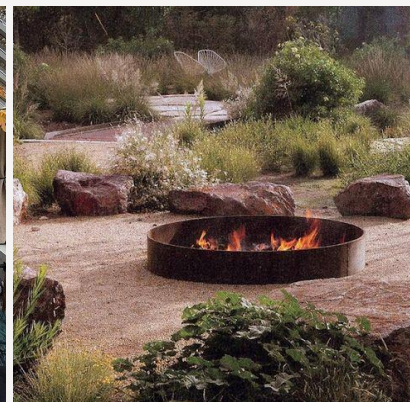
Käega katsutav rohelus restorani
akna taga



Lõke ja kamin

TULI - Lõike ja kamin

maapõue sisse süvistatud
Looduslikud istumiskohad
Kivi ja tuli
Võimaldab kergeid varjualuseid
Riitused
Klaaspaviljoni soojus



Saunad on ruumid, mis on loodud heaolu edendamiseks ja parandamiseks. Spetsiaalsed pühapaigad kutsuvad inimesi nautima soojuse ja auru teraapilisi omadusi. Traditsioonilised puidust interjöörid ja kaasaegne arhitektuur pakuvad harmoonilist segu mugavusest ja sensorset naudingust.



HING - Suitsusaun



Kunagise sauna asukohale
Järveäärsed spirituaalid
Justkui "uuesti sündinud"
Privaatsus, eemal teistest
energiatest
Puit
Vaated järvele



VESI -
Tünnisaun,
kümbalus



Uputatud maastiku sisse või
iseseisev
Nõlval, vaated heinamaale, järvele



VESI -
Ujuv saun



Jällegi läheneme lihtsusest
tulenevalt
Samas kindel konstruktsioon
Ajast kehtev
Vesirattad kõrvale



Valgus

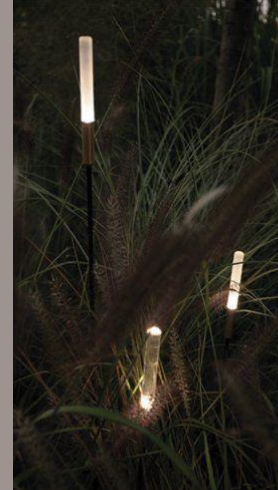
Õhkkond ja meeleolu



Õhtused valgusallikad on intiimseks suunaviidaks läbi maastiku.



METALL - valgustid



Tagasihoidlik
Emotsionaalne
Tundeline
Loomes ruumile veel ühe
dimensiooni.





Fellini Aed | Aindu

VIDEO



FELLINI AED









Fellini Aed | Aindu

STUDIO ARGUS

Kristo Põlluaas, Margit Argus, Eliise Harjak,
Kätlin-Karin Lond, Mariia Korolova

Appendix 2

Interviews

SAKA MANOR- General Manager Salle Rätsep

1. Project Origin and Vision

- **How would you describe the core values and vision of your project?**

The reconstruction of Saka Manor into a hotel, along with the development of the surrounding buildings, facilities, and park, is more of a hobby for the owner. Their main desire and interest are to keep the place operating and open to visitors—well-maintained and cared for.

- **What were the initial goals, and how have they evolved over time?**

The goals have remained fairly consistent: providing a high-quality space and memorable experiences.

2. Leadership and Teamwork

- **What has been your role in the development and management of the project?**

I started here in 2007 as an administrator and was gradually directed to manage the entire complex, including the hotel. I lead the team and ensure the daily operations run smoothly. I communicate closely with key staff and the owner. Major decisions are made in cooperation with the owner.

- **How did you build the team? What roles did you consider essential?**

Each department has its specifics (spa, hotel, restaurant, garden). When needed, we hold competitions and assess who would best fit the team based on their strengths. The spa is managed by a department head. We have a year-round groundskeeper-handyman who maintains the buildings, cuts grass, and clears snow. In summer, we bring in an assistant gardener to maintain the green areas and flower beds. The busier summer season starts in June when we bring on more seasonal service staff. We also offer internships to students from Rakvere, Jõhvi, and Tartu. This year, May is already quite active due to the recent opening of our winter garden. The restaurant is managed by the head of catering. I oversee the hotel and general operations.

- **What leadership approaches have you applied (e.g. flexible, participatory, creative leadership)?**

I don't follow any specific leadership methods; I rely on natural politeness and intuitive decision-making. Since I started as an administrator, I've had a good opportunity to learn from my predecessors' strengths and weaknesses. A creative, needs-based approach is essential here.

3. Implementation Challenges

- **What have been the greatest obstacles or unexpected challenges?**

The biggest surprise and challenge was COVID. We closed the entire complex and used the downtime to renovate rooms and make changes.

- **Have there been setbacks requiring a rethinking of the concept or strategy?**

Not directly.

4. Target Audience and Community

- **Who is your target audience, and how do you reach them?**

Our main target group is business clients. We occasionally advertise on social media and send reminders to our regular customers. If someone has visited once, they tend to return. Word of mouth works best.

- **What formats or activities have been most effective in audience engagement?**

Larger events that we organize ourselves. When we host dinner events, we typically sell out the restaurant. However, these don't always increase hotel stays—similar to summer performances at our open-air stage, which mostly attract locals. This summer we're planning a summer tour.

- **Have the local community or target groups contributed to shaping the project?**

We collect guest feedback and take suggestions into account whenever possible. Generally, feedback has been positive.

5. Impact and Results

- **How would you assess your project's impact on the community, environment, or cultural landscape?**

Very positively. We actively develop and maintain the outdoor spaces. In the owner's eyes, this is a cultural manor. Sculptures and monuments are added, and we organize public theatre performances. New attractions or features in the landscape are usually opened on special occasions or anniversaries.

- **What metrics do you use to assess impact and success (e.g. visitation, satisfaction, economic impact)?**

Hotel occupancy rate, number of visitors, and satisfaction. We also track which events attract the most people.

