



“Pablo’s Camp”
***Developing a Business Plan for a Sustainable Camping and
Glamping Business***

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Glamping Business***

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Abstract

Tourism is one of the fastest growing economic sectors in the world. Despite its potential for economic development, job creation and intercultural exchange, the industry causes considerable environmental and social impacts. The hospitality industry in particular is increasingly being criticised for its excessive consumption of resources, high emissions and poor working conditions. This raises the question of how tourism offers can be designed in order to be ecologically, economically and socially sustainable.

This master's project focuses on the development of a sustainable business model in the hospitality industry using the example of Pablo's Camp, a planned camping and glamping site in northern Germany. The aim is to create a tourism offer that combines ecological responsibility, economic viability and positive social impact on the local community. Building on theoretical foundations, such as the 3P concept and the circular economy framework, a comprehensive business plan is developed that can be put into practice.

The work combines academic research with entrepreneurial implementation. An evaluation of the location, market and competitor analyses, target group definition, sustainability strategies and financial planning are developed and implemented in the business plan.

The master's project contributes to the practice-oriented implementation of sustainable principles in the tourism and hospitality industries and serves as an example of how responsible business models can be developed in this area.

Keywords: Sustainable tourism, hospitality management, business plan development, circular economy, camping and glamping

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List of Abbreviations

ADAC	German Automobile Club (Allgemeiner Deutscher Automobilclub)
LLC	Limited Liability Company
POS	Point-Of-Sales
SDGs	United Nation's Sustainable Development Goals
SEO	Search Engine Optimization
SOPs	Standard Operating Procedures
UNWTO	World Tourism Organization of the United Nations

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1. Executive Summary

Pablo's Camp is a project with a great vision. The core of this project is the establishment and operation of a camping and glamping site that combines sustainability, quality, nature-oriented experiences and a community feeling. Pablo's Camp plans to establish itself as a recognisable brand (see Figure 1) for sustainable and high-quality camping and glamping tourism on the German and European market and create memorable experiences for its guests at several locations.

The first site is planned in the north of Germany in an attractive location between the North Sea and Baltic Sea, on an already operating campsite with existing infrastructure. The proximity to the coast, the high tourism demand in the region and the good accessibility provide ideal starting conditions.

The camp, which is open all year round, offers a range of accommodation options - from classic tent pitches to pitches for campervans and comfortable glamping tents and lodges. An integrated restaurant with a breakfast menu, seasonal menu and selected drinks contributes significantly to the quality of the stay. Various facilities are available for hire for private parties, workshops and business events. The cooperation with local service providers and external event organisers strengthens the regional economy and creates a lively and dynamic environment. Pablo's Camp also remains open in winter and offers romantic winter camping with a sauna, heated glamping accommodation and a great atmosphere. This makes Pablo's Camp a diverse destination for a wide range of target groups.

Sustainability is at the centre of the business model. Pablo's Camp is based on the circular economy framework and focusses on resource-efficient management, regional supply chains and social integration. The local population should be actively involved, whether as employees, partners or participants in events.

Behind the project stands a committed founder with a strong vision and operational responsibility. The company is owner-managed and pursues a long-term brand strategy with a high recognition value.

Economically, Pablo's Camp has a realistic financial concept with sources of income from overnight stays, a gastronomic offer and activities. The total investment amounts to around 1.58 million euros. The project is financed by bank funding, state subsidies and the founder's own capital. The variety of products and services and year-round opening create a solid revenue structure and reduce the dependency on seasonal fluctuations.

Pablo's Camp responds to a proven demand. The market for nature-based tourism and camping is growing and the project addresses a wide range of people, such as families and groups, the van-life community, glamping enthusiasts and event organisers. With its clear positioning, attractive starting location and scaling potential, the project has the potential to become a leading brand for sustainable camping tourism in Germany.

Figure 1
Business Logo



Note. Author's own figure.

2. Building a Business Plan

This chapter starts with explaining the concept of a business model. The business model outlines the approach for realising a business idea. It is a preliminary step before drafting a business plan, which then goes more into depth of planning, and is designed to help founders understand the requirements of realising the initial business idea (Scarborough & Cornwall, 2019). Both theoretical approaches are used as a basis for the creation of this work and help to create a structure for the project.

2.1 The Business Model

A business model describes a company's structured approach to creating value that meets customer needs and generates profit. In the innovative environment of the tourism industry, a business model is a valuable tool for achieving competitive advantages and ensuring sustainable success. A strong business model is based on a clear business idea and takes into account both internal factors, such as the skills of the entrepreneurs, and external influences, such as economic conditions (Fissi et al., 2020).

The authors Osterwalder and Pigneur (2010) developed a strategy for creating a business model. According to them, "a business model describes the rationale of how an organization creates, delivers, and captures value" (Osterwalder & Pigneur 2010, p. 14). It is characterised by being "simple" but "relevant" (Osterwalder & Pigneur 2010, p. 15) and communicated in an understandable way in order to make the idea accessible. However, the complexity involved in establishing and operating a company should not be understated.

In Osterwalder's and Pigneur's (2010) strategy, the business model and its creation contain nine so-called building blocks that describe the individual components of the company and cover its main areas, namely customers, the product range, infrastructure and finances. The business model serves as a strategic plan for setting up the company's structures and processes.

The nine building blocks are 1) customer segments, 2) value proposition, 3) channels, 4) customer relationships, 5) revenue streams, 6) key resources, 7) key activities, 8) key partnerships, and lastly, 9) cost structure. They are described in more detail in the following section.

The "customer segments" block identifies the key customer groups a business wants to target, which are categorized by shared characteristics or needs to better meet their demands. Companies can serve multiple segments but should focus on the most important and profitable

ones. This segmentation is the foundation of the business model, as it drives all other elements.

Customer segments differ in needs, distribution channels, relationships, profitability and willingness to pay. There are five types. The mass market caters to a broad and undifferentiated group, whereas the niche market has defined segments and tailors its offers to them. Segmented markets include customers with slightly varying needs, whereas diversified segments are two or more unrelated customer segments that receive different value propositions. Lastly, there are multi-sided platforms, meaning two or more independent customer segments are being served as both are essential for the business model.

When developing one's own business model, the following questions are to be asked: "For whom are we creating value? Who are our most important customers?" (Osterwalder & Pigneur, 2010, p. 21).

The second building block "value proposition" outlines the services and products that deliver value to customer segments. It defines why customers choose the company. It involves the benefits that make the company's offerings appealing, which can be either qualitative or quantitative. Examples include newness and innovation, performance, customization, brand reputation and status, pricing, accessibility, as well as convenience and usability (Osterwalder & Pigneur, 2010)

Especially in the tourism industry, innovation in this field plays a major role, as new approaches enable companies to improve their offers, cater to changing customer needs and thus increase their competitiveness (Fissi et al., 2020).

In order to create a value proposition for one's own business model, the following questions are helpful to ask: "What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? Which customer needs are we satisfying? What bundles of products and services are we offering to each Customer Segment?" (Osterwalder & Pigneur, 2010, p. 23).

The third building block is about "channels". In order to effectively communicate and reach customer segments, it is essential to transmit the value proposition via various communication, distribution and sales channels. It is through these channels that the company is able to engage with the customer, which is why they represent the key in shaping the customer experience. Each channel usually comprises several phases, which can also consist of a mix of channels. In the awareness phase, customers find out about the company and its offerings. In the evaluation phase, they assess the products and services. In the purchase phase, customers can purchase the offers and in the delivery phase the company fulfils the value

proposition. Finally, in the after-sales phase customers receive ongoing support. The sales channels can be either direct or indirect, independent or managed via partners.

By posing the following questions, the right channels can be identified and implemented into the business model: “Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?” (Osterwalder & Pigneur, 2010, p. 27).

The next building block “customer relationships” describes the “types of relationships a company establishes with specific customer segments” (Osterwalder & Pigneur, 2010, p. 28). Customer relationships can vary greatly, ranging from highly personalized interactions to fully automated ones, as well as peer-to-peer interactions. The various types can also be implemented simultaneously within a company. The relationships are driven by different goals, including winning new customers, retaining existing ones and encouraging upselling. The nature of these relationships has a significant impact on the overall customer experience (Osterwalder & Pigneur, 2010).

This is especially important in tourism, as the active participation of customers is essential - without it, the tourism product cannot exist (Okumus et al., 2010). This is supported by Tabaeian et al. (2022), who state that the service in tourism can only be delivered through direct interaction between the host and the guest. The interaction can significantly influence the customer experience, as it has an impact on the guest’s satisfaction (Hudson & Hudson, 2022).

Positive interactions between guests and employees strengthen the brand loyalty (Wang & Lang, 2019, cited in Tabaeian et al., 2022). This is also true for social experiences at the destination (Chen et al., 2020). An effective interaction between customers and service providers is therefore crucial for tourism organisations in order to create a positive customer experience (Tabaeian et al., 2022). The more involved customers are, the more intense the experience is perceived (Zatori et al., 2018) and the relationship between the guest and the host can result in a positive value co-creation (Fissi et al., 2020).

When thinking about the ideal customer relationships for the business model these are the proposed questions to ask: “What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How costly are they? How are they integrated with the rest of our business model?” (Osterwalder & Pigneur, 2010, p. 29).

The fifth building block “revenue streams” refers to the income a company gains from each customer segment. The revenue from single purchases and the revenue from recurring payments are the two types of revenue streams that a business model typically entails. Revenue can be earned through different methods, such as the traditional sale of products and services, but also through usage and subscription fees, rentals or advertising. Pricing mechanisms can be either fixed or dynamic, depending on the market conditions.

Here, the questions to be asked are: “For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?” (Osterwalder & Pigneur, 2010, p. 31).

The sixth building block focuses on the “key resources”, which are the components that are necessary for the effective functioning of the business model. These resources can be “owned”, “leased” or “acquired through partnerships” (Osterwalder & Pigneur, 2010, p. 34). There are four types of key resources: “physical, financial, intellectual or human” (Osterwalder & Pigneur, 2010, p. 34). In order to build the business model these questions should be asked: “What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams?” (Osterwalder & Pigneur, 2010, p. 35)

The seventh building block is “key activities”. Outlining the primary actions that generate value is important for ensuring the business model's success. The activities differ significantly across various business models. In manufacturing, the key activity centres around production, while in the service sector it is focused on problem-solving. However, the activities should be narrowed down and be more defined in order to create a business model. Questions that should be asked are: “What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?” (Osterwalder & Pigneur, 2010, p. 37).

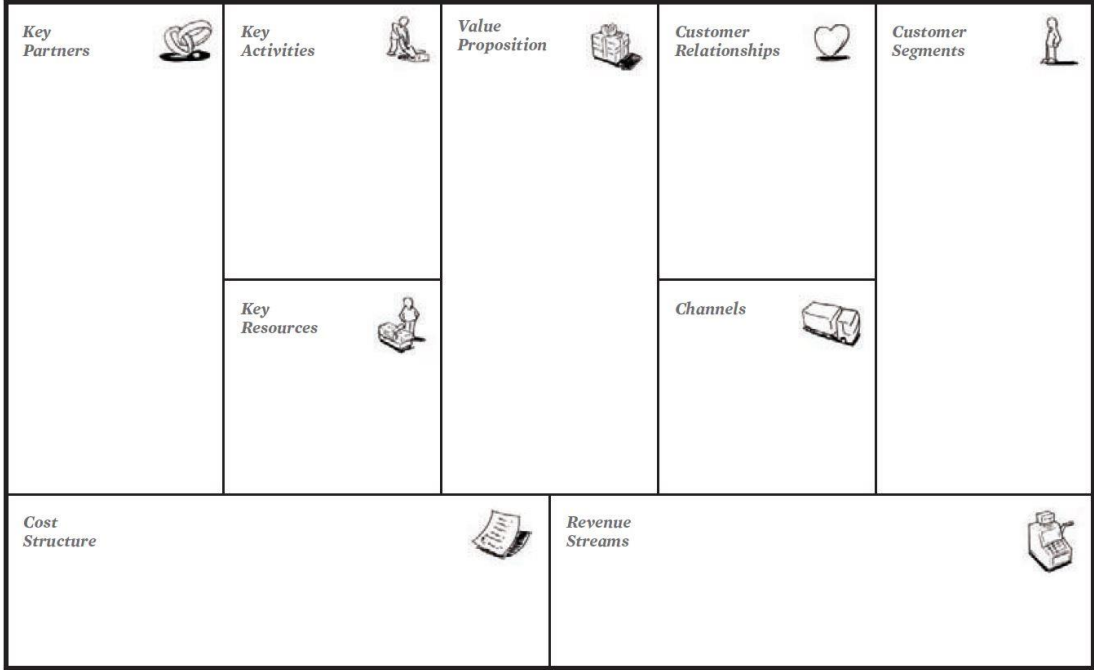
“Key partnerships” represent the eighth building block and describe the network of suppliers and partners. Partnerships can be useful for risk reduction or resources acquisition and come in four forms: strategic alliances, both with non-competitors and competitors, joint ventures, and buyer-supplier relationships (Osterwalder & Pigneur, 2010). Tourism companies in particular can increase their innovation and competitiveness through expanded partnerships and shared use of resources (Fissi et al., 2020).

When developing the business model, the following questions are recommended to ask oneself: “Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?” (Osterwalder & Pigneur, 2010, p. 39).

Lastly, the building block “cost structure” outlines the key costs required to operate. A business must choose a strategy between two main types of costs: cost-driven, which focuses on minimizing expenses, and value-driven, which emphasizes creating value. Costs are categorized into fixed costs, variable costs, economies of scale and economies of scope. Here, useful questions to ask when creating the business model are: “What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?” (Osterwalder & Pigneur, 2010, p. 41).

Finally, the building blocks form the business model canvas (see Figure 2), a tool to visualize the business model and continuously work with. It “fosters understanding, discussion, creativity and analysis” (Osterwalder & Pigneur, 2010, p. 42). The left side of the canvas addresses efficiency, while the right side emphasizes value (Osterwalder & Pigneur, 2010).

Figure 2
The Business Model Canvas



Note. From Osterwalder, A., Pigneur, Y. (2010). Business model generation: a handbook for visionaries, game changers, and challengers. Hoboken, New Jersey, Wiley.

2.2 The Business Plan

A business plan is a concept that is crucial for new ventures, as it serves as a roadmap outlining the business's strategy, goals and the operational context. It includes aspects such as market analysis, organisational structure, financial projections and operational plans, as well as defining the company's mission and objectives (Lee-Ross & Lashley, 2009; Sahlman, 1997).

William A. Sahlman's paper "How to Write a Great Business Plan" (1997) provides a comprehensive guide on crafting an effective business plan, emphasizing that it should be more than just financial projections, but rather address several key components to be effective.

According to Sahlman (1997) the plan should begin with a detailed section on "The People", which the author places great importance on. It includes information about the entrepreneurial team's background, skills, and experience. This part may also highlight any external advisors or partners such as lawyers, accountants and suppliers who contribute to the venture's success. Sahlman emphasizes that while many business plans present exciting ideas, the execution of those ideas is what ultimately determines success. A capable and experienced team is essential for effectively implementing the business strategy and navigating challenges. According to the author, investors look for team members who have relevant industry experience, as this provides credibility and reassures investors that the team understands the market dynamics, customer needs and operational challenges (Sahlman, 1997).

However, the role of the rather unexperienced entrepreneur in today's business landscape is increasingly important. Entrepreneurship becomes more and more synonymous to founding a company, whereas it describes creating and improving products as well as rethinking existing business models (Fritsch, 2016). Young people, especially between the ages of 25 and 34, have the desire to start their own business and many of them plan to become entrepreneurs soon after leaving school. Entrepreneurship is widespread nowadays and there are more resources available than ever before, including educational courses, online information, new sources of capital and business incubators (Scarborough & Cornwall, 2019), indicating that the need for extensive experience is not a criterion for exclusion for entrepreneurial success, like many successful start-ups and small businesses prove.