- **What results or changes have you observed since opening?**

[No answer provided in original]

6. Strategic Decisions and Future Plans

- **What strategic decisions have been most crucial to the project (e.g. location, brand, partnerships)?**

Location is key—a dignified manor with a respectful restoration. The brand is strong and well-known. We are members of the Ida-Viru entrepreneurship cluster, which provides a very supportive and collaborative environment. Local companies hold their strategy days here—they have lunch with us but often go home for the night.

- **How do you envision the future of your project? What are the development plans?**

We see the future as busier, with full capacity. This season, we opened a winter garden, which allows us to host larger events. It's also better equipped for seminars and trainings—lots of light and technical readiness. Thanks to the winter garden, May has already been very active this year. The space accommodates 130–150 people in theatre seating and 100 people with banquet tables. Seminar groups are generally smaller—maximum 80 people with tables.

- **What advice would you give someone planning a similar project?**

Think through every detail of how to build a hotel—make sure it's efficient. We currently have 49 rooms, including summer lodging in cabins. Based on occupancy, fewer rooms might have been better. For larger events, plan for accommodations for at least 100 people.

7. Reflection and Personal Perspective

- **What have you learned the most through this project?**

A great deal. Communication with different people is crucial. I learn something new every day. The work is very interesting.

- **What has been the most meaningful or inspiring part of this work?**

Customer satisfaction and appreciation. That's when you know you've done something right. When colleagues are happy, everything flows. The place itself is inspiring. Walking through the park in the morning makes me feel happy and grateful. Sometimes after work, I use the nature trails or enjoy the spa myself.

- **If you could do something differently, what would it be?**

I feel there's still much for me to learn. I might pursue further education—perhaps in accounting or hotel management in Pärnu.

VON ROSEN General Manager – Sander Reelo

1. Project Origin and Vision

- **How would you describe the core values and vision of your project?**

I started in 2008. There was no clear vision—we're a municipality-owned business. The idea was to offer enterprising individuals a historical environment where they can relax and organize events.

- **What were the initial goals, and how have they changed over time?**

The primary goal was financial—to reduce the company's dependence on municipal support. This hasn't changed much, although shifts in the business environment have made it more difficult.

2. Leadership and Teamwork

- **What is your role in the development and management of the project?**

I am the general manager, responsible for setting goals and implementing them.

- **How did you build the team? Which roles did you consider most essential?**

The most essential roles are in customer service. The original team was already in place; I guide and teach as needed.

- **What leadership approaches have you used (e.g., flexibility, participatory, creative leadership)?**

It's mostly organic. My approach is to lead by example rather than issuing orders. I previously worked in the development department at Toila Spa, focusing on modernizing infrastructure and operations.

3. Project Implementation Challenges

- **What have been the biggest obstacles or unexpected challenges?**

The biggest challenge was financial. Also, there's a lack of suitable service staff. For example, spa services like massage are outsourced as needed. The company is too small to employ such roles permanently. Currently, we have 19 employees under contract, some of them working under service agreements. Staffing fluctuates with seasonal demand—more in summer, less in winter.

- **Have there been setbacks that required rethinking the concept or action plan?**

Yes. The biggest setback has been geopolitical instability caused by our eastern neighbor, which has impacted market confidence. There's also a lack of national understanding of tourism sector needs.

4. Target Audience and Community

- **Who are your target groups, and how do you reach them?**

As in tourism generally—anyone in need of accommodation. We also serve event organizers. We reach them through marketing channels and direct communication. We attend local trade fairs in Estonia and, with support from the Ida-Viru cluster, participate in international fairs as well.

- **What activities or formats have been most effective for audience engagement?**

Unique events that aren't part of the everyday offer—things that haven't been done before or happen rarely in our location. For example, theatre performances in the manor—these significantly increase the likelihood of fully booking the hotel.

- **Has the local community or target groups contributed to shaping the project?**

No.

5. Impact and Results

- **How do you assess the project's impact on the community, environment, or cultural landscape?**

Culturally, the impact is significant. Theatre productions in the manor are new. Many performances are tied to local historical stories, which gives value to the community and helps promote the area beyond our region. We're located in a nature conservation and heritage-protected area, which comes with many restrictions.

- **What metrics do you use to evaluate impact and success (e.g., visitor numbers, satisfaction, economic performance)?**

In the end, revenue and profit numbers. We ask guests for verbal feedback and read what they write in the guest book. Feedback is mostly positive.

- **What changes or results have you seen since opening?**

When I started in 2008, families with children began using our services again. We've also established stronger partnerships with different service providers.

6. Strategic Choices and Future

- **What strategic decisions have been most important for the project (e.g., location, brand, partners)?**

Brand and partners have been most important. The location is fixed—we can't change it. While it's significant, it also limits us. People don't tend to travel far from Tallinn. In our case, location is a bit of a drawback.

- **How do you envision the future of the project? What development plans do you have?**

It all depends on the stability of the economic environment. If things stay the way they are, it's hard to make long-term plans. We're more likely preparing to scale down operations. For

instance, if in January we have no guests, do we need staff on-site? It might be more efficient to close the restaurant from Monday to Thursday. Historically, Januarys used to bring New Year tourists, mainly from the East, but that market is gone and won't return anytime soon—perhaps not for another 20 years. Until new foreign markets start coming in, January will remain difficult.

In places like Barcelona, all restaurants outside of the hotel are closed in February—that's the nature of seasonal business. We're shifting our focus to off-season events to maintain activity. If there's no event, we'll close. It's cheaper to have staff at home than to keep the building open.

- **What advice would you give someone planning a similar project?**

You must carefully analyze the personnel needs for every service offered—and how to reduce or automate those needs. How can you offer a high-quality service without making it feel impersonal?

For example, if a venue is rented out, do you really need a staff member present the whole time, or could it be managed with prior agreements?

Gathering customer information should be automated. Self-check-in is an option.

Right now, we have 25 rooms.

7. Reflection and Personal Perspective

- **What have you learned most during this project?**

I've learned a lot about connecting the location's history to brand building.

- **What has been the most meaningful or inspiring part of the work?**

I'd say the new contacts that I've made.