Continuing with Sahlman's (1997) outline of a business plan, "The Opportunity" section should profile the business, by detailing its offerings, target market and growth potential. It must analyse the market, business economics, as well as potential barriers to success. Key factors for receiving investment include the possibility of expanding markets and the general industry attractiveness. If these are missing or the profitability is unclear, investors may withdraw their support. "The Context" is another crucial element, covering external factors like regulations, economic conditions and demographic trends. Thorough research helps identify opportunities and threats, which demonstrates the entrepreneur's awareness of the wider environment. By incorporating these contextual insights into the strategy and developing alternative plans, a business plan can effectively address potential challenges and capitalise on opportunities. Therefore, entrepreneurs should anticipate both positive and negative changes in the market and develop strategies to manage risks effectively. Sahlman (1997) also stresses that financial

forecasts should be clear but not overly detailed. Instead, the focus should be on the business model, key success factors, a break-even analysis and cash flow projections. Overly optimistic forecasts should be avoided, because transparency about risks, weaknesses, and exit strategies is crucial for attracting investors (Sahlman, 1997).

In contrast, the authors Lee-Ross and Lashley (2009) provide a structure that can be seen as more implementable. According to them, a business plan should include the following components to provide a complete outline of the project. Starting with the executive summary, it provides a concise overview of the company and summarises its mission, key objectives and the current status. The business description details the company's main activities, management structure and team. Next, market research is to be conducted, which needs to include analysis of customer demographics, competitor activities as well as market trends, to help understand the customer needs and plan the company's competitive positioning. Following this, a marketing strategy will outline the pricing policy, promotional tactics and methods for attracting and retaining customers. The operating plan describes production processes, organisational structure and staff management. An important element of the business plan is the financial forecast. It contains current financial figures and future targets with information on cost structures, sales growth and profitability. The implementation plan contains a timetable and action steps for achieving the company's goals, with tasks and responsibilities defined. Finally, the appendices contain supplementary information such as detailed financial reports and market research data (Lee-Ross and Lashley, 2009).

To summarise, both Lee-Ross and Lashley (2009) and Sahlman (1997) promote the creation of a business plan that is comprehensive, realistic and adaptable. While Lee-Ross and Lashley (2009) emphasise the importance of a well-structured plan that includes all essential components, Sahlman (1997) goes further in depth by focusing on the fundamental importance of the venture and its chances of success. Both perspectives emphasise the dynamic nature of a business plan, which should evolve with the company and adapt to new information and changing circumstances to ultimately provide a comprehensive view of the company's potential.

3. Sustainability in the Hospitality Industry

Tourism is one of the fastest growing economic sectors and contributes to job creation, economic growth and poverty reduction. At the same time, the increasing volume of travel leads to environmental pollution, economic inequalities and negative impacts on local communities. In order to utilise the positive effects of tourism, such as strengthening local communities and promoting intercultural exchange, close cooperation between stakeholders and targeted sustainability measures are required (World Tourism Organization & United Nations Development Programme, 2017).

However, sustainability goes beyond merely environmental concerns, as it also includes the relationships that drive a business forward and the financial health that must be maintained. This is where the 3P concept comes in, which stands for people, planet and profit. The idea is that each of these pillars is important and must be nourished to achieve true sustainability in an organisation (Coghlan, 2023). Furthermore, sustainable tourism can include ethical behaviour in the supply chain, the local community, the workplace and with customers (Legrand et al., 2023).

Therefore, the World Tourism Organization of the United Nations (UNWTO) defines sustainable tourism as follows: "Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities." (UNWTO, 2005, p.12). It is the ultimate goal of all forms of tourism rather than a niche market (UNWTO, 2005), with sustainability itself being perceived as a key feature of the hospitality industry (Melissen & Sauer, 2019).

Hospitality refers to an industry within the tourism sector that includes ventures operating in accommodation, food and events and that focus on creating a welcoming environment for different types of tourists. This industry is steadily evolving due to changing customer needs and environments as well as increasing competition, which offers both challenges and opportunities for growth (Fissi et al., 2020). The broad scope of activities within the hospitality industry as well as the tourism sector makes it difficult to define and therefore complicates efforts to accurately assess its positive and negative impacts in all areas. Nevertheless, it is known that the tourism sector significantly impacts the environment in a negative way, by being responsible for high greenhouse gas emissions, the destruction of local ecosystems and the intensive use of resources, such as water and energy (Melissen & Sauer, 2019). This is also supported by Legrand et al. (2023), who state that the hospitality industry has a particularly negative impact in the areas of energy and water consumption, waste and therefore a high emission of greenhouse gases. Especially the hospitality industry is associated with the

generation of large amounts of general and food waste (Legrand et al., 2023). Here, one main problem is “oversupplying” (Melissen & Sauer, 2019, p. 29), whereby excess is presented as a “luxury” (Melissen & Sauer, 2019, p. 29), leading to unsustainable practices. In addition to the environmental aspect, the hospitality industry is also criticised for its negative social impact. Poor working conditions, low wages and minimal contributions to the local economy, which often benefit investors rather than communities, are widespread (Melissen & Sauer, 2019).

There is an urgent need for sustainable development within the tourism sector, in order to improve quality of life by using resources responsibly and ensuring their benefits are equally distributed, both now and in the future (UNWTO, 2005). Especially after the COVID-19 pandemic the urgency to rebuild the industry in a more sustainable way becomes apparent (Coghlan, 2023). According to Melissen and Sauer (2019) there are two simple ways in which the hospitality industry can contribute to sustainable development: “reducing negative impacts and increasing positive impacts” (Melissen & Sauer, 2019, p. 27).

In response to all these different challenges, many tourism companies are working on implementing the United Nation’s Sustainable Development Goals (SDGs) in their corporate strategy (Alvarez-Risco et al., 2020) and various certification processes have been developed to help the industry reduce its negative impact. There has been a considerable amount of progress in this area in recent years. Industry players are implementing both major and minor measures to raise awareness among all stakeholders and achieve effective sustainability outcomes (Melissen & Sauer, 2019).

However, Melissen and Sauer (2019) note that many sustainability initiatives are driven by external pressures, particularly from customers, rather than intrinsic motivation. A fundamental shift in mindset across the industry is still needed to understand sustainability as a holistic concept that influences operations, tactics and strategies (Melissen & Sauer, 2019). One reason might be that sustainable measures and investments are associated with high initial costs, however, it is often overlooked that costs are saved in the long-term during operation and that this is ultimately financially sustainable (Legrand et al., 2023). This is supported by Chen & Liu (2025), who state that investments made in sustainable tourism can result in higher return on investment. Of course, financing plays a crucial role in promoting sustainable tourism. Instruments such as “green bonds, environmental taxes, and incentives for eco-friendly infrastructure” (Chen & Liu, 2025, p. 2) can support the development of sustainable tourism. However, the “lack of capital, ignorance, and inadequate policies” (Chen & Liu, 2025, p.2) make it difficult to implement sustainable practices on a broad scale in the tourism sector. Nevertheless, more and more funds are being made available to promote sustainable tourism (Chen & Liu, 2025) and players in the hospitality industry must reduce environmental impact,

drive decarbonization and overcome social challenges in order to remain competitive, which plays an important economic factor (Legrand et al., 2023).

Sustainability measures can largely influence the customer experience. The industry faces the dual challenge of greenwashing, the exaggeration of sustainability efforts, and greenhushing, the downplaying of these efforts to avoid confronting customers on a relaxed holiday. However, transparency and communication are crucial to achieving truly sustainable development (Melissen & Sauer, 2019). Building a close host-guest relationship based on an understanding of each other's "motives, values and preferences" (Melissen & Sauer, 2019, p.36) can further promote sustainability (Cavagnaro et al., 2018, in Melissen & Sauer, 2019). Also, technologies such as social media and digital applications are helping the tourism industry to better communicate sustainable offers and make them more accessible to customers (Chen & Liu, 2025).

Melissen and Sauer (2019) argue that sustainability in the hospitality industry is a necessity, but that there is still a tendency to focus on superficial measures rather than a real commitment to sustainable practices. They suggest that the industry should move from simply reducing negative impacts to actively creating positive impacts (Melissen & Sauer, 2019). Given the widespread influence of hospitality and tourism, the industry has the potential to benefit people and nature. This approach includes the component of raising awareness, that shows all stakeholders how sustainability can have a positive impact on the local economy, society and ecosystems (UNWTO, 2005). By building strong local relationships and influencing guest behaviour the industry can contribute to wider sustainable development goals (Melissen & Sauer, 2019).

3.1 A Sustainable Approach to Establishing a Hospitality Business

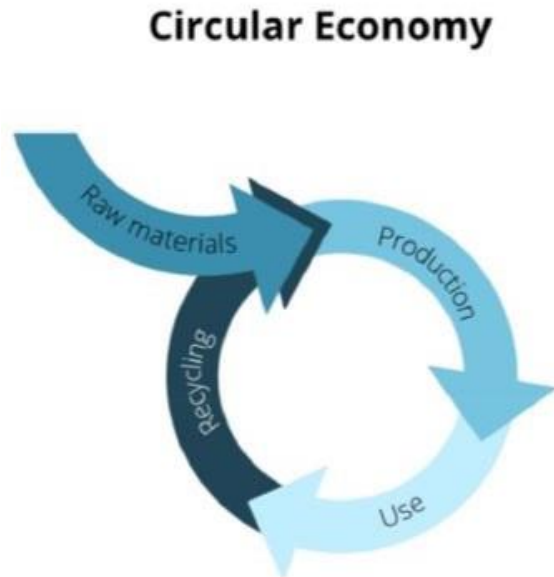
Sustainability and resilience are important elements in rebuilding the tourism industry after the COVID-19 pandemic. This is also recognised by stakeholders, but developing and implementing strategies for change still remains a challenge (Einarsson & Sorin, 2020).

The circular economy can be a suitable framework for addressing these challenges (Bittner et al., 2024). It is defined as "an economic system that is based on business models which replace the 'end-of-life' concept with reducing, alternatively reusing, recycling and recovering materials in production/distribution and consumption processes, [...] with the aim to accomplish sustainable development, which implies creating environmental quality, economic prosperity and social equity, to the benefit of current and future generations." (Kirchherr et al., 2017, p. 224 – 225) (see Figure 3). It is increasingly seen as the key to sustainable

development, as it reduces environmental impact while promoting economic and social well-being (Chen & Liu, 2025).

Figure 3

Structure of the Circular Economy



Note. From Bittner, N., Bakker, N., & Long, T. B. (2024). Circular economy and the hospitality industry: A comparison of the Netherlands and Indonesia. Journal of Cleaner Production, 444, Article 141253.

Einarsson & Sorin (2020) emphasise the crucial role of the circular economy in creating a sustainable, efficient and innovative tourism industry that is able to align with global sustainability goals. The framework can be used as a guide for implementing and monitoring sustainable practices (Einarsson & Sorin, 2020). For tourism, this could include minimising resource consumption, reducing waste and improving operational efficiency (Bittner et al., 2024).

Looking at examples, the establishment and operation of a hospitality business is resource intensive and results in a significant amount of waste and a large carbon footprint (Melissen & Sauer, 2019). The industry is regarded as “asset-heavy” (Einarsson & Sorin, 2020, p.6), and therefore a particular emphasis is placed on directly avoiding waste and making better use of materials (Einarsson & Sorin, 2020). Hotels that are considered to be sustainable have significantly reduced their energy and water consumption and use environmentally friendly measures such as recycling and composting. As a result, they are noticeably reducing their negative impact on the environment (Chen & Liu, 2025).

In order to follow this strategy, businesses should reduce their energy consumption by switching to renewable energy sources and improving efficiency through building maintenance

and modernisation. Effective waste management, especially of food and “dry waste, such as plastics, glass, paper and electronic waste” (Melissen & Sauer, 2019, p. 47 – 48) is essential and can be supported by rethinking the amount that is used, promoting reuse and recycle as well as using better technologies (Melissen & Sauer, 2019).

Water consumption is another major problem, especially in regions where water is scarce, as the hospitality industry has a very high level. Here, solutions could include upgrading existing appliances, recycling water and reducing the overall consumption. For food and beverage, offering more plant-based, locally sourced options can reduce the environmental impact, as meat production and global food transport have a high level of water consumption and contribute significantly to greenhouse gas emissions (Melissen & Sauer, 2019).

Innovation is very important for the development of sustainable tourism (Chen & Liu, 2025) and to achieve greater efficiency in accordance with the circular economy concept, hospitality businesses need to introduce new technologies (Melissen & Sauer 2019). For example, applications based on artificial intelligence can help to save water and energy (Chen & Liu, 2025). However, this requires enforcing legal frameworks, securing investment and making financial resources available. A proactive approach is to include energy-efficient concepts in the initial phase of building or renovating hospitality facilities (Melissen & Sauer 2019).

Ideally, a circular economy fosters innovation, improves competitiveness and creates economic opportunities, including job creation (Bittner et al., 2024). The circular economy can pave the way to reach these goals, but there is still a lack of scientific research and practical experience in implementing the concept in tourism (Einarsson & Sorin, 2020). It becomes apparent that many circular economy strategies are not yet fully implemented in the service sector, as the concept was mainly developed for production and is difficult to transfer. Therefore, continued education, policy support and collaboration to foster sustainable development is required (Bittner et al. 2024).

4. The Business Idea

This chapter describes the business proposal, which envisions the establishment and operation of an innovative camping and glamping site, that has its main focus on sustainability in all areas. The circular economy framework is used as a blueprint for realizing the project and operating it as a business.

At the beginning, a small variety of accommodation is offered: a tent area to bring one's own equipment, a space for campervans and motorhomes, luxury glamping tents and lodges. The main building includes the reception and a common room and a large function room. Furthermore, the project includes a small restaurant, which is also used as a breakfast room.

The function room serves as a venue for workshops, yoga and various sports classes and other events. The premises can be hired for private events such as weddings or other celebrations, as well as business events. External providers can contribute with their creative ideas and use the space to host their own events.

Outside the main house there are various leisure facilities available, including a bonfire area and a sports field. To keep life on the campsite active, the common room can be used as a co-working space, as well as a place to hang out in groups and enjoy boardgames or table football provided by the campsite. To scale up the idea, facilities such as a pool or natural swimming pond and a small shop could be implemented in the long run. Here, the aim would be to establish a plastic-free shop that offers reusable packaging options and also encourages guests to bring their own containers. Bicycles are available for hire on site. The intention is to have a location close to the water so that water sports activities can also be offered by cooperation partners and equipment such as stand-up paddleboards or canoes can be rented. To promote environmentally friendly leisure options, only non-motorized equipment is available for rent, which reduces both energy consumption and CO₂ emissions. The campsite is characterised by a natural ambience with lots of greenery to offer guests an intensive experience of nature.

The target groups include campers, nature tourists and sustainable tourism enthusiasts, families, slow-living enthusiasts, those who live in the city and are looking for a weekend break, and the vanlife community. The campsite's unique selling proposition is its emphasis on tranquillity, community building, sustainable practices and nature experiences, all while enjoying a comfortable stay, unlike conventional campsites that are often designed for mass tourism and attract permanent campers. Furthermore, the target group also includes holders of private or business celebrations. The proximity to urban areas coupled with the remoteness and large area are ideal conditions for hosting events. It is particularly important that the

campsite is not only an offer for national tourists, but is also attractive to the local population and international guests.

In order to avoid the inherent seasonality of the business, the glamping tents and lodges are also rented in winter. Additional incentives are offered, such as a sauna and a warm dinner, to create the romantic image of a winter camping weekend. Therefore, the target group differs from summer visitors in the winter months.

Regarding the operational part, the campsite has an effective waste management system that also includes the recycling and composting of organic waste. In Germany, there is already a functioning system for waste separation and recycling. More emphasis is placed on this and the aim is to reduce waste in general. Renewable energy sources, such as solar power, are used in common areas and accommodation, and water-saving taps are installed throughout the site. A rainwater harvesting system provides water for landscaping and can be used for sanitary facilities. The main house is to be upgraded with environmentally friendly technology in order to be energy efficient. Natural or recycled materials are used in the design and equipment of the campsite and there is an emphasis on buying second-hand furniture.

In order to have a great positive impact on society, local stakeholders are worked with and small entrepreneurs are involved in the supply chain. Many tasks are outsourced in order to keep a dynamic pricing strategy. This strengthens the regional economy and supports the concept of the circular economy. By sourcing local goods and services, the campsite can also reduce the negative impact of transportation.

The long-term vision is to establish the campsite as a brand and open additional sites in Germany and other European countries with a growing camping market. Further projects can be realized under the brand name. For this, a membership program provides guests with discounts on their stays, which encourages them to travel from camp to camp and become repeat customers.

4.1 Vision and Vision Statement

The vision is to open a camping and glamping site that is sustainable and community-orientated and offers guests an unique experience in nature. The aim is to create a welcoming atmosphere in which everyone feels welcome. Comfort and eco-friendly practices should be equally important. In doing so, a high-quality experience for guests is created while minimising the impact on the environment. Furthermore, the goal is to create a business model that embraces the concept of the circular economy by incorporating sustainability into all aspects of the business.

The plan is to create a place that offers more than just a place to stay. The camping and glamping site is a new way of camping that combines innovation and modernity with a traditional nature experience while offering activities that meet the needs of today's campers. The site attracts those who are looking for a more upscale form of camping while still emphasising simplicity. Events and celebrations are organised to make the site accessible to the local population.

In the long run, the aim is to support the local community by establishing co-operations with regional stakeholders. Another goal for the future is to expand the business into a recognizable brand in the camping sector within Germany and Europe.

To summarise, the vision statement is as follows:

“Our vision is to create a sustainable, eco-friendly camping and glamping site that combines comfort with innovation and offers its guests and the local community a memorable experience in nature.”

4.1.1 The Brand

The name Pablo's is chosen due to the founder's personal connection with it. It creates an immediate sense of familiarity, as it is a name that feels approachable and inviting, making it easy for guests to say, “I'm staying at Pablo's.” This sense of comfort is key to attracting a wide range of guests, such as young, modern campers or families looking for a community-focused experience in nature. Pablo's offers a welcoming space that brings people together.

The brand name Pablo's is simple, memorable and easy to pronounce in all languages, which helps it appeal to a broad audience. The name's flexibility is another important factor, as it works across various projects, such as Pablo's Camp, Pablo's Restaurant and more. This consistency makes it easy to build a recognizable brand, as each new project has to maintain the core values of the brand: community feeling, nature experiences and sustainability in all areas.

“With Pablo's, we're building more than just a campsite. It is a name that can grow into a lifestyle brand.”

4.2 The Location and Premises

When searching for suitable land plots or already established campsites, one property in particular stands out: the “Farmer Jensen” campsite. It is located in Silberstedt, in Northern Germany, ideally situated between the coasts of the North Sea and the Baltic Sea (see Figure 4).

Figure 4

Location of the Campsite



Note. Screenshot from Google Maps, retrieved 19.06.2025.

The campsite is easily accessible by car due to a good road network. The train station in the neighbouring town of Jübek offers direct connections to major cities such as Hamburg and Kiel, which makes it possible to travel to the campsite by public transport. Beaches can be reached from the campsite in 30 - 60 minutes by car. The Schleswig-Holstein Wadden Sea National Park and the North Frisian Islands, such as the popular holiday island of Sylt, are nearby and can be reached by ferry and even by train and car.

Due to its excellent location, existing facilities and the fact that it already operates as a campsite, the campsite is suitable for this project. As it is close to Denmark, it has the potential to attract international guests, especially from Scandinavian countries. Further information as well as pictures of the premises can be found on the website¹ and in the Appendix 1. The campsite is currently for sale for 999,990€. It was found online by the author on August 12, 2024 on the portal "Kleinanzeigen"², an online marketplace for private and commercial classified advertisements. It is currently no longer visible there, but screenshots of the listing

¹ <https://bauerjensen-campingplatz.de/>

² www.kleinanzeigen.de

can be found in the appendix (see Appendix 2). The advertiser CampConsult, a real estate agent for campsites, has the listing active on its own website³ as of April 21, 2025.

The property on offer consists of a well-equipped campsite located in a beautiful landscape close to different nature and tourist attractions. This region offers a unique natural environment for recreationists and nature lovers. The area of approximately 37.000 m² is spacious and stretches along a river, which offers guests direct access to a wide range of water activities. The property includes a canoe entry, which allows guests to set off on canoe and boat tours directly from the campsite.

The campsite has 64 pitches for motorhomes and around 20 tent pitches. For this new project, these are downsized to 45 campervan pitches and 10 tent pitches, in order to create a larger area to build the glamping accommodations and appeal to a wider range of guests. The infrastructure, including a new sanitary building with modern amenities, ensures a high level of comfort and a positive experience.

The site also includes a large main residential building, an adjoining building, a hall and a small restaurant with a catering service. The restaurant has successfully established itself as an excursion destination in recent years and offers the potential to further expand the catering offer. A beer garden by the river increases the appeal of the site to attract additional local visitors and excursionists.

Two solar systems are installed on the campsite and the wastewater is treated in the campsite's own fully biological wastewater treatment plant, which is in line with the project's sustainability goals.

³ <https://www.campconsult.de/angebote/aktuelle-campingplatz-angebote-von-campconsult/campingplatz-in-schleswig-holstein-zwischen-nord-und-ostsee/>

5. The Market

The project of establishing a campground consists of various components that can be categorized into two overarching markets: nature tourism and camping tourism.

Nature tourism refers to travel to natural areas with a focus on experiencing and enjoying nature (BTE, 2016), as well as engaging in various outdoor and sports activities (Umweltbundesamt, 2024). Unlike ecotourism, which focuses on environmentally conscious travelling and the protection of local communities, nature tourism primarily focuses on the experience of nature itself, often overlooking its impacts, which can be both positive and negative (BTE, 2016).

Given this understanding of nature tourism, positioning the campground project within the framework of ecotourism might seem more fitting. Ecotourism is defined as:

“[...] a type of nature-based tourism activity in which the visitor's essential motivation is to observe, learn, discover, experience and appreciate biological and cultural diversity with a responsible attitude to protect the integrity of the ecosystem and enhance the well-being of the local community. Ecotourism increases awareness towards the conservation of biodiversity, natural environment and cultural assets both among locals and the visitors and requires special management processes to minimize the negative impact on the ecosystem.” (UNWTO, 2024).

However, as the current characteristics of the project are not fully in line with the definition of ecotourism - especially with regard to the active protection of ecosystems, the safeguarding of natural areas and the educational factor - it is more related to the market of nature tourism at this stage. Nonetheless, the aim is to make the campsite as sustainable as possible from the planning phase and throughout its operation and to minimise the negative impacts of the tourism project.

Another part of the project is the camping tourism market, which is described as follows:

“Camping is a predominantly recreational activity in mainly portable or transportable accommodation (tent, caravan, motorhome). Camping also includes stays and overnight stays in fixed rental units, provided these are offered by a camping business. Overnight stays in motorhomes outside of camping establishments are also classified as camping.” (Baden-Württembergischer Industrie- und Handelskammertag e.V., 2018, p. 4)⁴.

⁴ Translated from German: „Camping ist ein überwiegend zum Zweck der Erholung in überwiegend mitgeführten bzw. transportablen Unterkünften (Zelt, Wohnwagen, Wohnmobil) geführtes Leben. Zum Camping zählen auch Aufenthalte und Übernachtungen in feststehenden Mieteinheiten, sofern diese in einem Campingbetrieb

According to the German Federal Statistical Office there are 3,215 operating campgrounds in Germany, as of August 2024. Bavaria ranks first, with a total of 534 campgrounds, amounting to 16.61%. The federal state of Schleswig-Holstein, where the here described campground is located, ranks fifth in this comparison, with a total of 275 campgrounds, accounting for approximately 8.55% (Statistisches Bundesamt, 2024a) (see Table 1).

5.1 Market Analysis

In this section the nature tourism market in Germany will be analysed in more detail, followed by a closer look at the target group of campers.

Interest in nature and nature-based tourism is particularly high among the German population. A 2016 study found that the desire to experience impressive landscapes is the main reason why Germans go on holiday, while “spending time in nature” is the second most popular reason. These motives rank ahead of other holiday types such as “Bathing and beach holidays” and “City breaks”. Based on projected data this interest corresponds to around 40.9 million potential customers for nature holidays, which equates to around 50% of the German population. The study also found that interest in nature tourism tends to increase with higher levels of education, income and age, but with a growing trend among younger people in recent years (BTE, 2016).

A recent survey from 2023 found that 58% of German tourists prefer to stay overnight in nature and 32% go on hikes during domestic holidays, which are defined as holidays with at least one overnight stay and a distance of 50 km or more from their place of residence (Deutscher Tourismusverband, 2023).

When choosing a holiday destination, popular and well-known places such as the Black Forest, Bavaria, the coasts of both North Sea and Baltic Sea and the Bavarian Forest are often named as preferred destinations for a nature holiday. In general, the proximity to a national natural landscape is a decisive factor when selecting a holiday destination: 71% of respondents consider it to be ‘important’ or ‘very important’. The internet was also named as the most important source of information before and during the trip (BTE, 2016).

Hiking, wildlife watching, nature experiences, winter hiking and cycling are the most popular activities in nature tourism. The states of Hesse, Rhineland-Palatinate and Baden-Württemberg are particularly well known for their extensive and high-quality hiking trails (BTE, 2016). Cycle tourism is experiencing a significant growth in Germany: more than half of

angeboten werden. Auch Übernachtungen im Wohnmobil außerhalb von Campingbetrieben wird als Camping bezeichnet.“

Germans cycle on holiday or on day trips. This trend highlights considerable economic potential for both overnight guests and excursionists (ADFC, 2024).

Table 1

Number of Campgrounds in the Federal States of Germany

	Numbers	Percentage
Germany (total)	3215	
Bavaria	534	16,61%
Lower Saxony	429	13,34%
Baden-Württemberg	406	12,63%
North Rhine-Westphalia	318	9,89%
Schleswig-Holstein	275	8,55%
Rhineland-Palatinate	272	8,46%
Hesse	228	7,09%
Mecklenburg-West Pomerania	212	6,59%
Brandenburg	187	5,82%
Saxony	110	3,42%
Saxony-Anhalt	89	2,77%
Thuringia	101	3,14%
Saarland	32	1,00%
Berlin	11	0,34%
Hamburg	7	0,22%
Bremen	4	0,12%

Note. Own illustration; based on data from *Statistisches Bundesamt (2024a). Statistischer Bericht - Monatserhebung im Tourismus - August 2024.*

As an alternative type of holiday, the camping market in Germany and also worldwide is currently experiencing a strong economic expansion (Statista Market Insights, 2024).

In 2023, 42.3 million overnight stays at campgrounds in Germany were recorded, which amounts to an increase of 18.2% compared to the pre-COVID year of 2019, only recording 35.8 million overnight stays. The most visited regions for camping holidays are the Baltic Sea region in Schleswig-Holstein, the Black Forest, and the North Sea coast of Lower Saxony (Statistisches Bundesamt, 2024b).

The German Automobile Club (ADAC) conducted a study on the target group of campers in 2023. The study focussed on the German population and examined the structures of the target group with their demographic and psychographic characteristics. Another research focus

concerned the topic of information, for example which needs the target group has and how they can access this information. The study was a representative survey. Participants had to meet the following criteria: reside in Germany, be at least 16 years old, not a permanent camper, have been on at least one camping holiday since 2019 or plan a camping holiday in the next two years. Types of accommodation included in the study are mobile homes, camping buses, motorhomes, caravans, mini campers, folding trailers and tents (ADAC e.V., 2023).

In summary, the following picture emerges from the study, which is representative of the target group of German campers (see Figure 5).

21% of the German population aged 16 and over corresponds to the camper target group. Therefore, this includes around 15 million people. 12% of the German population aged 16 and over have already spent one or more camping holidays and/or are planning one within the next two years. For around 5%, camping holidays are favoured over other types of holidays. It is not clear from the study which type of accommodation is the most popular, however it is noted that 8% of the German population aged 16 and over have access to a camping vehicle (caravan, motorhome or camping van) within their household (ADAC e.V., 2023).

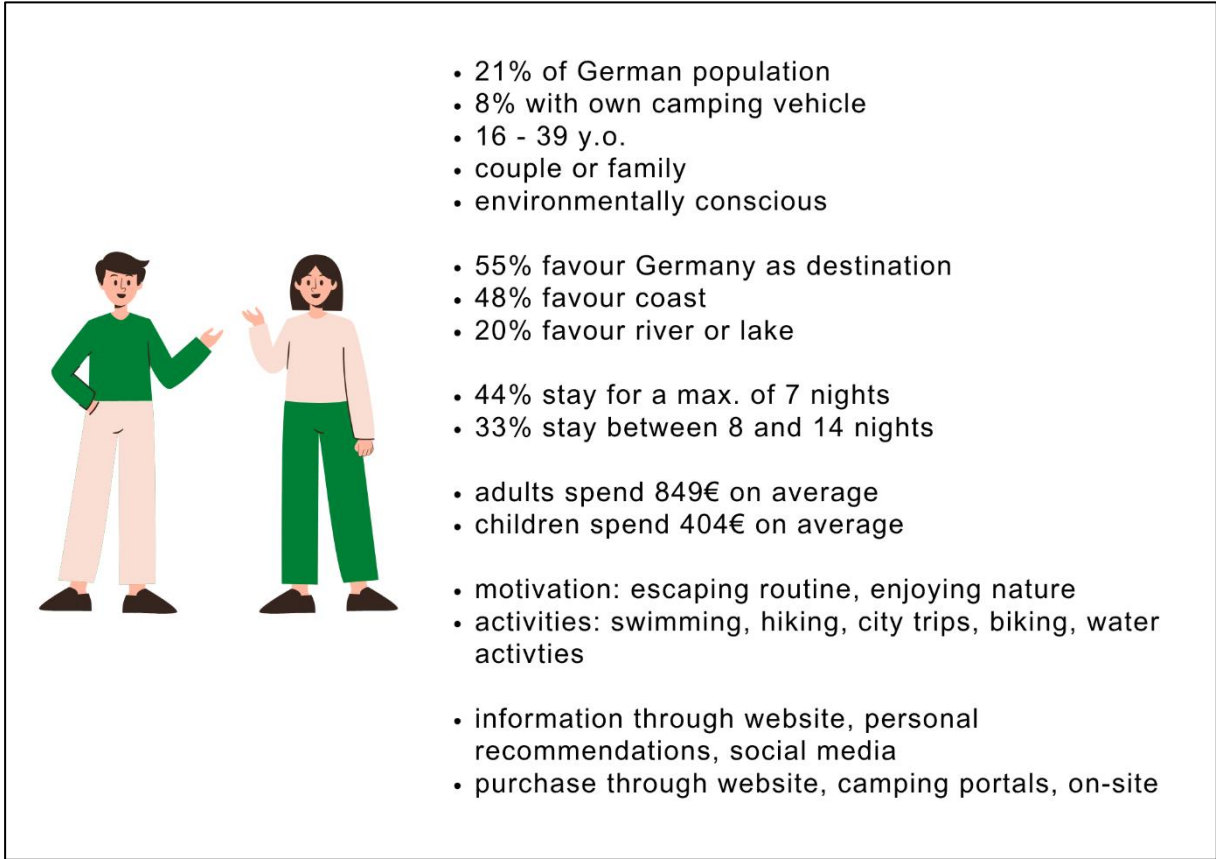
Structural data was also collected in order to go into more detail about the individuals. This revealed that the age segments up to 39 years are overrepresented in the target group of campers. In addition, people usually camp as a couple or as a family (households of three or more people). The proportion of accompanying children is significantly higher in the camping target group than among holiday travellers in general. Another interesting point is that sustainability is an important issue for the target group. They pay attention to criteria such as "sustainable mobility at the destination", "carbon footprint of the camping trip" and "selection of sustainable food at the destination". The study found that the camping target group therefore attaches more importance to sustainability than holiday travellers in general, who were surveyed in the ADAC Tourism Study 2023 (ADAC e.V., 2023).

55% of the camping target group favours Germany as a holiday destination, with the federal states of Mecklenburg-Vorpommern and Bavaria as the main destinations. Otherwise, camping holidays take place almost exclusively in other European countries. In addition, 48% spend their camping holidays in a coastal region or by the sea and 20% by the river or in a lake region. The main holiday season is from May to September, with a peak in July and August. The length of stay is a maximum of 7 nights for 44% of the target group and 8 to 14 nights for around 33%. Adults spend an average of €849 on camping holidays and €404 for children and young people up to the age of 14 (ADAC e.V., 2023).

"Switching off from everyday life" and "enjoying nature" are the main reasons for a camping holiday. Preferred activities during camping holidays are swimming and hiking - around 70%

of the target group engages in these activities during their holiday. Around 50% also go on city trips and bicycle tours. The e-bike trend is particularly relevant for cycle tours. One in five people are using an e-bike. Water sports, such as stand-up paddling or canoeing, are also very important and 30% state that boating is relevant for them during their camping holiday (ADAC e.V., 2023).