- **If you could do something differently, what would it be?**

It may sound harsh, but I would be stricter with staff. Being nice doesn't always lead to better results. Employees can take advantage of kindness. You might expect them to be proactive, but that's not guaranteed. You must think critically about who you hire for which roles.

If someone were truly exceptional, they likely wouldn't be working for you.

Currently we have 19 employees: 2 spa receptionists, 2 spa cleaners, 4 hotel receptionists on rotation, 4 chefs, Hotel and restaurant service staff and cleaners.

The spa is large and requires daily cleaning. That's an invisible cost people forget about. One cleaner isn't enough—staff need time off. Robots work 99% of the time and need only 1% for maintenance. We should look at which positions could be automated and where human interaction remains essential.

If most competitors adopt automation while we retain human staff, we may have an edge—people still value personal interaction.

WAGENKÜLL CASTLE - Head Gardener Pille Tiirak

1. Project Origin and Vision

- **How would you describe the core values and vision of your project?**

This is our second year creating the summer garden. Last year's theme was *Alice in Wonderland*, and this year continues with *Alice Through the Looking Glass*. The concept was created by the owner; I am the gardener who brings it to life. In essence, our goal is to create a world within the Wagenküll castle park where visitors can pause, escape the everyday, and step into a land of infinite possibilities. This year, in addition to the Alice area, we're also opening a Paradise Garden section—to bring more magic into life. Our mission is to inspire imagination, creativity, and childlike wonder. The park should help people realize that miracles don't just exist in books—they're here and now. Visitors are enchanted by the flowers. We have a large variety of species, and the scale is impressive. This year, our garden area has grown by 2 hectares.

- **What initial goals were set, and how have they changed over time?**

This year, we're not adding new flowerbeds to the old part of the park. The overall direction hasn't changed much, though we have added outdoor spa pools. Right now, all energy is focused on the new 2-hectare garden expansion with a viewing platform. The area was previously just a field—no paths, no drainage. We're building it all from scratch.

2. Leadership and Teamwork

- **What was your role in the development and management of the project?**

At the end of last year, we began designing the new area together—it was a big collaboration. We spent the entire winter drawing up plans. We ordered sculptures and flower seedlings. I personally survey the entire area and propose solutions for bed layouts and planting choices. I graduated from Räpina School of Horticulture with a degree in floristry and landscape construction. I make many planting decisions on-site, based on natural conditions—like sunlight patterns and existing old-growth trees. The older part of the park remains intact.

- **How did you form the team? Which roles were most essential?**

I had helpers from last year, and we've also brought in some new people. Passion is key. We have 3–4 men responsible for trimming and watering—that's a full-time task. Another team of 4 handles planting, with 1–2 additional helpers brought in for 1–2 days at a time. Scheduling is tricky—weather is unpredictable. This year, we've learned from last year's mistakes. You have to work in harmony with nature.

- **What leadership approaches have you used (e.g., flexible, participatory, creative)?**

Natural and organic leadership. I've led teams before—I had three flower shops. Life has taught me that you have to be hands-on. You can't manage a garden by sitting at a desk or on the phone. You have to lead by example.

3. Implementation Challenges

- **What have been the biggest obstacles or unexpected challenges?**

Weather, and the current unstable global situation. Logistics have been difficult—sculptures ordered from far away are delayed. Customs, transport, timing—all are uncertain. It's stressful when things are out of our control. We're hoping everything arrives by the end of May.

- **Have there been setbacks that required rethinking your concept or plan?**

Not really. Everything has largely gone as planned in the winter. If anything, we've even expanded the scope slightly along the way.

4. Target Audience and Community

- **Who are your target groups, and how do you reach them?**

Our visitors range from children to retirees. Families are our main audience.

- **What activities or formats have been most effective for engaging the public?**

People are very interested in our garden and often post about it on social media on their own. There's no single feature that dominates attention.

- **Has the local community or any target groups been involved in shaping the project?**

Last year, we had many visitors from Latvia—even though we didn't run a campaign there. Word-of-mouth worked really well. This year we're directing promotional efforts toward Finland and other Nordic countries. Last year, we had around 70,000–100,000 visitors. The local municipality has been very supportive with permits. Our garden is featured in brochures alongside other local attractions. Last year, we also participated in collaborative promotions under the Tartu 2024 cultural program. The municipality was very helpful with that.

5. Impact and Results

- **How do you assess your project's impact on the community, nature, or cultural landscape?**

We are very eco-conscious and use natural materials. For the local Valga County community, our garden has brought a huge influx of visitors—people look for things to do in warm weather. Even the local village shop saw an increase in revenue. Economically, we've brought clear value to the area. The site itself is remote—there are no major cities nearby, so you don't stumble upon it by accident. The region is now flourishing, with pop-up cafés and small businesses—our project has clearly revived the countryside. We're open for a long season (June to September), and people from far away travel to this area all summer.

- **What metrics do you use to measure impact and success (e.g., visitation, satisfaction, economic effect)?**

We count visitors to the garden. Hotel occupancy supports it. The park and the new spa both

contribute. We just installed a solarium two weeks ago. Our garden isn't just a summer project. Feedback mainly comes through Facebook and our website, mostly directed at the hotel and spa.

6. Strategic Choices and the Future

- **What strategic decisions have been most important to the project (e.g., location, brand, partners)?**

Location, definitely. A few years ago, very few people knew where Taagepera Castle was. Last year, many came because of the park—some had never heard of the castle. Visitors are often surprised that something like this exists in such a rural place.

- **How do you see the future of your project? What are your development plans?**

We want to go bigger and better. We already have ideas for next summer. We'll build more structures in the new garden area. We definitely want to continue. We'll also set up a small winter garden—it's riskier, but last year's illuminated "planet garden" worked well with the snow. Everything depends on the weather.

Last year we didn't end up in the red.

- **What advice would you give someone planning a similar project?**

Believe in yourself—and just start. Don't be negative. Think big and act big. When we started last year, people were very skeptical. Who would come to such a remote place? Why invest here? There's no return. But we stayed true to our vision. If you offer magical experiences, you'll see the sparkle in people's eyes.

Money comes and goes—people make choices. If it's worth it, no one will regret the ticket price. The emotional value outweighs everything.

You must stand out. Music and theatre performances are everywhere and available online. People crave something new and different. You can't experience this landscape digitally—presence is irreplaceable. The scale of flowers, the atmosphere—it leaves a powerful impression.

7. Reflection and Personal Perspective

- **What have you learned most during this project?**

Time management, patience. Every new challenge is a lesson. Last year was scary at times, but I'm stubborn—one setback won't break me. It's been a rewarding challenge and a way to prove to myself that I can handle it.

- **What has been the most meaningful or inspiring part of the work?**

The final stage, when everything is complete. The groundwork is physically demanding, but when the hard work is done and the result is even more beautiful than expected—that's deeply fulfilling.

• **If you could do anything differently, what would it be?**

I'm not sure. Life teaches you something new every day. If everything were too easy, I'd lose interest. If you could foresee everything, it would become routine. Reworking things along the way keeps it exciting. I wouldn't change a thing in hindsight.

Appendix 3

Development Stages

| Stage | Code | Object | Comment |
|----------------|---|--|---|
| I (2023-2024) | 4-0-1 | Architectural sketch competition for the entire planned area | DONE |
| | 4-0-1 | Initiation of detailed planning | DONE |
| | 4-0-1 | Design of dryer reconstruction (Sketch, Preliminary project, technical systems) | DONE |
| | 4-0-1 | Design of market square and auxiliary buildings (Sketch, Preliminary project, technical systems) | DONE |
| | 4-0-1 | Landscape architecture (sketch, preliminary project) | DONE |
| | | Building permit | DONE |
| | 4-0-1 | Design of dryer reconstruction (Main project) | DONE |
| | 4-0-1 | Design of market square and auxiliary buildings (Main project) | DONE |
| | | Construction procurement, construction contract | DONE |
| | | Conclusion of construction contract | DONE |
| | | PRIA support application | DONE |
| | 4-0-1 | Design of dryer reconstruction (Working project, product drawings) | DONE |
| | | | |
| II (2024-2025) | 4-1-A | Building construction, Dryer reconstruction into cafe-restaurant | DONE |
| | | Installation of ground heating | DONE |
| | | Electrical installation, external networks | IN PROGRESS |
| | | Water and sewerage external networks, fire-fighting water, main lines of irrigation systems | IN PROGRESS |
| | 9-3 | Irrigation system 01 (apple orchard, parish) | IN PROGRESS |
| | 9-2 | Wastewater treatment plant | IN PROGRESS |
| | 2-2 | Market square | IN PROGRESS |
| | 2-3 | Outdoor playground | Landscaping will be done. Paths, pavements, path flowerbed, path |
| | 2-4 | Green parking lot, foundations | Only excavation and gravel filling. |
| | 8-1 | Apple orchard | DONE |
| | | Extras | Fences, gates. DONE |
| | 8-2 | Stone fruit garden | DONE |
| | 5-12 | Noise barrier along the highway | IN PROGRESS |
| | 2-9 | Beach, boardwalk restoration | DONE |
| | 2-10 | Oak grove on the north side of the park | DONE |
| | | Land improvement, closing of ditches | IN PROGRESS |
| | 2-5 | Park garden leaf motif | Paths with metal edges and crushed stone filling, so that the shape can be set, vegetation later. |
| | 4-2 | Barn SPA-Hotel, production - sketch, initial task specification | DONE |
| | 4-9 | Vegetable cellar | IN PROGRESS |
| | 8-5 | Production vegetable garden, design | IN PROGRESS |
| 8-5 | Production vegetable garden, stone walls, landscape preparation | IN PROGRESS | |
| | | | |
| | 4-2 | Barn SPA-Hotel, production - preliminary project | |
| | 4-2 | Barn SPA-Hotel, production - building permit | |
| | 8-5-A | Vegetable garden greenhouse 01 | |
| | 8-5-B | Vegetable garden study rooms | |
| | 2-5 | Heart park | |

| | | | |
|-----------------|-------|---|-----------------------------------|
| III (2025-2026) | 2-8 | Pond-bridge-waterfall | |
| | 2-11 | Labyrinth | |
| | 5-12 | Noise barrier extension, noise wall | |
| | 8-3 | Berry garden | |
| | 8-4 | Plant your own tree park | |
| | 9-1 | New well | Building permit after DP approval |
| | 9-5 | Reinforced tractor road | |
| | | Avenues and landscaping contact area | |
| | 4-5 | Earth-sheltered houses | Two units |
| | 5-3 | Stone bridge over the ditch | |
| III (2027-2028) | 2-4 | Green parking lot, completion | Landscaping, pavements, lighting. |
| | 4-2 | Barn SPA-Hotel, production - Construction | |
| | 4-6 | Boathouse-beach area-bridges | |
| | 4-7 | Sauna | |
| | 2-14 | Apiary | |
| | 2-15 | Ancient area | |
| | 2-16 | Oak seating area | |
| | 2-17 | Picnic area in the orchard | |
| | 2-18 | Bird area | |
| | 5-5 | Recreation Area Relationship Energy Grove | |
| | 5-6 | Recreation Area Curl Square | |
| | 5-7 | Recreation Area Family Tree | |
| | 5-8 | Recreation Area Yoga Field | |
| | 5-9 | Recreation Area King Oak | |
| | 5-10 | Grove | |
| | 5-11 | Swimming Spot Karula | |
| | 5-14 | Apiaries | |
| 5-15 | Canal | | |
| IV (2029-2030) | 1-3 | Manor cemetery | |
| | 1-4 | Cider and juice house | |
| | 4-3 | Production greenhouses | |
| | 4-5 | Earth-sheltered houses | Two units |
| | 4-6 | Boathouse | |
| | 4-7 | Sauna | |
| | 4-8 | Production building, new | |