Figure 5
Customer Persona Camping Market in Germany



Note. Author’s own figure, based on the findings of the market study conducted by ADAC e.V., 2023.

Campers have a variety of information needs, ranging from looking for inspiration to evaluating the price-performance ratio. Within the camping target group, however, there are some clear focus points. A significant proportion of campers, namely 28%, are looking for reports on the nature, region and people at the camping destination, while 26% are primarily interested in prices and conditions. Information on activities at the holiday destination is considered important by 85% of campers, with 48% rating this content particularly positively. Inspirational content on holiday destinations and "dream tours" is seen as particularly positive and inspiring by 41% of campers. Practical information such as traffic rules, tolls, roadworks, costs and taxes are relevant for over 80% of campers. Tools for direct booking of camping holidays and reviews by other campers are important for 76% of respondents (ADAC e.V., 2023).

The following picture emerges with regard to channels for booking and further inspiration: Websites and personal recommendations are the most important sources of information for campers, especially in the planning phase of a camping holiday. More than 60% of campers rely on online information and recommendations from friends and acquaintances. Websites of campsites and holiday destinations are used most frequently by around 60% of those surveyed, both before starting their trip and during their camping holiday. Almost half of campers visit special camping portals online, mainly to prepare for their holiday. Social media channels also play an important role: around a third of campers use platforms such as WhatsApp, Instagram, YouTube, online forums and Facebook, especially during the planning phase, but also occasionally during their holiday. Most bookings are made directly with the campsite, accounting to around a third of all bookings. This is followed by online booking portals. 17% of campers do not book in advance, but decide spontaneously on site (ADAC e.V., 2023). A forecast by Statista Market Insights (2024) for the German camping market shows that around 48% of sales will be generated online in 2029. Compared to the European market, where 59% of sales are expected to be generated via online channels (Statista Market Insights, 2024), Germany is lagging behind, which indicates that a combination of online and offline marketing should be emphasised.

A growing trend in the camping industry are themed and experience-orientated accommodation offers. One example is so-called “glamping”, a combination of the words glamorous and camping, which often describe fixed rental accommodation that offer a higher level of comfort than the traditional tent that is associated with camping. In addition, the range of activities on site is playing an increasingly important role rather than the location itself (Baden-Württembergischer Industrie- und Handelskammertag e.V., 2018).

5.2 Competitor Analysis

The competitors of the project are analysed in the following section. The approach of the analysis is based on the results of a study by Mohammed et al. (2014). The authors analysed which criteria hotels use to identify their competitors, as the process within the industry is not clearly defined.

The authors' literature research shows that the purpose of competitor analysis is to find out how to behave in order to achieve a competitive advantage. In order to realise this, one's competitors must first be identified. From an economic point of view, companies are considered competitors if they operate in the same market. The identification is based on product and customer base similarity. Within the hotel industry, analysing the competition is an important step in formulating a strategy. It is common for hotels to analyse only a few competitors, usually

around six. Factors often include product offering, price, location and proximity to the own hotel, size and customer segment (Mohammed et al., 2014).

The study revealed that managers follow a certain pattern when identifying competitors. First: definition of the hotel's corporate identity, second: market analysis of potential competitors and third: selection of hotels with a similar identity (Mohammed et al., 2014).

Following this example, the competitor analysis is carried out. Step one was already completed in chapter 4 "The Business Idea" and in particular in section 4.2 "Vision and Vision Statement". The market analysis and the selection of camping and glamping sites as well as bigger companies follows below.

As mentioned at the beginning of this chapter, there are over 3.000 campsites in Germany. The growing trend towards camping not only offers numerous opportunities, but also creates an extremely competitive landscape. In the following, three groups of competitors are analysed, which differ in their type. First, direct competitors are analysed that have a comparable offer, are aimed at the same target group and are geographically close to the campsite. These will be called "local competitors". Then, competitors are analysed who provide a different offer but appeal to similar target groups, or who have an identical offer but operate in a different market. These "national competitors" are either part of a chain or backed up with investment. The last group are the "European competitors", which have the same characteristics as the national ones, but need to be differentiated due to their geographical location within popular European camping destinations as it brings other competitive (dis-) advantages.

This analysis is intended to illustrate the dynamics of the camping market, as competition in the tourism and holiday segment takes place not only locally, but also across national borders. It is essential to create an attractive offer in order to be able to compete with different types of competitors.

5.2.1 Local Competitors

Local competition in the federal state of Schleswig-Holstein is very strong. As depicted in Table 1, there are 275 campsites in the region (Federal Statistical Office, 2024a). A lot of these have been in operation for many years and established themselves on the market, resulting in repeat guests. Most campsites focus on camping close to nature as well as renting and leasing pitches to permanent campers. The glamping trend has not yet been fully utilised in the region and therefore offers potential for new competitors. Many providers focus on family holidays, while special target groups, such as luxury campers, active holidaymakers and holidaymakers who attach great importance to sustainability are less considered. Seasonality also plays a major

role in the competition. Many campsites are only open from spring to autumn due to their sole focus on camping. The digital presence of local competitors could be improved, as the social media presence is inadequate and not all providers utilise online bookings via their own website or external providers.

To name some examples, two campsites are analysed in the following sections.

5.2.1.1 Campotel Nord-Ostsee

The Campotel Nord-Ostsee⁵ is a direct competitor. It is also located in the village of Silberstedt, in the immediate vicinity of the prospect campsite, ideally situated between the North Sea and the Baltic Sea. It has a large pond on the site, around which 48 camping pods are set up. The pods are equipped with a terrace and some have their own bathroom and each pod can sleep up to four people. There are also tent pitches to set up camp, as well as the option to stay overnight in one's own campervan or motorhome.

Various leisure activities are offered on site. There is an indoor space equipped with various games and play equipment, a seating area, as well as a stage and a screen. There is an outdoor playground and for adults there is a wellness area equipped with a sauna.

The campsite centres on naturalness. Despite the size and capacity of the campsite, there are no special services or facilities to make one's stay unique or create a special experience. For example, there is no bike hire, no small supermarket and no refreshment facilities such as a snack bar on site.

As already mentioned, the Campotel Nord-Ostsee offers a variety of accommodation options, ranging from classic camping pitches to comfortable pods. The prices vary depending on the type of accommodation and season. In general, the camping pods for up to four people cost between 50 and 105 euros per night, depending on the season and availability. The premium variants, which offer more comfort and private sanitary facilities, are in general more expensive. A pitch including two people, water and electricity costs 25,50€ (for motorhomes and campervans) or 35,50€ (for caravans) per night and does not vary depending on the season. The tent pitch is priced between 18€ and 36€ for one to four people. The prices seem competitive compared to similar providers in the region, especially considering the simple facilities and good location. There is a clear and transparent price structure, which also includes discounts for longer stays or special offers for families and groups. The pods can also be rented in winter. However, the campsite is not open all year round, it is closed from mid-January to the end of February.

⁵ <https://www.campotel-nordostsee.de/>

Bookings can be made both via the company's own website (<https://www.campotel-nordostsee.de/en/>) and *Booking.com* (<https://www.booking.com/>).

The Campotel has a rating of 4.5 stars on Google with 168 reviews (as of 01.11.2024). The location stands out as particularly positive. The accessibility and tranquillity of the site itself leave a very positive impression on guests. The facilities at the camping pods are rated as very good and are particularly popular with guests who do not bring their own camping equipment. Other positive factors are the price, the service and the friendliness of the staff. Negative experiences are more common among guests who have rented a pitch for their motorhome. Also, the lack of activities is mentioned as a problem.

The marketing of Campotel Nord-Ostsee seems to have a strong focus on the combination of nature experience and comfort. The website and social media presence emphasise the family atmosphere and on-site activities. Special offers, such as winter camping or a Valentine's Day weekend, and special price offers are also promoted on the Instagram page. However, there is a lack of modern and dynamic content and interaction with followers. Local partnerships or collaborations with tourism offices and regional attractions do not become apparent in the marketing strategy. Such connections can expand the offer of a tourism provider and compensate for the missing offers in order to increase the attractiveness of the campground for potential guests. Targeted social media posts about activities in the region or seasonal specialities could improve the content and encourage bookings.

5.2.1.2 Campingplatz Wackerballig

The campsite "Campingplatz Wackerballig"⁶ is a direct competitor. It is located approximately 50 kilometres away from the Bauer Jensen campsite, which is to be purchased as property for this project. The location of the campsite is ideal, as it is situated directly on the shore of the Baltic Sea and has access to the beach. The campsite has 170 pitches, which can be used for motorhomes and tents. The campsite also has five holiday homes for rent, which can accommodate 4-5 people. The holiday homes all have their own bathroom and kitchen. There is also a safari lodge, which can be rented for up to 3 people, and a fixed caravan. The campsite only operates seasonally and is closed during the winter months.

The leisure activities on site include bathing, swimming, cycling and hiking. There is a football pitch and a playground for children. In terms of activities, the campsite is very basic and offers no additional experiences. For example, there is no bike rental or other games and sports equipment for hire. Although external activities are advertised on the website, there are no clear partnerships with local providers that might offer a price discount for the guests staying

⁶ <https://www.campingplatz-wackerballig.de/>

on the campsite. A snack bar is located on site and the nearest restaurant is just 200m from the campsite. However, a supermarket is 2 km away in the town of Gelting. The campsite has a peaceful atmosphere in the middle of nature and is beautifully situated due to its proximity to the sea. Apart from this there is no offer of other amenities or activities to create a special holiday experience for guests.

The campsite's sanitary facilities are modern. The washing and shower area has individual cabins and underfloor heating, and private bathrooms are available for rent at an additional cost. There is also an accessible bathroom and a family bathroom, two laundry rooms with washing machines and tumble dryers and a kitchen with cooking facilities as well as a communal fridge.

The Wackerballig campsite offers various pitch categories. The prices for the 2025 season can be found on the website and are displayed transparently. Motorhome pitches with a sea view are available from 32€ per night including 2 people. The standard pitches for motorhomes are 27€ per night, also including 2 people. The electricity consumption is charged separately. There are also three other pitch categories that range from 13,50€ to 25€ per night, excluding the number of persons. Within the area for the tent pitches, the prices vary depending on size and vehicle. For example, a pitch for a large tent with a car costs 12,50€ per night, while a pitch for a small tent without a vehicle is around 6€. Again, the price per person is not included.

The prices for a stay at the Wackerballig campsite include different rates. The fee for adults is 7€ per night, while children up to the age of 14 pay 4€. Pets are also allowed, with an additional charge of 4€ per night for dogs. There are different billing models for electricity: a flat rate of 4,50€ per night is charged on grass pitches and on the Bulli and tent pitches, while consumption on other pitches is billed via the Campingcard at a price of 0,75€ per kWh.

Additional comfort options such as private bathrooms are also available. A standard private bathroom costs 14€ per night, while the larger family bathroom can be rented for 16€ per night. Washing machines and tumble dryers are available for laundry at a cost of 4€ per use. Use of the showers is charged at 1€ per 5 minutes. Wifi is also available for a fee.

This price structure offers guests flexibility and adapts to different needs and budgets. However, it should be noted that the price for one night per person can quickly become more expensive than initially assumed due to all the extra costs. The campsite offers pitches with grey water disposal, which also suggests that the main target group are campers with motorhomes with their own toilet and shower and that the campsite's sanitary facilities are therefore used and booked in addition.

The pitches can only be booked directly via their own website (<https://www.campingplatz-wackerballig.de/>) or via an enquiry form.

The Wackerballig campsite has a rating of 4.4 stars on Google with a total of 474 reviews (as of 11.12.2024). The cleanliness and modernity of the sanitary facilities are rated as particularly positive. The family that runs the campsite and other staff are perceived as very friendly and receive good ratings. The quiet location and relaxed atmosphere at the campsite are also positive aspects. The prices are rated differently. First of all, the payment system by billing electricity and water consumption via a card is well received, as are the prices per night. However, there are some negative reviews about the extra costs that are not included for showers, washing machines, etc.

The marketing of the Wackerballig campsite presents the site as a natural and family-friendly holiday destination with modern facilities. The direct beach location and proximity to a nature reserve are highlighted as key attractions. There is little qualitative visual content such as videos or experience reports on the website to promote an emotional connection with guests. There is no presence on social media channels such as Facebook or Instagram. Overall, the campsite portrays an image of relaxation and comfort that appeals to a broad audience, but does not clearly identify a target group.

5.2.2 National Competitors

In addition to local competition, national competitors play a dominant role in the German camping market. These here mentioned providers differ from the local competitors because they have a stronger brand presence and more professional marketing strategies and may be backed by investors.

Many of these national competitors operate several locations throughout Germany and rely on a standardised offering with a high recognition value. They offer a wide range of accommodation – from classic pitches to mobile homes and glamping lodges – and therefore appeal to a larger target group. Due to their ability to scale up and operate more efficiently, they can often offer more favourable prices or additional services that pose challenges for smaller, independent campsites.

Another important factor is digitalisation. National providers are using modern booking systems, apps and targeted online marketing campaigns to attract and retain customers in the long term. The topic of sustainability in particular is becoming increasingly important in this area, as larger providers are investing in environmentally friendly measures to set themselves apart from the competition and create a positive brand image.

As national competitors operate sites in different regions, they are less dependent on seasonal fluctuations than many local providers. By either strategically investing in weather-independent offers, such as wellness areas, or the type of accommodation and marketing, they also attract guests in the low season.

To illustrate this, two examples of national competitors are analysed below.

5.2.2.1 George Glamp

George Glamp⁷ is a provider of glamping experiences in Germany and operates three locations: Lake Belau in Schleswig-Holstein, Lake Kiebitz in Brandenburg and Püchauer Mühle in Saxony. At all locations, George Glamp offers a variety of accommodation that combines comfort with nature experiences. Accommodation types include tipi tents, tiny houses and safari tents, an igloo village, consisting of igloo-shaped wooden huts, and a nordic village, with Scandinavian-style accommodation. Other options include rental caravans, which are fully equipped for guests without their own camping vehicle, and sleeping beach chairs, where you can spend the night in the open air by the lake.

According to the provider, the locations themselves each offer special features and experiences. Depending on the location, guests can enjoy various leisure activities such as swimming, boating, hiking or simply relaxing in the surrounding nature.

The prices at George Glamp vary depending on the location and type of accommodation. A range of glamping accommodation is offered at all three locations. Prices start at around 85€ per night for a tipi tent and can increase depending on the season and availability. For the tiny houses and safari tents, prices range from around 130€ to 150€ per night, depending on location and equipment. The igloo village and nordic village are generally more expensive and cost around 170€ to 190€ per night, while the sleeping beach baskets at the campsite Lake Belau cost around 90€ per night. The prices per night include two guests, meaning that charges apply for any extra guest. There are also regular discount promotions and offers for longer stays or early bookings, which can further adjust the price of the stay.

The stay can only be booked directly via the website (<https://buchung.george-glamp.com/>), although the prices are not displayed very clearly and transparently during the booking process.

⁷ <https://www.george-glamp.com/>

Many of the accommodations are available all year round, so that guests can also make use of the offers outside the high season. Winter camping is specially advertised. Guests can stay in the heated tents and tiny houses and benefit from winter activities on-site.

The glamping site has a rating of 4.5 out of 5 stars (454 reviews in total, as of 10.03.2025) on Google Reviews. Guests particularly appreciate the exceptional accommodation and friendly service.

George Glamp uses modern marketing strategies and is active on platforms such as Facebook, Instagram and YouTube to reach potential guests. The website is user-friendly and appealing and offers direct booking options as well as detailed information on the locations and accommodation. Each camp location has its own Instagram page to draw attention to local activities and special features and to promote the locations individually, including discount campaigns. Appealing photos of the accommodation and the site are used and the company works with a standardised design. In addition, guest reviews are published to create more trust. However, the postings are not regular and not particularly up-to-date.

In general, George Glamp is positioning itself as a provider of high-quality glamping experiences in Germany. With a wide range of accommodation options, year-round availability and a strong online presence, the company appeals to a broad target group that wants to combine comfort and nature experiences.

5.2.2.2 Wildwood Camping

Wildwood Camping⁸ offers nature camping experiences in Germany and operates several sites, including in the Lüneburg Heath, Harz Mountains and on the island of Rügen. In all of these locations, guests have access to pitches surrounded by untouched nature, forests and lakes or are close to the sea.