Appendix 4

Budget

2024-2035

| FELLINI RESTO JA AIAD | TOATL | Comment | 2024 | 2025 | Commer | 2026 | Comme | 2027 | Comme | 2028 | Comm | 2029 | Comme | 2030 |
|---|-------------|-------------------------------|-----------|-------------|--------|-----------|-------|-------------|-------|-------------|------|-----------|-------|-----------|
| | € 8.369.298 | | | | | | | | | | | | | |
| MARTA-RESORANT | € 1.542.098 | | | € 1.645.708 | | € 444.500 | | € 1.611.100 | | € 1.331.100 | | € 590.500 | | € 130.000 |
| General construction forecast | 992097,88 | | 430389,88 | 561708 | | | | | | | | | | |
| Design (garden + current) | € 60.000 | | | € 60.000 | | | | | | | | | | |
| Marta electrical cable underground | € 30.000 | | | € 30.000 | | | | | | | | | | |
| Marta communication cable underground | € 40.000 | | | € 40.000 | | | | | | | | | | |
| Temporary parking | € 20.000 | | | € 20.000 | | | | | | | | | | |
| Kitchen technology | € 100.000 | | | € 100.000 | | | | | | | | | | |
| Furnishings | € 300.000 | | | € 300.000 | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| STONE STRUCTURES IN THE GARDEN LANDSCAPE | € 60.000 | | | | | | | | | | | | | |
| Large bonfire site | € 15.000 | | | € 15.000 | 100% | | | | | | | | | |
| Bridge over the ditch | € 15.000 | | | € 15.000 | 100% | | | | | | | | | |
| Pond-bridge-waterfall (generator) | € 30.000 | | | | | | | € 30.000 | 100% | | | | | |
| | | | | | | | | | | | | | | |
| LAUT-HOTELL-SPA TOOTMISHOONE | € 2.544.000 | | | | | | | | | | | | | |
| Design | € 64.000 | | | € 32.000 | 50% | € 32.000 | 50% | | | | | | | |
| 1st floor production rooms 300 m2 | € 570.000 | 1900€/m2 | | | | | | € 285.000 | 50% | € 285.000 | 50% | | | |
| 1st floor museum 110 m2 | € 165.000 | 1500€/m2 | | | | | | € 82.500 | 50% | € 82.500 | 50% | | | |
| 2nd floor banquet hall-utility rooms 280m2 | € 420.000 | 1500€/m2 | | | | | | € 210.000 | 50% | € 210.000 | 50% | | | |
| 2nd floor guest rooms, fireplace hall 310m2 | € 682.000 | 2200€/m2 | | | | | | € 341.000 | 50% | € 341.000 | 50% | | | |
| Ramp, utility rooms | € 80.000 | 1000€/m2 | | | | | | € 40.000 | 50% | € 40.000 | 50% | | | |
| Wellness center 200m2 | € 500.000 | 2500€/m2 | | | | | | € 250.000 | 50% | € 250.000 | 50% | | | |
| Pavements, Landscaping around the building | € 63.000 | hinnangulseilt 700 m2 (90/m2) | | | | | | € 31.500 | 50% | € 31.500 | 50% | | | |
| | | | | | | | | | | | | | | |
| VEGETABLE CELLAR | € 60.000 | € 60.000 | | € 60.000 | 100% | | | | | | | | | |
| Wall repair, roof insulation | | € 40.000 | | | | | | | | | | | | |
| Openings (doors, windows) | | € 5.000 | | | | | | | | | | | | |
| Interior work, workers' rooms | | € 15.000 | | | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| LARGE PARKING LOT | € 182.200 | | | | | | | € 91.100 | 50% | € 91.100 | 50% | | | |
| Pavement (foundations + pavement, installa | € 179.200 | 2240 m2 (80/m2) | | | | | | | | | | | | |
| Trees 12 pcs | € 3.000 | 250€/kmpl | | | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| ACCOMMODATION PAVILIONS BY THE LAKE | € 425.000 | 2 tk 2026, 2 tk 2026 | | | | € 212.500 | 50% | | | | | € 212.500 | 50% | |
| Pavilion 4pcs | € 320.000 | | | | | | | | | | | | | |
| Technical systems | € 50.000 | Vesi, kanal, elekter | | | | | | | | | | | | |
| Walkways | € 15.000 | 500m2 | | | | | | | | | | | | |
| Furniture, furnishings | € 40.000 | 10000€/kmpl | | | | | | | | | | | | |
| | | | | | | | | | | | | | | |
| BOATHOUSE | € 180.000 | | | | | | | | | | | | | |
| Boathouse and bridges by the lake | € 180.000 | 100 m2, 1800 €/m2 | | | | | | | | | | € 180.000 | 100% | |

Appendix 5

Restoration of the Gain drier into the restaurant



02.02.2023



12.05.2025



02.02.2023



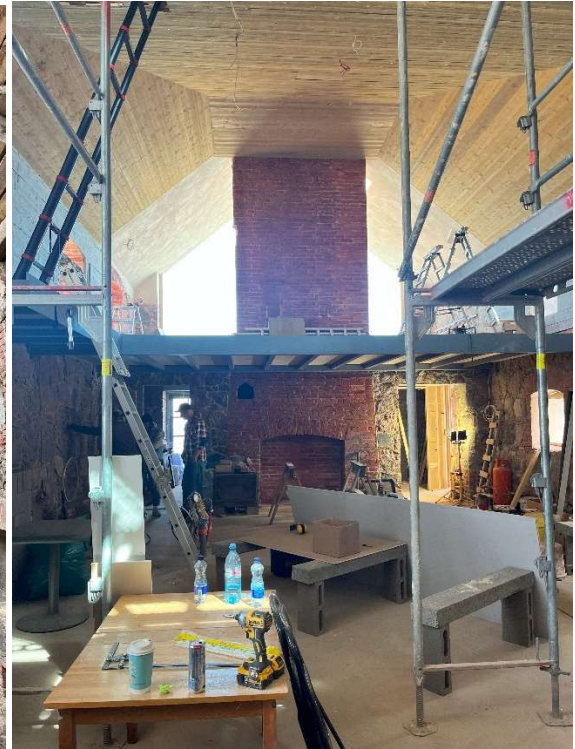
12.05.2025



02.02.2023



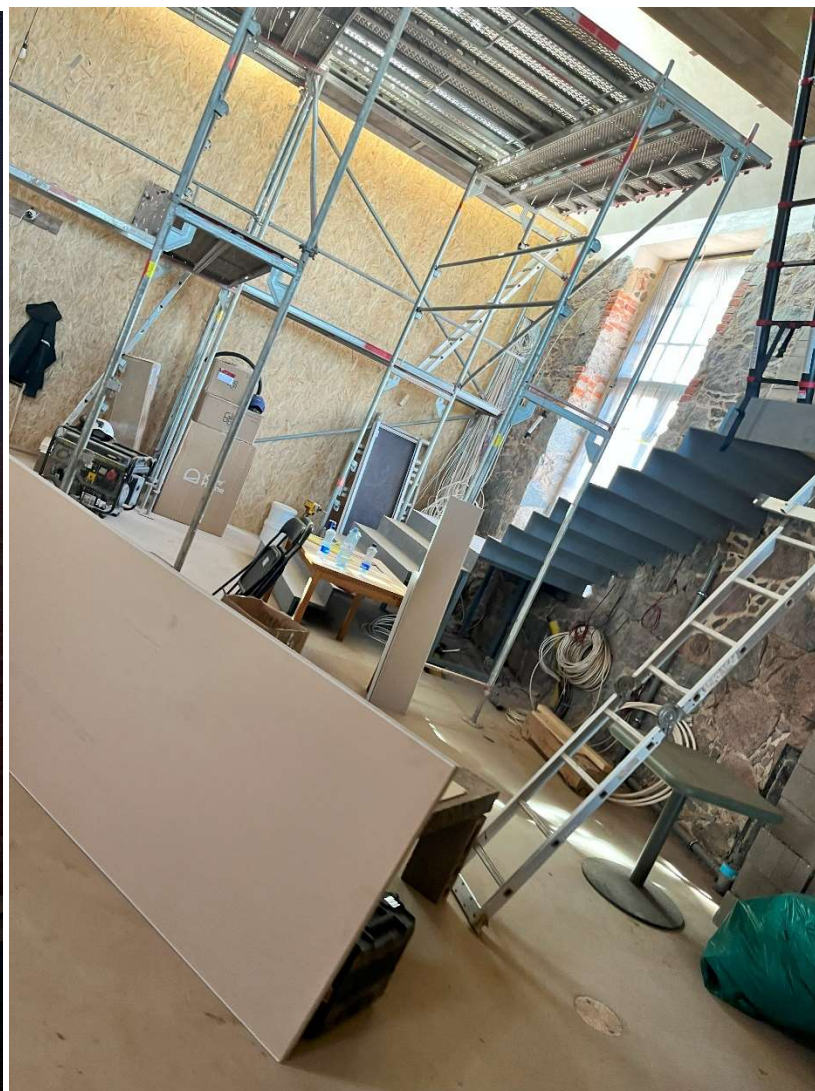
05.07.2024



12.05.2025



12.05.2025



12.05.2025

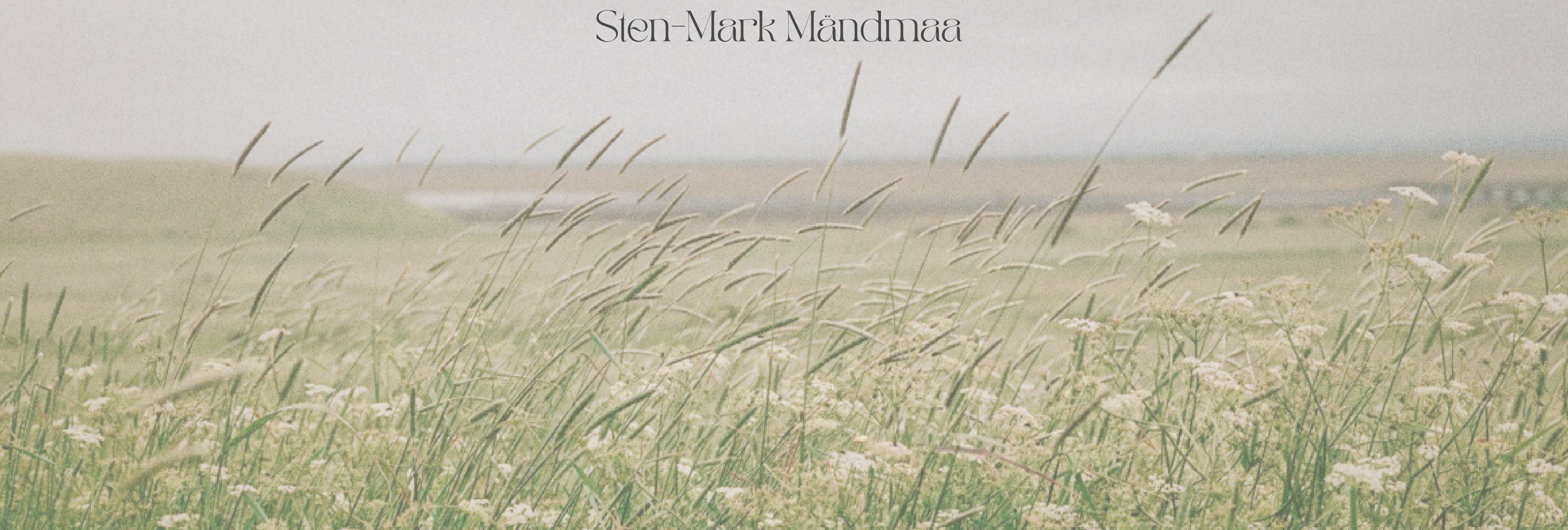


09.05.2025

FELLIN GARDENS

marketing strategy and brand communications plan

Sten-Mark Mändmaa



My Project Pitch

The essence of this project comes from the unique history and natural beauty of the site—a location with over 2000 years of human habitation by the stunning lake Karula near Viljandi.