The location in the Lüneburg Heath offers a particularly peaceful atmosphere. The village of Hermannsburg is nearby, as are restaurants and supermarkets. The campsite in the Lüneburg Heath has a canoe entry and cooperates with a local company for renting canoes and organising trips. The Harz campsite is situated in the forest and offers access to a nearby lake, making it ideal for hiking and cycling enthusiasts. The site on Rügen offers proximity to the beach and the opportunity to enjoy the sea and the coast. In general, guests have the opportunity to enjoy various leisure activities such as swimming, boating, hiking, fishing or simply relaxing in nature.

⁸ <https://www.wildwoodcamping.de/en/>

The pitches vary in size and comfort. There are simple tent pitch areas as well as well-equipped camping plots and cabins for rent. Also, there are modern sanitary facilities, an on-site shop, barbecue areas as well as playgrounds.

Wildwood Camping offers pitches that vary depending on the facilities and location. Prices for simple tent pitches start at around 27€ per night. For larger pitches or pitches in particularly popular locations, such as near a lake or on the beach, prices can start at 39€ to 42€. All prices include 2 people and vary depending on the season. Cabins start from 60€ per night for 2 people. For families or larger groups, the prices end up being higher, as there are additional costs per person per night. These vary between 7€ and 10€ depending on the season. Electricity costs are included in the basic price in most cases, but may be charged extra for smaller tariffs. In addition to the standard rates, Wildwood Camping offers discounts for longer stays and early bookings, probably to increase occupancy during the low season. In the summer months, especially during holiday periods, prices can increase significantly.

You can book your stay directly via the website <https://buchen.wildwoodcamping.de/>, although the price structure is not very clear and additional costs, such as electricity, are only explained at a later stage of the booking process.

The campsites are generally open seasonally from April until October, but the exact periods vary from site to site.

The campsite operator has a rating of 4.5 stars on Google Reviews (385 reviews as of 10.03.2025). Guests particularly like the peaceful location of the campsites and the close connection to nature. The cleanliness of the sanitary facilities, the friendliness of the staff and the quiet atmosphere are repeatedly emphasised in a positive light. However, some visitors consider the pricing to be relatively high in comparison to other campsites.

In terms of marketing, Wildwood Camping relies on a modern online presence and is active on platforms such as Facebook, Instagram and LinkedIn to reach its target group. The website is clearly laid out and not only offers easy booking of pitches, but also detailed information on the various campsites and their special features.

Overall, Wildwood Camping positions itself as a provider of nature camping experiences, offering guests a combination of comfort and unspoilt nature. With a wide selection of pitches, a user-friendly website and a focus on being close to nature, Wildwood Camping appeals to a broad target group that appreciates camping in the middle of nature.

5.2.3 European Competitors

In addition to local and national competition in Germany, there are numerous European competitors that have a strong influence on the camping market. These providers differ in terms of their geographical location, their target group strategy and their range of services. Many European campsite operators have professionalised in recent years, are investing in modern infrastructure and are using targeted digital marketing strategies to appeal to guests from different countries.

Europe's camping industry is diverse and highly competitive. Countries such as France, Italy, and Spain have a large number of campsites, often with different focuses and specialisations. In 2023, France recorded over 174 million overnight stays at campsites, followed by Italy with just over 55 million and Spain with 47 million. Germany ranks 4th with 42 million overnight stays (Statista, 2024). In Southern and Western Europe, many providers benefit from favourable climatic conditions and a longer camping season.

A significant difference between German and European providers is the greater prevalence of camping chains and brands that are active internationally. Companies such as Yelloh! Villages, Sandaya or Eurocamp operate numerous sites in different countries and rely on a standardised offer. These providers specifically target international guests and utilise cross-border advertising strategies. However, many of these providers focus on quantity and resemble commercial holiday resorts, which appeals to a different target group. For this reason, two large European providers with a similar concept and therefore a similar target group are analysed below.

5.2.3.1 Huttopia

Huttopia⁹ is a French operator of nature-based camping and glamping experiences. The company operates numerous sites in France as well as in other countries such as Spain, the Netherlands and Canada. The company positions itself as a sustainable brand that operates campsites in exceptional natural areas and focuses on environmentally friendly concepts. Despite the company's size, many sites are designed to offer a peaceful and authentic outdoor experience rather than leaving a mass tourism feeling.

Huttopia offers various types of accommodation that are aimed at nature-loving guests and families. In addition to classic pitches for tents and motorhomes, there is a wide selection of glamping accommodation, including safari tents, chalets and wooden cabins with their own kitchen and bathroom, modern mobile homes and other accommodation such as tree houses

⁹ <https://europe.huttopia.com/en/>

and tiny houses. The leisure activities on offer are varied and include hiking, cycling, water sports, nature workshops for children and wellness programmes such as saunas and yoga classes.

Sustainability is an important aspect of the corporate strategy. Huttopia emphasises natural construction methods with environmentally friendly materials, solar energy and water-saving systems. In addition, regional products are favoured in the catering to support local economic cycles. Prices vary depending on location and season, with basic pitches available from 30€ per night, while glamping accommodation can cost between 80 and 250€ per night. Bookings are made via a modern online platform that allows early booking discounts and special offers for longer stays.

In addition to the main brand Huttopia, the company operates two other camping concepts. CityKamp offers urban campsites in major cities such as Paris, Lyon and Strasbourg. These sites combine camping flair with proximity to the city and are ideal for travellers who want to explore cities but don't want to miss out on the experience of nature. They offer a mix of pitches and rental accommodation with good access to public transport. OnlyCamp, on the other hand, is aimed at camping purists who prefer simple pitches close to nature. These campsites are located in scenic regions by rivers, lakes and mountains and intentionally avoid large amusement parks or entertainment to ensure an authentic experience of nature.

Huttopia also offers a Camping Card that offers guests discounts and benefits. With this card, guests can stay overnight at all Huttopia, CityKamp and OnlyCamp sites for a reduced price. This customer loyalty strategy makes Huttopia particularly attractive for frequent campers and off-season guests and contributes to the company's long-term competitiveness.

5.2.3.2 WeCamp

WeCamp¹⁰ is a Spanish brand that specialises in sustainable campsites and is design-oriented. The company operates several sites in Spain as well as an ecoresort in Alentejo, Portugal. WeCamp pursues a modern camping concept aimed at travellers who want to combine nature experiences with comfort, design and sustainability. The company continues to grow and is planning to expand to other locations in Spain.

The WeCamp offer is characterised by a natural and minimalist design of the accommodation and camping facilities and integrates natural materials. Guests can choose between different types of accommodation. In addition to pitches for motorhomes and tents, there are high-quality glamping tents with fixed beds, a private terrace and, in some cases, a private

¹⁰ <https://wecamp.net/en>

bathroom. WeCamp also offers modern tiny houses, domes and lodges, whose facilities vary depending on the location.

The WeCamp sites are located in scenic regions of Spain, with a focus on nature experiences and sustainable travelling. Eight locations are currently operating in Spain and one resort has opened in Portugal.

The WeCamp concept aims to offer the guests a comfortable stay and an experience in nature. The campsites provide numerous activities to enrich the stay. Guests can take part in guided hikes, yoga or cooking classes. Water sports such as surfing or kayaking are available on the coast. The activities are also organised according to local conditions and focus on getting to know the special features of the region. In addition, an online guide to local attractions can be found on the website for each location.

WeCamp's price structure varies according to location, season and accommodation type. Pitches for tents and motorhomes can be booked from around 35€ per night, while glamping tents start at around 90€ per night. Tiny houses and lodges cost between 150 and 220€ per night, depending on the facilities and location. Bookings can be made directly via the website. WeCamp also uses a flexible pricing model with discounts for longer stays and for bookings in the low season. There is also a membership in the Wecampers Club, which offers guests additional discounts through a points collection system.

The brand focuses heavily on digital communication and marketing. The lifestyle image of the campsites is emphasised through visually appealing content on platforms such as Instagram and Pinterest. The website has a modern look and emphasises the brand's design and sustainability concepts. Guests can book their stay directly online and add additional services such as bike hire or yoga classes via the digital platform. Nonetheless, the website seems overloaded at times and a quick overview to compare the campsites is not available.

Sustainability is a central element of WeCamp's values. The campsites are designed according to ecological principles, with a focus on sustainable materials, energy-efficient construction and minimised impact on nature. Solar panels and environmentally friendly energy sources help to reduce the ecological footprint. WeCamp also uses regional products and sustainable catering concepts to promote local economic cycles.

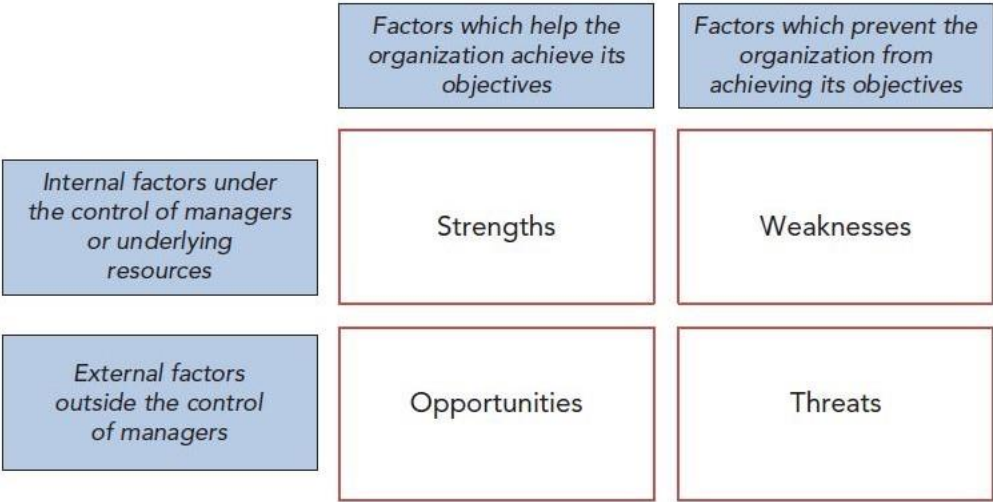
5.3 SWOT Analysis

The SWOT analysis is an instrument of strategic management and analyses the current situation of an organisation or project. It facilitates the development of future strategies. It comprises two central perspectives: The internal analysis evaluates the strengths and

weaknesses of a company or project, while the external analysis examines opportunities and threats in the environment. The main difference between the two approaches lies within their controllability. Internal factors such as resources and processes can be influenced directly, while external elements such as market conditions or competitors are outside the company's control. The SWOT analysis only provides a momentary overview of the current situation of a company or project and does not itself represent a strategy. However, it serves as a valuable starting point for developing one. There are important aspects to consider when implementing a SWOT analysis. It is important to focus the analysis on the key factors and avoid excessive detail in order to maintain clarity. The points analysed should have strategic relevance and soft facts are also considered as important. The most relevant aspects should be mentioned first and less important points should be excluded or summarised. A clear structure facilitates the presentation and promotes a precise understanding of the results (see Figure 6) (Evans, 2015).

Based on Evans' (2015) theory, the SWOT analysis is applied to the project. The SWOT analysis helps to gain an overview of the idea and the project, identify gaps in the market and thereby develop a strategy to convince investors of the potential of the project.

Figure 6
The Logic of SWOT Analysis



Note. From Evans, N. (2015). *SWOT analysis for tourism, hospitality and event organizations*. In N. Evans (Ed.), *Strategic Management for Tourism, Hospitality and Events* (2nd ed., pp. 304 – 315). Routledge.

The strengths, weaknesses, opportunities and threats for the camping and glamping site are listed in the table below (see Table 2).

Table 2

SWOT Analysis of Pablo's Camp

Strengths	Weaknesses
<ul style="list-style-type: none"> - Comprehensive sustainability concept - Open all year round - Diverse customer segments - Varied range of activities and experiences - Diverse types of accommodation - Modern marketing strategy with a focus on social media presence - Diversified income streams - Community focus and collaboration with local businesses 	<ul style="list-style-type: none"> - High investment costs - New start: no experience, no customer base - Difficulty in achieving a competitive price structure
Opportunities	Threats
<ul style="list-style-type: none"> - Growing camping market in Germany and Europe in general - Growing market in sustainable tourism - Expansion as a brand - no major brands and concepts present in Germany - Differentiation from existing campsites - new customer groups - Glamping market far from saturated - Applying for government subsidies for sustainability concepts 	<ul style="list-style-type: none"> - Very competitive market, many providers - Price structure of competitors - Seasonality, bad weather - Building permits and regulations - Complexity of implementing sustainability standards - Rising costs, high interest rates, inflation

Note. Own illustration.

The camping project is characterised by a comprehensive sustainability concept based on the circular economy principle. The campsite remains open in winter, which provides additional income outside the peak summer season, creates new experiences such as winter camping and offers a concept that stands out from the competition. The concept appeals to many different customer groups, for example families and couples, camping enthusiasts, but also

those who are more focused on comfort. The proximity to Denmark and thus to other Scandinavian countries also makes the offer interesting for international guests and helps to promote Pablo's throughout Europe. There is a variety of activities and experiences as well as diverse accommodation options, such as modern glamping facilities, which sets the project apart from traditional campsites. A contemporary marketing strategy with a strong focus on social media allows for a targeted approach to the target group. Additional income is generated through events, workshops, on-site catering and rentals. The project also works closely with local businesses, which promotes the local economy and acceptance of tourism in the community.

However, there are some challenges: The high investment costs in the campsite, equipment, modernisation towards sustainability standards and staff are a financial hurdle. As a start-up, there is a lack of experience in the areas of management, operation and also acceptance of the project, as well as an established customer base. It could also prove difficult to establish a competitive pricing structure, as the costs need to be covered.

Nevertheless, the market offers numerous opportunities. The camping market is growing both in Germany and in Europe, and sustainable tourism is becoming increasingly popular. In Germany, there are hardly any established brands or concepts in this area, such as in France, which creates room for expansion as a brand. A clear differentiation from already existing and more traditional campsites through the innovative concept will attract new customer groups. The glamping segment is not yet saturated - although several providers offer special overnight accommodation, there are only a few that do this on a large scale, such as this project. Another opportunity is the possibility of applying for state subsidies for sustainable tourism concepts.








These opportunities are also accompanied by risks. The dependence on seasonal influences and bad weather can cause the demand to fluctuate, even if the concept is designed for a year-round operation. The market is highly competitive, with many providers in different camping segments and sometimes very competitive price structures. There are also potential challenges due to building regulations and authorisations as well as the complex implementation of sustainability standards. The current rise in energy and material prices, interest rates and inflation could also affect the economic viability of the project.

6. Business Model Canvas

In the following section, the business model of Pablo's is explained using the Business Model Canvas by Osterwalder and Pigneur (2010). The aim is to translate the business idea into a comprehensible plan and to create a guideline for implementing the project. The business model canvas of Pablo's Camp (see Figure 7) can also be seen as a strategic plan drawn from the SWOT analysis.

Figure 7

Business Model Canvas of Pablo's Camp

<p>Key Partners </p> <ol style="list-style-type: none"> 1. local suppliers (for restaurant & operating supplies) 2. (local) event holders 3. providers of outdoor activities 4. marketing partners (such as travel bloggers) 5. tourism associations 	<p>Key Activities </p> <ol style="list-style-type: none"> 1. operation & maintenance of campsite 2. customer service 3. marketing 4. organisation of events 5. restaurant service 6. planning activities 	<p>Value Proposition </p> <ol style="list-style-type: none"> 1. nature-based, high-quality & sustainable camping and glamping experience 2. all in one place 3. qualitative approach 4. exceptional amenities 5. activities & events 6. vision: lifestyle brand 	<p>Customer Relationships </p> <ol style="list-style-type: none"> 1. personal assistance 2. co-creation 3. memberships (long-term) 	<p>Customer Segments </p> <ol style="list-style-type: none"> 1. families with kids 2. couples 3. groups 4. main age: 18 - 39 y.o. 5. minimum gross salary per person per month: 3000€ 6. interested in: sustainability, experiencing nature, active holidays, looking for something special with community-feeling 7. event guests
<p>Cost Structure </p> <ol style="list-style-type: none"> 1. operating costs 2. marketing costs 3. costs for equipping and maintaining accommodations and facilities 4. IT and administrative / legal costs 5. investment costs 		<p>Revenue Streams </p> <ol style="list-style-type: none"> 1. overnight stays 2. activities 3. hosting events 4. restaurant 5. rentals 6. sauna & wellness 7. membership program (long-term) 		

Note. Author's own figure based on Osterwalder, A., Pigneur, Y. (2010). *Business model generation: a handbook for visionaries, game changers, and challengers*. Hoboken, New Jersey, Wiley.