The project envisions a serene eco-tourism destination in Estonia, combining modern luxury, cultural heritage, and sustainability, offering unique experiences that connect people to nature and history



Brand Positioning

Eco-conscious travelers:

Quilt-free luxury experiences built on sustainability and environmental stewardship.

Cultural enthusiasts:

Authentic cultural immersion

Wellness seekers:

Tranquil spaces and activities for relaxation, mindfulness and personal growth.

Our Differentiation:

A unique blend of luxury, sustainability and heritage in a single offering.

Focus on storytelling and curated experiences that connect visitors with the site's history.

Eco-conscious design ensuring minimal environmental impact while maintaining premium quality.

Competitors:

Generic luxury hotels that lack sustainability focus.

Destinations that may be rich in culture or nature but offers limited comfort and quality or a short list of activities.

Combining lush gardens with a diverse range of attractions (restaurant, boutique hotel, farmer's market, cultural landmarks and organic farming) this project offers a holistic experience where modern comfort meets ancient wisdom.

We combine sustainable practices, immersive heritage experiences and personalized wellness to create meaningful and memorable stay.

Target Audience

Demographics

- Age: 30–60 years old.
- Gender: Balanced, slightly female-skewed
- Income: Middle to high-income individuals
- Occupation: Professionals, entrepreneurs and creatives

Behavioral Patterns

Buying Behavior

- Prioritize quality over cost
- Tend to research and book online, recommendations from influencers.

Product Usage

- Use offerings such as boutique accommodations, dining experiences, cultural tours, and wellness activities.

Brand Loyalty

- Likely to return for repeat visits or recommend if satisfied.

Psychographics

Interests

- Eco-tourism, gardening, history, art and wellness
- Supporting sustainable and community-driven initiatives
- Unique, off-the-beaten-path experiences

Values

- Sustainability and environmental stewardship
- Cultural preservation and education
- Holistic health and well-being

Lifestyle

- Health-conscious, adventurous, and globally aware
- Preference for premium but meaningful travel

Attitudes

- Open to experiential learning and cultural immersion
- Loyal to brands or destinations aligned with personal values

Cultural Factors

Role of Tradition

- Appreciate authenticity and connection to local traditions, particularly in food, art, and storytelling.

Religion

- Open to secular mindfulness and wellness activities that appeal broadly without conflicting with diverse beliefs.

Cultural Appreciation

- Seek destinations that respect and celebrate local customs, making them accessible to outsiders

Geographic Factors

Location

- Local residences from Viljandi
- Customers from urban hubs like Tallinn, Riga, Helsinki, and Western Europe
- International eco-tourists and cultural explorers from North America and Asia.

Climate Influences

- Target visitors seeking cool, temperate escapes during summer and cozy retreats during autumn or winter

Market Research

The research aims to validate the demand for luxury eco-tourism, identify the preferences of the target audience, and uncover market opportunities by studying customer behaviors, competitor strategies, and industry trends. Insights from these efforts will shape the project's service design, marketing, and pricing strategies.

Key Findings to gather

- Market Size and Trends
- Competitor Insights
- Customer Needs
- Target Audience Behavior

Surveys and Questionnaires

Gather broad insights on potential customers' preferences, travel habits, and willingness to pay for luxury eco-tourism

Interviews and Focus Groups

Dive deeper into customers' motivations and barriers for choosing eco-tourism destinations

Social Media and Online Analytics

Understand audience behavior and engagement with eco-tourism-related content

Industry Reports and Publications

Establish market size, growth trends, and target market behaviors

Competitor Analysis

Learn from existing eco-luxury tourism businesses

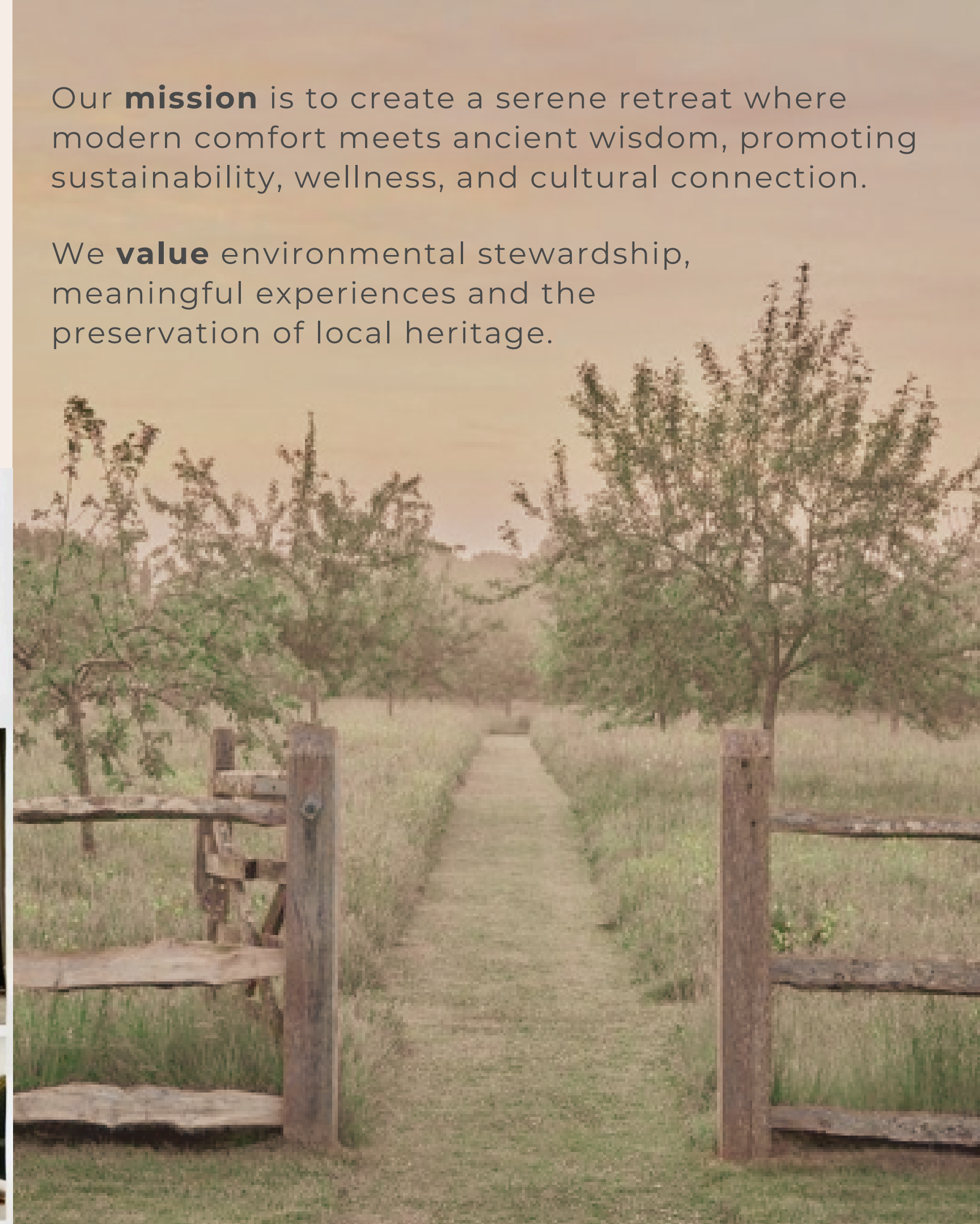
Customer Feedback and Reviews

Learn from customer reviews of similar destinations to understand what travelers value most

Brand Identity and Storytelling

Our **mission** is to create a serene retreat where modern comfort meets ancient wisdom, promoting sustainability, wellness, and cultural connection.

We **value** environmental stewardship, meaningful experiences and the preservation of local heritage.



Brand Identity and Storytelling

Our brand tells a story of harmony between past and present, nature and culture, sustainability and indulgence. Fellin Gardens invites guests to reconnect with themselves, the environment, and history.

The narrative reflects a commitment to nurturing both people and the planet, offering an elevated experience that is simultaneously restorative, enriching, and mindful.

“Where History Meets Modern Luxury”

“Sustainability Without Compromise”

“A Sanctuary for Mind and Body”



Voice and Tone

Primary Tone

Friendly, inviting, and refined—a balance of approachable and elegant to appeal to an intelligent audience

Social Media

- Tone: Conversational and engaging, with shorter, visually captivating posts
- Style: Use vivid imagery and storytelling to create an emotional connection

Website

- Tone: Sophisticated and immersive, providing detailed information with a welcoming yet polished tone
- Style: Focus on narrative storytelling and persuasive content about offerings, history and values

Welcome to Fellin Gardens, a sanctuary of serenity where 2000 years of history meets modern luxury

We invite you to:

- **Wander lush gardens rooted in heritage**
- **Savor farm-to-table cuisine crafted with care**
- **Relax in boutique accommodations that honor nature**
- **Discover a destination where sustainability and elegance go hand in hand**

Stay tuned as we prepare to open our doors to a retreat like no other.

**#LuxuryEcoTourism #ViljandiEscape #MindfulTravel
#SustainableLuxury #Fellinggardens**

Follow us for exclusive updates, sneak peeks, and early booking opportunities!



Brand Equity and Consistency

Key Brand Touchpoints

Website

The primary hub for information, storytelling, and bookings

Social Media

Platforms for sharing captivating visuals, stories engaging directly with our audience

On-site Experience

Physical touchpoints on site (from signage to staff interaction) reinforces the brand's identity

Packaging

Thoughtfully designed, eco-friendly packaging and informational materials that echo our values.

Customer Communications

Emails, newsletters, and booking confirmations

Events and Collaborations

Partnering with local artisans or hosting workshops.

Gathering Customer Feedback

- Post-Visit Surveys
- In-Person Feedback
- Social Media Interaction
- Review Platform
- Focus Groups and Interviews
- Net Promoter Score (NPS)

Using Feedback to Assess Brand Perception and Equity

- Quantitative Analysis
- Qualitative Analysis
- Iterative Adjustments

Digital Marketing Funnel

Awareness

- Use engaging content on social media platforms, emphasizing our unique aspects
- SEO-optimized blog posts to attract organic search traffic
- Targeted digital ad campaigns, focusing on key demographics and interests
- Partner with influencers or eco-tourism bloggers

Consideration

- Website
- Offer multimedia content, such as virtual tours of the site, behind-the-scenes videos, and customer testimonials
- Develop an email marketing sequence with updates, exclusive offers and insights into the project's vision and values
- Host live webinars featuring the founders, local experts, or artisans to showcase the project's authenticity

Conversion

- Offer limited-time promotions
- Simplify the booking process on the website
- Incorporate trust signals (secure payment methods, refund policies, and visible customer reviews) to alleviate hesitations
- Use retargeting ads to re-engage potential customers who visited the site but did not convert

Loyalty

- Send personalized follow-up emails
- Develop a loyalty program with benefits
- Update past guests with newsletters
- Create a members community

Advocacy

- Encourage guests to share their experiences
- Request reviews, highlighting top reviews on the website and marketing materials
- Create a referral program where loyal customers can earn rewards for bringing in new guests
- Share customer-generated content

What makes the approach effective

Personalized Engagement

Every customer interaction is designed to feel tailored and meaningful, from the storytelling in social posts to personalized follow-up emails

Authenticity and Local Ties

The project's emphasis on heritage, local artisans and cultural connections provides a unique and credible story that resonates deeply with our audiences

Immersive Content

By offering virtual tours, rich imagery and live interactions with participants the project builds a sense of exclusivity and trust before customers even arrive

Sustainability as Luxury

Transforming eco-consciousness into an aspirational aspect of the experience redefines luxury for the modern traveler, setting the brand apart from traditional high-end offerings

Community-Centric Loyalty Building

Creating a community around the brand fosters deeper emotional connections, driving word-of-mouth recommendations and repeat visits

THANK YOU
VERY MUCH!

www.fellinggardens.eu



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