6.1 Customer Segments

The customer segments of the camping and glamping site can be divided into two main categories. The first group are the "overnight guests", who mainly come to the site to stay overnight or spend their holidays. This group is based on the findings of the market study on the typical camper, which was conducted by ADAC e.V. (2023). It mainly comprises families, couples and groups. The age focus is on young adults aged between 18 and 24 and adults aged up to 39. This target group has an average income of at least 3.000€ gross per month per person. Guests in this category attach great importance to sustainability and are looking for opportunities to relax in nature and experience it actively. Activities such as hiking, cycling or water sports are particularly important to them. Although the campsite is open to all age

groups, the marketing strategy is primarily aimed at these two age segments. As the market analysis in Chapter 5 has shown, travelling by camping vehicle is a popular choice. For this, Pablo's offers pitches, as it is a reliable source of income with relatively low costs, but the main focus is on renting accommodation and achieving longer stays.

The second group comprises “event guests”, i.e. event participants and organisers. A distinction is made here between private and business users who utilise the infrastructure and various services of the campsite for events, workshops, celebrations or corporate events. This target group can consist of both same-day visitors and overnight guests.

6.2 Value Proposition

The value proposition of the camping and glamping site is based on a sustainable experience that is close to nature and offers high quality. The site combines numerous activities in one place, such as bike hire, workshops, yoga, canoeing and community activities. Guests can enjoy a unique nature experience where they can relax and actively immerse themselves in nature at the same time. The focus is on a quality experience that emphasises exceptional amenities and outdoor leisure opportunities. The combination of camping, glamping, nature experiences and a sustainable lifestyle sets the site apart from traditional campsites. With a selection of accommodation options, but a limited number of them, it is ensured that the campsite is not overcrowded and thus offers every guest a relaxing time at Pablo's. The vision of the campsite is to turn into a lifestyle brand, opening up more camps with corresponding projects, where guests and locals can come together.

6.3 Channels

The booking channels include the company's own website on the one hand and specialised booking platforms for sustainable accommodation and glamping offers on the other. As can be concluded from the market analysis, the website is one of the most important sources of information and the main booking platform. Therefore, great attention is paid to the development of a user-friendly website. Investments are made in search engine optimization (SEO) measures so that Pablo's Camp is among the top results in online search engines such as Google, in order to attract visitors to the website and thereby generate bookings.

Planned cooperations with big platforms such as AirBnb and Booking are intended to increase the brand's reach and visibility. Nevertheless, there is also a strong focus on national booking platforms specialising in camping and glamping. One example is Pincamp.de¹¹, a major

¹¹ <https://www.pincamp.de/>

camping portal. It offers the opportunity to discover, compare and directly book campsites across Europe.

Glampings.de¹² is a specialised online portal for glamping in Europe. Bookings are made directly via the host, with links on the site leading to the accommodation. The portal focuses on sustainable accommodation options. Environmentally friendly practices, cooperation with local operators and responsibility in tourism are advertised here.

Pablo's Camp is also marketed via Camping.info¹³, one of Europe's largest camping portals with over 40.000 campsites and pitches in 44 countries. Users can find detailed information, reviews, photos and videos about the campsites. Many campsites can be booked directly via the platform, both via the website or an app.

The Dutch platform Natuurhuisje.nl¹⁴ is an online booking platform for holiday accommodation close to nature away from mass tourism throughout Europe, such as tiny houses, tree houses, yurts or holiday homes. Bookings can be made directly via the website. Natuurhuisje donates a small percentage of its turnover to nature conservation projects and is therefore well suited as a platform for Pablo's Camp.

An enquiry form will be integrated into the website for planning private or business events and booking event facilities. As such enquiries have to be processed individually, personal feedback is provided after checking the details with the interested customer.

Marketing is supported by a strong presence on social media platforms such as Instagram and TikTok. TikTok is particularly aimed at reaching a younger target group. Cooperations with micro-influencers and travel bloggers are also to be established. These influencers are not only cost-efficient, but also enjoy a high level of trust and engagement among their followers (Zaharani et al., 2021).

Channels such as email, WhatsApp and telephone are available for direct communication with customers.

Targeted measures are taken in line with the customer journey, which is divided into different phases, namely the awareness, evaluation, purchase, delivery and after-sales phases.

Awareness phase: awareness of the offer is generated through online searches, social media activities and collaborations with third-party providers such as booking platforms.

¹² <https://glampings.de/>

¹³ <https://www.camping.info/de>

¹⁴ <https://www.natuurhuisje.nl/>

Evaluation phase: In this phase, potential customers gain an overview of the offer through targeted content, testimonials and detailed information on the website and social media profile.

Purchase phase: Bookings are made via the website or third-party platforms.

Delivery phase: This phase includes the guest experience on site. In order to increase anticipation and strengthen customer loyalty, targeted messages are sent via email or WhatsApp prior to arrival. Additional offers, such as the pre-booking of activities, can be advertised. This not only increases satisfaction, but also opens up upselling opportunities.

After-sales phase: Customers are contacted by email after their stay. Feedback is requested, satisfaction surveys are carried out and a voucher for the next visit is offered to further strengthen customer loyalty.

In the long-run, Pablo's Camp will also be promoted at themed visitor fairs to increase its reach and promote the brand. Visitors will be able to experience the Pablo's Camp style for the first time and familiarise themselves with the concept. The fairs are also a good place to network with event organisers and other local stakeholders. The following section lists two trade fairs that fit thematically and that Pablo's may attend.

The FREE trade fair in Munich¹⁵ is southern Germany's largest trade fair for travel, leisure and outdoor activities and takes place annually. Its strong focus on nature-based forms of travel, including camping, glamping and sustainable holiday offers, is particularly noteworthy. Visitors not only discover classic holiday destinations here, but also innovative concepts for sustainable tourism.

TourNatur is an integral part of the Caravan Salon¹⁶, a trade fair in Düsseldorf in the west of Germany, and is considered one of the leading trade fairs for hiking, nature holidays and camping. The fair offers inspiration for outdoor enthusiasts and camping fans who are environmentally conscious when travelling. Workshops and exhibitors from the nature and active tourism sector create an interesting offer for anyone looking for environmentally friendly holidays away from mass tourism.

6.4 Customer Relationships

The customer relationship is characterised by personal assistance. Because this is a tourism project, interaction with guests is a central component of the offer. The focus here is on building

¹⁵ <https://free-muenchen.de/de/>

¹⁶ <https://www.caravan-salon.de/>

a special relationship with customers in order to create a memorable experience on site and increase customer satisfaction in the long term.

A key objective is to promote value co-creation, in which customers actively contribute to shaping their experience. User-generated content on social media plays a decisive role here, as it strengthens trust in the company and inspires potential guests. Another important aspect of value co-creation is the customer-to-customer experience. By creating a sense of community, the holiday experience is significantly influenced by positive interaction with other guests. This community feeling helps to make the holiday even more unique for everyone involved.

To strengthen customer loyalty, a membership programme will be introduced as part of the expansion strategy that offers discounts and benefits for returning guests and creates a feeling of exclusivity for them.

6.5 Revenue Streams

The revenue streams of the camping and glamping site are based on various business areas that create different sources of income. The main source of income are the accommodations, in particular the overnight stays by holidaymakers. There are several accommodation options, which are the pitches for the campervans, pitches for tents, the glamping tents and lastly the safari lodges.

Another source of income is generated by activities offered to guests on site. They can hire bikes and stand-up paddleboards, as well as a private sauna. In addition to this, the event location can be rented for events and workshops organised by external providers. The campsite makes its premises available for this purpose and charges fees for their use, which creates additional income with maintaining small workload.

Lastly, the restaurant, helps to diversify the revenue stream, through a daily breakfast service, seasonal lunch and dinner options and the opportunity to host events here. The restaurant is also open to the public and a popular spot in summer, which creates a broader customer base.

In the long-run, another source of income will be the membership programme, in which members pay an annual fee to gain access to exclusive offers and discounts on overnight stays. This is subject to the condition, that Pablo's Camp expands to different locations.

6.6 Key Resources

One of the most important resources is the land on which the campsite and the various accommodation and facilities are built. The main house also plays a central role, as it provides

a common space for visitors and also serves as a venue for events and activities. The various camping facilities are another key resource for the camping and glamping experience. These include the campsites, glamping tents and lodges, as well as the communal facilities such as sanitary buildings and outdoor leisure areas.

Other resources are the employees who are responsible for daily operations, customer service and the organisation of activities. They make a significant contribution to shaping the guest experience. In addition, the infrastructure and associated facilities are of central importance to ensure the smooth running of business processes. This includes, for example, the water and electricity supply, waste disposal and general building facilities.

Another important aspect is the IT infrastructure, which is needed for the booking systems as well as for managing the website and social media channels. Finally, local partnerships play an important role, as these are key resources for expanding the campsite's offering and promoting sustainability and local economic growth.

6.7 Key Activities

The operation of the campsite forms the centrepiece of all activities. This includes the maintenance and management of the accommodation, pitches and infrastructure to ensure that guests have a pleasant and comfortable stay. A special focus is placed on personalised customer service. Every guest is looked after to create an exceptional and unforgettable experience as well as a sense of community.

In addition to direct service, marketing also plays a key role in promoting the campsite and attracting new guests. This includes the creation of content for social media, collaborations with influencers and travel bloggers as well as targeted advertising measures and SEO.

Another important element is the organisation of events. This includes planning and realisation of a schedule as well as cooperation with external event providers. Guests receive information and special offers on various leisure activities such as cycling, hiking, canoeing and other nature experiences.

In addition, the operation of the restaurant with breakfast service are among the central tasks in order to be able to offer guests a gastronomic offer so that they can relax and enjoy their holiday.

6.8 Key Partnerships

Key partners include local suppliers who provide sustainable products for the restaurant. By working with local event and workshop providers, the campsite's leisure and event programme

can be expanded. External providers such as yoga instructors, artists or coaches contribute their expertise and create a varied programme that offers guests added value and at the same time increases guest satisfaction.

Outdoor activity providers such as canoe hire companies are another important partner. These cooperations expand the campsite's leisure programme and offer guests the opportunity to actively shape their time on site. Marketing partners like travel bloggers, influencers and specialised booking platforms also play a key role in marketing the campsite. Targeted cooperation with these partners can increase the reach of the brand and reach a broader target group, especially the younger generation, who are very active on social media.

Finally, tourism organisations are also of great importance. These partnerships help to integrate the campsite into tourism networks, raise awareness on a national and international level and benefit from joint marketing activities.

6.9 Cost Structure

The cost structure of the camping and glamping site includes various expenses that are necessary for the operation and further development of the project. These include the operating costs for maintaining the infrastructure, accommodation and campsites. Marketing costs are incurred for the promotion of the site. Costs are also incurred for equipping and maintaining the accommodation, such as glamping tents and the main building, including furniture and electronics. IT and administrative costs include expenses for booking software, website maintenance and the membership programme. Financing the investment expenses such as interest and loans are also part of the cost structure, as are expenses for co-operations with external event and outdoor activity providers.

7. Operations Planning

Operations planning is an important part of the business plan, as it helps to put the company's strategic goals into practice. The aim is to provide a detailed overview of ongoing operations and to show how the company's central activities, i.e. the products and services, can be offered. A well-structured operational plan is important for the smooth running of day-to-day business and can lead significantly to guest and employee satisfaction (Lee-Ross & Lashley, 2009). Due to the orientation of Pablo's campsite, particular attention must be paid to customer orientation and sustainability during the implementation.

In the following, the operational plan is based on the example of Lee-Ross and Lashley (2009), which focuses on tourism and hospitality companies. The authors created a guide for this:

1) The offer: Main products and services, 2) Opening hours, 3) Organisational structure and key job roles, 4) Employee management, 5) Dealing with guests and complaints, 6) Material and financial management, 7) Legal framework and safety standards (Lee-Ross & Lashley, 2009). An additional point is added as the project described here is a sustainable tourism business and is based on the Circular Economy Framework: 8) Implementation of sustainability measures

7.1 The Offer: Main Products and Services

There are various types of accommodation that form the main offer. These are tent pitches, pitches for caravans and campervans, as well as various glamping accommodations. The catering facilities also include a breakfast service and a restaurant with a small menu, serving lunch and dinner, coffee, soft drinks and alcoholic beverages. In the winter season, the restaurant is open for breakfast and occasional evening service, however, different types of drinks can be purchased at the reception. Furthermore, facilities are available for hire for private and business events and workshops. In terms of activities, there is a range of activities on site included in the price that guests can use independently. There are also external and bookable activities, such as canoeing, which is organized by a third-party provider, bike hire and stand-up paddleboard hire.

Therefore, the product and service range include accommodation, gastronomic offer, facilities for events and independent as well as organised activities.

7.2 Opening Hours

Pablo's camping and glamping site is open from March to New Year, although the offer and operational focus vary greatly depending on the season. A distinction is made between the

camping season (April to September) and the winter season (October to March). There is a closure period in the months of January and February. This time is used, among other things, to maintain and prepare the equipment and to prepare for the coming season.

The opening times can be viewed below in Table 3 and Table 4.

Table 3

Opening Times - Camping Season from April to September

Area	Time Period	Opening Hours	Note
Reception	April – May & September	08:00 – 18:00	Check-In/Out, individual service, rentals, information
	June – August	08:00 – 20:00	
Restaurant	April – May & September	08:00 – 11:00	Breakfast
		12:00 – 18:00	Lunch Service / Coffee House
	June – August	08:00 – 11:00	Breakfast
		12:00 – 18:00	Lunch Service / Coffee House
		18:00 – 22:00	Dinner Service / Beer Garden

Note. Own illustration.

The high season within the camping season is from June to August. A higher occupancy rate and an increased mix of families, couples and groups is expected during the camping season.

Table 4

Opening Times - Winter Season from October to December & March

Area	Time Period	Opening Hours	Note
Reception	Oct. – December & March	08:00 – 13:00	- Check-In/Out, individual service, rentals, information - Sale of Coffee, Soft Drinks & Beer
		14:00 – 18:00	
Restaurant	Oct. – December & March	08:00 – 11:00	Breakfast
		Oct. – Beginning January & March	As required (e.g. 18:00 – 22:00, Friday – Sunday)

Note. Own illustration.

In the winter season, the offer is mainly focussed on individual guests seeking peace and quiet as well as couples, retreats and themed weekends.

For campers arriving outside opening hours, there are designated temporary overnight parking areas so that they can simply check in the next morning and be allocated their pitch.

7.3 Organisational Structure and Key Job Roles

Pablo's Camp is owner-managed. The founder is responsible for running the site and the entire management. This includes strategic decisions, operational management, personnel management, quality control, partner communication and long-term business development.

The focus of operational activities lies on the operation of the facility, a high-quality guest service, the operation of the restaurant with breakfast and seasonal business, marketing and social media management, cooperation with external event providers and activity providers.

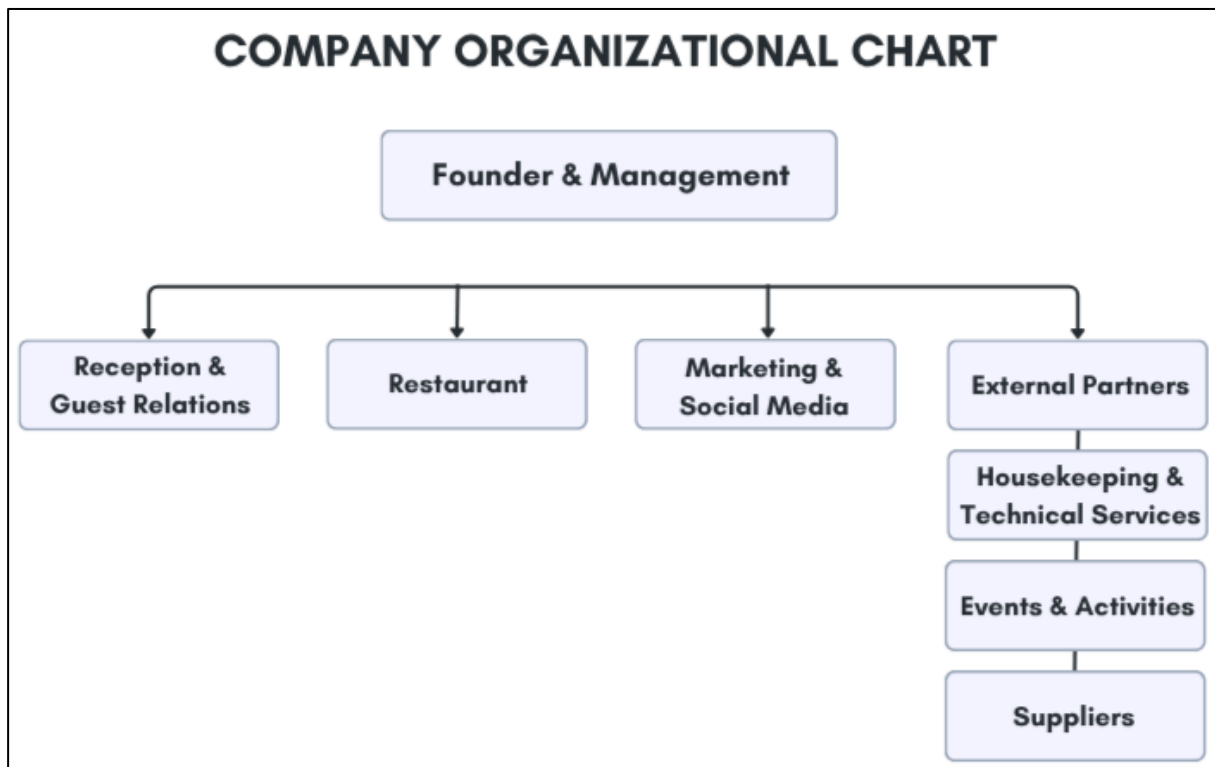
The structure of the camping and glamping site is based on a small, flexible team that is scalable depending on the season (see Figure 8). A high degree of multifunctionality is planned: Employees take on different areas of responsibility during quieter periods. During the main season, the team is expanded by seasonal staff.

The company and site management lies in the hands of the founder. She is responsible for all management tasks, including strategic direction, personnel management, purchasing, budget responsibility and quality management. Being the central contact person, she coordinates the cooperation with partners, continuously develops the offer and oversees all decisions relating to marketing, sales and operational processes. As part of event planning, she is responsible for communication with external event organisers, creates individual offers and oversees the organisation in close cooperation with the respective partners. Another employee is hired as an administrative assistant, who is employed full-time throughout the year. This person supports the management and is familiarised with the above-mentioned areas of responsibility in order to be able to work more flexibly.

The reception and guest service department is the direct point of contact with guests. The staff in this area take care of check-in and check-out as well as administrative tasks, answer questions, give advice on activities and day excursions and create a welcoming, personalised atmosphere. The aim is to create a sense of welcome and community for the guests. Additional services such as bike hire, breakfast options or local offers are also arranged at reception. In the low season, the management team also takes on work at reception and in guest services in order to save on staff costs.

Figure 8

Company Organizational Chart



Note. Author's own figure.

The restaurant focuses on a breakfast service with additional opening hours in the afternoon. In the high season, the restaurant also functions as a beer garden. The employees in this area are responsible for the preparation and service of food and drinks as well as for compliance with all hygiene regulations. For flexibility and a smaller workload, the menu is kept simple. Friendliness and service-orientation are just as important in this area as experience in gastronomic operations.

Another key area is marketing and social media management. This includes creating content for platforms such as Instagram or Pinterest, communicating with potential guests via social media, maintaining the website and search engine optimisation as well as developing collaborations with travel bloggers and micro-influencers.

The event organisation is carried out exclusively in cooperation with external partners. The campsite simply provides the infrastructure, while the event organisers are responsible for implementation, planning and advertising. However, the campsite management remains the central contact point for organising offers, calculating prices and coordination with the campsite's own operations. Housekeeping and other technical staff are also sourced from external partners. Outsourcing leads to cost optimisation, as costs only arise as required. The external partners take care of the cleaning and maintenance of the accommodation, sanitary

facilities and outdoor areas. Minor repairs, maintenance of the green areas and waste separation also fall under this area. The tasks require careful handling of resources and sustainable materials, which is why the partner's sustainability criteria are taken into account.

Activities are combined efficiently, especially in the low season. For example, an employee can work in reception in the morning and provide support in the restaurant in the afternoon. This flexible allocation of roles contributes to the efficient use of staff and makes it possible to organise operations smoothly and economically in both the high and low seasons.

7.4 Employee Management

The tourism industry is suffering from an increasing shortage of skilled labour, which is not only due to demographic change, but also to unattractive working conditions. High workloads, unfavourable working hours and few opportunities for further training make tourism professions unattractive for many. To counteract this, companies need to introduce better pay, more flexible working hours, greater awareness of job profiles, hybrid working models and additional benefits (Lehneis & Storch, 2022).

As the success of the camping and glamping site is largely dependent on the dedication and satisfaction of its employees, particular attention is paid to creating an appreciative and fair working environment that promotes both professionalism and a sense of community. This is because the interaction between employees and guests directly ensures customer satisfaction and loyalty (see Chapter 2.1). Payment is in line with industry standards, but with the aim of offering reliability even in seasonal employment relationships. Seasonal employees and mini-jobbers are paid above the minimum wage. Permanent employees, on the other hand, benefit from an annual working hours model that compensates for overtime in the high season with paid time off or longer holidays in the low season. This arrangement aims to compensate for the particular strain of the peak season and to promote long-term employee loyalty.

Due to the seasonal nature of the business, working hours are planned well in advance and communicated transparently. Permanent teams in the core areas ensure continuity, while seasonal temporary staff complete the team during peak periods. Regular team meetings, feedback discussions and an open, honest communication style promote the team spirit and sense of responsibility of each individual. Furthermore, flat hierarchies and the active involvement of employees in further development processes strengthen their identification with the company. In addition, training is offered and regularly updated in key areas such as guest communication, hygiene, safety and emergency management. Benefits such as employee events or discounts on overnight stays for family and friends are designed to create an appreciative atmosphere.

Regarding the cost of staff, the staff requirement plan (see Appendix 3) and the level of salaries (see Appendix 4) result in total salaries of approximately 190.000€ per year (see Appendix 5). Non-wage labour costs, such as social security contributions, of 30% are assumed here, resulting in total staff costs of 247.000€. Therefore, the payroll costs account for around 20% of the total revenue.

7.5 Dealing with Guests and Complaints

Dealing with complaints in a professional way is essential, especially in the hospitality industry. Only a few dissatisfied customers express criticism, but those who are dissatisfied rarely come back, so a lack of complaint management can lead to losses in revenue. Complaints usually arise when the actual service does not meet customer expectations. This occurs more frequently in service-oriented industries where standardised processes are difficult to implement. Digital platforms intensify the impact of negative experiences as they are publicly visible and influence the readers. At the same time, the high availability of information forces companies to be more transparent and customer-orientated. However, complaints are valuable indicators of potential for improvement. In order to improve, it is required to systematically record and process them, so that measures such as apologising or compensation can be implemented depending on the severity of the complaint. For this, it is important to have trained employees, so they can resolve complaints competently. At the same time, the trust and responsibility can motivate them (Dinnen & Hassanien, 2011).

This emphasises the importance of clear standards in dealing with customer feedback. As part of the quality management, Pablo's Camp has Standard Operating Procedures (SOPs) in which the professional and learning-orientated approach to handling customer complaints is included. The basis for this is a positive attitude towards customer feedback. They are seen as an opportunity for further development. In order to be successful in the long term, customer feedback must be actively collected, evaluated and used for optimisation. In this way, complaints can be included in the improvement of processes and offers. Depending on the severity of the complaint, there are defined response standards. In order to implement this effectively, all employees are regularly trained in dealing with customer feedback. At the same time, guests are actively encouraged to provide feedback, for example via QR codes, short surveys or personal conversations.

These measures create a structured process that helps to recognise weak points and correct them in a targeted manner. The aim is to continuously improve service quality and adapt it to the needs of guests.

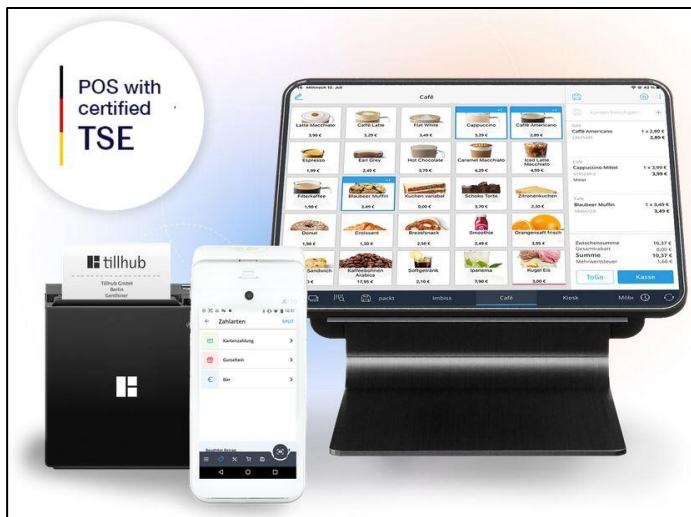
7.6 Material and Financial Management

In order to achieve the sustainability goals of the project, it can be helpful to use digital tools to ensure smooth operations on the campsite and optimise the use of resources. They also help to control costs and provide a transparent insight into the operational business.

The Tillhub¹⁷ software is used for inventory management. This is a point-of-sales (POS) system with integrated inventory management (see Figure 9). It enables the management of stock levels, such as catering products, cleaning agents and accommodation equipment. The system also has a cash register function. This means that sales in the restaurant can be made via the software and gain an overview of consumption and stock levels. A major advantage is that Tillhub can be connected to DATEV, a widely used accounting tool in Germany.

Figure 9

Tillhub POS System



Note. Screenshot from <https://www.tillhub.de/>, retrieved 21.06.2025.

The Lodgify¹⁸ software is used for the booking and administration processes. This is a web-based system that has been specially developed for the management of holiday accommodation. The software enables the central organisation of direct bookings via the company's own website as well as the connection to external booking platforms (e.g. Airbnb, Booking.com) (see Figure 10). Functions include a channel manager, reservation management, automated email communication with guests and integrated payment and invoicing. The software fulfils the requirements of the General Data Protection Regulation and enables export functions that are compatible with DATEV. The decision to use Lodgify supports

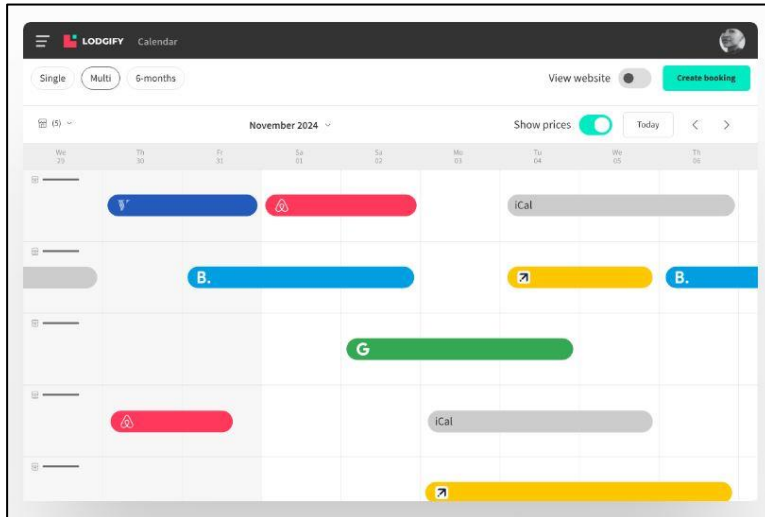
¹⁷ <https://www.tillhub.de/>

¹⁸ <https://www.lodgify.com/>

the goal of offering a professional, modern guest experience while optimising internal processes.

Figure 10

Lodgify Multi-Calendar



Note. Screenshot from <https://www.lodgify.com/property-management-software/>, retrieved 21.06.2025.

The material management also includes partnership planning, as several areas of responsibility are outsourced. In order to ensure cost optimization and focus on the core business, it will be worked together with external partners.

The cleaning of the accommodation, sanitary facilities and technical equipment is outsourced to regional providers. Also, a local partner company is responsible for maintaining the grounds. A close cooperation with the partners is important in order to achieve a quality standard. Events such as retreats, weddings or themed days are organised by external event organisers. The campsite provides the location, infrastructure and advice. Nevertheless, the management must set sustainability criteria for the event organisers and build long-term partnerships in order to achieve optimal use of capacity. Co-operations with local producers and retailers ensure the supply of fresh food, drinks, equipment, textiles and cleaning products. Short supply chains, environmentally friendly materials and personal relationships are an important part of the sustainable corporate strategy.

7.7 Legal Framework and Safety Standards

When opening a campsite, numerous legal regulations must be complied with. There are many different advices on the internet from private companies and start-up guides that point out the legal requirements.

A building permit must be obtained for the construction of new campsites, and the campsite must be organised in accordance with the “Camping and Weekend Site Regulation” of the state of Schleswig-Holstein¹⁹. Among other things, this regulation governs the size of pitches and parking spaces, provisions for access roads and driveways, the proportion of green spaces, fire protection, lighting, drinking water and electricity supply, sanitary facilities, accessibility and emergency facilities. Effective waste management and environmental regulations must also be taken into account. As the intended property for the realization of Pablo's Camp was already operating as a campsite, the infrastructure is already in place and therefore some tasks are no longer necessary and some requirements only need to be renewed.

The campsite is classified by the Federal Association of the Camping Industry in Germany (Bundesverband der Campingwirtschaft in Deutschland e.V.) and the German Tourism Association (Deutscher Tourismusverband) and is valid for three years before it has to be renewed. During the founding process, additional costs must be paid for a lawyer and notary, a legal form must be chosen, an entry must be made at the trade office and membership of the relevant chamber of industry and commerce and the administrative professional association must be obtained (Gründerplattform, n.d.-a).

Labor law provisions include the drafting of employment contracts, the regulation of working hours, ensuring safe working conditions and the payment of social security contributions for employees (SumUp, n.d.). The gastronomic areas are to be inspected by the health authorities. From an operational point of view, it is also important to have sufficient insurance. Public liability insurance is essential. Other insurances such as building insurance, business interruption insurance, legal expenses insurance and statutory accident insurance for employees and management are also recommended (Kachel, 2025).

7.8 Implementation of Sustainability Measures

As part of the Circular Economy Framework, the aim is to make the operational business as sustainable as possible. This includes minimizing the consumption of resources, reusing materials, avoiding waste and increasing overall efficiency.

When building and furnishing the glamping accommodation, attention is paid to using durable, environmentally friendly and recyclable materials, including second-hand furniture and textiles with environmental certificates. In addition, the design should be modular so that individual

¹⁹ Translated from German: “Camping- und Wochenendplatzverordnung“, <https://www.gesetze-rechtsprechung.sh.juris.de/bssh/document/jlr-CPIVSH2022rahmen>

parts can be easily repaired or replaced. If possible and available, regional manufacturers and suppliers should be preferred.

In the long run, it is a possibility to install additional solar panels on-site to only make use of solar power. However, in the beginning, the focus is on the instalment of energy-efficient appliances and monitoring as well as optimizing the consumption. For this, water-saving taps are used in the showers and rainwater is used to flush the toilets and for general gardening, to minimize consumption of fresh water.

With regard to waste management, the focus is on avoiding, reusing and recycling. This means that no single-use plastic is used and great care is taken to separate waste. In general, the interior design concept is based on minimalism. This prevents unnecessary waste of materials and instead uses high-quality materials. This should also be reflected in the cooperation with suppliers, for example through a deposit system for packaging. The cleaning contractor is required to work with environmentally friendly cleaning agents.

Purchases should only be made from local suppliers, with a focus on plant-based foods. As food waste is a major issue in the hospitality industry, it is important to avoid overproduction. An analysis system should be introduced to check this and any leftovers could be donated. In general oversupply should be avoided in the restaurant and beer garden. This means that the range of food is not infinite and only a certain number of meals can be offered each day.

An important part of the sustainability measures is training and awareness raising among staff on environmentally friendly practices. Guests are actively involved in the sustainability strategies and everything is communicated transparently, for example in the welcome package and in advance on the website. One idea that can be implemented in the future is to offer workshops in which the circular economy and other sustainability topics are discussed.

Finally, monitoring and controlling is an important part of measuring progress or optimizing processes. Therefore, there should be monthly review meetings with the team and feedback should also be obtained from guests on the topic of sustainability. The monthly consumption of water, electricity, etc. is to be tracked manually to identify any irregularities.

8. Financial Planning

In order to realise the project of Pablo's Camp, a high investment is required. All items are listed in Table 5.

The plot of land in Silberstedt is for sale for 990.000€. In order to be able to use the residential building and the event location, as well as to carry out minor work on the sanitary facilities or other buildings, a further 400.000€ is required for the modernisation.

In addition to the costs for the purchase of the property, further costs occur, such as product-specific costs, the furnishing of the office space and IT equipment, as well as marketing costs and administrative costs depending on the legal form of the company (Gründerplattform, n.d.-b)

Product-specific costs include the purchase of glamping tents and safari lodges, including furnishings and equipment. Investments are also made in bicycles, stand-up paddleboards and mobile saunas. In line with the sustainability concept, the focus lies on the procurement of second-hand products and reusable materials. More detailed product information for what is imagined for the accommodations and saunas can be found in Appendix 6. For the office equipment, IT equipment and marketing-related costs, such as setting up a website and creating a corporate identity with logo, the budget is 12.000€. To establish a limited liability company (LLC, in German: GmbH) it is necessary to submit an entry in the commercial register. The costs amount to a maximum of 1.400€. The camping and glamping site can be assessed by the Federal Association of the Camping Industry in Germany and the German Tourism Association. This classification can be a competitive advantage, as it is a quality sign for guests and costs 300€. It has to be renewed every three years (Gründerplattform, n.d.-a). As a restaurant is operated, a catering licence is required. This can amount to up to 1.000€, depending on the processing time (Kreis Schleswig-Flensburg, n.d.). A land use plan or building permit is not required as the campsite has already been in operation. In total, this amounts to 2.700€, however it is budgeted with 4.000€ in order to be able to react more flexible, in case bureaucratic challenges arise that were not taken into account. Lastly, a budget of 10.000€ has been calculated to cover unforeseen costs.

All in all, the investment costs amount to a rounded sum of 1.581.000€. Of this, 1.000.000€ are to be financed by a loan from the bank, with a duration of 10 years and 8% interest per annum. A further 35% of the investment volume is to be covered by state subsidies. There are various options for obtaining subsidies. To find one or more suitable funding programmes, there is a website specifically targeted at the tourism industry. At <https://foerderwegweiser-tourismus.de/> users can enter various criteria that describe the type of funding required, for

example “business start-up” or “sustainability and environmental protection”. In the next step, all funding programmes are listed. For sustainable tourism, it can be accounted for an average of 35% of the total investment requirements.

Finally, 1.8% of the total investment volume is provided by a private investor, who is the founder herself. This is because a minimum of 25.000€ of equity capital must be invested in the company when a LLC is founded (Gründerplattform, n.d.-b).

Table 5

Investment and Financing of Pablo's Camp

Investment			
Asset	Unit	Unit Price (€)	Costs (€)
Property Purchase	1	999.990,00	999.990,00
Modernisation of buildings	1	400.000,00	400.000,00
Glamping tent 2-4 Persons (incl. maintenance material)	8	1.000,00	8.000,00
Glamping tent 4-8 Persons (incl. maintenance material)	2	1.300,00	2.600,00
Interior and equipment of glamping tents	10	800,00	8.000,00
Safari lodges	8	14.000,00	112.000,00
Interior and equipment of safari lodges	8	1.200,00	9.600,00
Office and IT setup, marketing (website, CI)	1	12.000,00	12.000,00
Authorisations, licences	1	4.000,00	4.000,00
Reserves for contingencies	1	5.000,00	5.000,00
Mobile Sauna (incl. Heater)	4	3.200,00	12.800,00
Bike	15	250,00	3.750,00
Stand-Up Paddleboard	15	200,00	3.000,00
Total			1.580.740,00 €
Capital expenditure requirements (total rounded)			1.581.000,00 €

Financing	
Funding source	Amount (€)
Capital expenditure requirements	1.581.000,00 €
Bank loan	1.000.000,00 €
Government subsidies (35% of investment requirements)	553.350,00 €
Private investor (1,8% of investment requirements)	28.458,00 €
Total	1.581.808,00 €

Note. Own illustration.

In his book ‘How to Write a Business Plan’, the author McKeever (2017) provides a detailed overview of how to create a profit and loss forecast, or income statement. It is a central element of the business plan and shows how sales and costs are expected to develop. It serves as a

basis for assessing the profitability of a company and helps potential investors to assess whether the business concept is viable (McKeever, 2017).

The income statement is made up of three main components: the sales revenue, the cost of sales and the fixed costs. The profit (or loss) of a company is the difference between sales revenue and the sum of direct costs and fixed costs. A detailed forecast should be prepared monthly for at least two years in order to take into account seasonal fluctuations and long-term developments (McKeever, 2017).

Estimating sales revenue is the basis for all further calculations and the success of the company depends largely on the accuracy of this forecast. The task is to estimate the sales that can realistically be expected per month for the first two years. Turnover is calculated for each product or service category and converted into a monthly turnover forecast (McKeever, 2017). The forecast must be based on realistic assumptions, supported by market analyses, customer numbers and regional factors such as population and seasonality. The aim is to create a realistic picture of expected sales by carefully analysing expected revenue and its seasonal fluctuations (Lee-Ross & Lashley, 2009).

At the end of the calculation, all monthly results are totalled to obtain annual results. A correct statement helps to check the sustainability of the business model and to react to potential risks in a timely manner (McKeever, 2017).

A broader version of financial planning is described by Quest and Nannestad (2015), in which sales revenue, cost of sales and fixed costs are calculated annually. In order to check the financial feasibility of the project, the first two years of operation should be planned in advance. This makes it possible to determine whether the investment is justified and if the project is worthwhile. The planning can be based on the figures that the preceding business has generated. However, the authors encourage future and solution orientated planning as well as targeted investments to increase the profitability. Setting goals for the project can help to stay focussed. This is particularly important when it comes to communicating the vision of the project to banks or other financiers (Quest and Nannestad, 2015). Using the authors' example of an annual income statement, the income statement of Pablo's Camp is created in this chapter to forecast the first two years of operation.

Starting with the revenue planning in Pablo's Camp, there are various income streams. These are accommodation, food & beverage and activities. There are two different product groups for the accommodation category: Camping (includes pitches for motorhomes and campervans as well as tent pitches) and glamping (includes rentable, fully equipped glamping tents and safari lodges). There are four different product groups for the food and beverage category: Breakfast, lunch, dinner and (additional) drinks, which are bought additionally during the day or by

external guests. There are four different product groups for the Activities category: Bike rental, stand-up paddleboard rental, sauna and rent for event location.

To determine the turnover for the accommodations, the prices, assumptions per booking, capacities and occupancy per month or year are decisive.

The price list for the Camping Season, High Season and Winter Season is shown in Figure 11, Figure 12 and Figure 13.

The total average price per night per booking in the camping season accounts to

- 41,10 € for a camper van pitch
- 29,10 € for a tent pitch
- 130,64 € for a glamping tent
- 170,64 € for a safari lodge.

The average prices of the camping season are used as an average in the income statement to calculate the sales revenue.

The total average price per night per booking in the high season accounts to


- 47,80 € for a camper van pitch
- 35,80 € for a tent pitch
- 148,08 € for a glamping tent
- 188,08 € for a safari lodge.

The total average price per night per booking in the winter season accounts to

- 32,40 € for a camper van pitch
- 22,40 € for a tent pitch
- 130,64 € for a glamping tent
- 170,64 € for a safari lodge.

A detailed overview of the calculation of the average prices per product is illustrated in Appendix 7.

Figure 11
Pricelist Camping Season



PABLO'S CAMP
 PRICE LIST PER NIGHT - CAMPING SEASON*


CAMPING	
Camper Van Pitch.....	18€
Tent Pitch.....	10€
Electricity.....	5€
Price per Person (14+ y.o.).....	8€
Price per Person (3-13 y.o.).....	6€
Dog.....	4€

GLAMPING	
Glamping Tent (small, incl. 2 pax).....	90€
Glamping Tent (large, incl. 2 pax).....	120€
Safari Lodge (small, incl. 2 pax).....	130€
Safari Lodge (large, incl. 2 pax).....	160€
Additional Person Glamping/Safari.....	12€
Dog.....	10€

*CAMPING SEASON: APRIL, MAY, SEPTEMBER

Note. Author's own figure.

Figure 12
Pricelist High Season



PABLO'S CAMP
 PRICE LIST PER NIGHT - HIGH SEASON*

CAMPING	
Camper Van Pitch.....	20€
Tent Pitch.....	12€
Electricity.....	5€
Price per Person (14+ y.o.).....	10€
Price per Person (3-13 y.o.).....	8€
Dog.....	4€

GLAMPING	
Glamping Tent (small, incl. 2 pax).....	100€
Glamping Tent (large, incl. 2 pax).....	135€
Safari Lodge (small, incl. 2 pax).....	140€
Safari Lodge (large, incl. 2 pax).....	175€
Additional Person Glamping/Safari.....	14€
Dog.....	10€

*HIGH SEASON: JUNE, JULY, AUGUST & PUBLIC HOLIDAYS AND EVENTS

Note. Author's own figure.

Figure 13

Pricelist Winter Season

PABLO'S CAMP	
PRICE LIST PER NIGHT - WINTER SEASON*	
CAMPING	
Camper Van Pitch.....	14€
Tent Pitch.....	8€
Electricity.....	5€
Price per Person (14+ y.o.).....	6€
Price per Person (3-13 y.o.).....	4€
Dog.....	4€
GLAMPING	
Glamping Tent (small, incl. 2 pax).....	90€
Glamping Tent (large, incl. 2 pax).....	120€
Safari Lodge (small, incl. 2 pax).....	130€
Safari Lodge (large, incl. 2 pax).....	160€
Additional Person Glamping/Safari.....	12€
Dog.....	10€
Heating for Glamping Tents and Safari Lodges is included	
*WINTER SEASON: MARCH, OCTOBER, NOVEMBER, DECEMBER	

Note. Author's own figure.

The capacity of Pablo's Camp includes 45 camper van pitches, 10 tent pitches, 8 small glamping tents for max. 2 pax , 2 large glamping tents for max. 4 pax, 4 small safari lodges for max. 4 pax and 4 large safari lodges for max. 6 pax. A detailed overview can be found in Table 6 below.

Table 6

Capacity of Pablo's Camp

Type of Accommodation	Capacity
Camper Van Pitches	45
Tent Pitches	10
Glamping Tent (small)	8
Glamping Tent (large)	2
Safari Lodge (small, comfort)	4
Safari Lodge (large, comfort)	4

Note. Own illustration.

The campsite has 45 pitches for campervans. It is assumed that around 80% of these are occupied by 2 people and the remaining 20% by 3 people. In addition, there are 10 tent pitches, about half of which are used by 4 people and the other half by 2 people.

This results in 99 guests in campervans and 30 guests in tents, a total of 129 campers. With a total of 55 pitches, there is an average of 2.35 guests per booking in the camping area. One in four bookings in the camping segment brings a dog, which accounts for 25% of bookings. Furthermore, it is estimated that 4 out of 5 campervan pitch bookings add electricity, which accounts for 80% of bookings.

A total of 18 units are available in the glamping area: 10 glamping tents and 8 safari lodges in various sizes and capacities. It is assumed that the small glamping tents are used exclusively by 2 people, as this is the maximum number of people, while half of the large tents are occupied by 3 people and the other half by 4 people. Half of the small safari lodges are used by 2-3 people and the other half by 4 people. The large safari lodges are designed for larger groups or families and are evenly booked by 5 or 6 people. This results in a total of 58 glamping guests and an average of 3.22 guests per booking in this segment. One in ten bookings in the glamping segment brings a dog, which accounts for 10% of bookings.

It is assumed that there are 2.35 people per booking for camping and 3.22 people per booking for glamping. The number differs slightly as glamping accommodation is more family- and group-friendly and can accommodate several people. The further price calculation is always based on 2 guests being counted as adults and 0.35 or 1.22 guests are counted as children under the age of 14. A detailed overview of all ratios can be found in table 7.

Table 7
Values per Booking

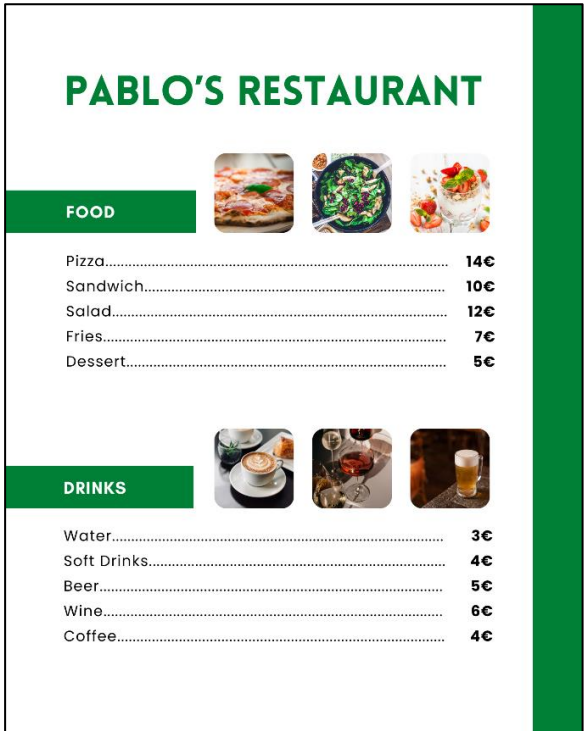
Parameter	Ratio
Pax per Booking (Camping)	2,35
Pax per Booking (Glamping)	3,22
Dogs per Booking (Camping)	0,25
Dogs per Booking (Glamping)	0,1
Electricity per Booking for Camping	0,8

Note. Own illustration.

Regarding the food & beverage revenue, it is essential to create the menu, a pricelist (see Figure 12) and the expected sales numbers. The menu is simple in order to keep the workload low, as the restaurant service is an extra service for the camping and glamping guests. In line with the sustainability concept, the food is prepared using healthy and local ingredients. Where possible, the beverages are sourced from local producers. All products are of organic quality.

The average price for a breakfast is at 14€ (10€ food, 4€ coffee), for lunch at 16,50€ (12€ food, 1x 4,50€ drink), for dinner at 28€ (12€ food + 6€ fries or dessert, 2x 4,50€ drink), and lastly for additional drinks at 9€ (2x 4,50€ drink). The percentage of camping and glamping guests who take advantage of the restaurant service varies per meal category. It is assumed, that only 30% of campers make use of the restaurant, as many camping guests are self-sufficient and part of their holiday experience is to prepare their own food. However, regarding the glamping guests, an estimated 75% make use of the breakfast service, 30% have lunch, 60% have dinner and another 30% buy additional drinks.

Figure 14
Menu and Pricelist of Restaurant



Note. Author's own figure.

Finally, the sales revenue generated by the range of activities is determined. The prices are decisive for this and can be viewed in the price list below (see Figure 13).

Figure 15

Pricelist Activities



Note. Author's own figure.

8.1 Year 1 of Operation

The occupancy forecast for year 1 can be viewed below in Table 8. An occupancy rate of 80% is calculated here as the highest achievable value.

Table 8

Occupancy during Year 1

Month	Camper Van Pitches	Tent Pitches	Glamping Tents	Safari Lodges
Jan	-	-	-	-
Feb	-	-	-	-
Mar	20%	-	20%	20%
Apr	40%	20%	40%	40%
May	60%	50%	60%	60%
June	80%	70%	80%	80%
July	80%	70%	80%	80%
Aug	80%	70%	80%	80%
Sep	60%	50%	60%	60%
Oct	20%	-	40%	40%
Nov	-	-	10%	10%
Dec	-	-	20%	20%

Note. Data and calculations by the author.

Considering the weighted average occupancy rate based on the number of pitches in each product group, the average occupancy rate per year for camping is 42% and for glamping it is 49%. Taking into account the weighting, the total average occupancy rate for all product groups as a whole is 44%.

Based on this information, the income statement for year 1 is as follows (see Table 9).

Table 9

Income Statement Year 1

Income Statement Year 1							
Accommodation's Revenue in Year 1 @ an average occupancy rate of 44%							
= accomm. options x 306 days of operation x occupancy rate per product group x av. price per product group							
Amount	Days	Av. Occup.	Av. Price		Gross €	VAT 7%	Net
Camper Van Pitches							
45	306	44%	41,10 €		249.016,68 €	17.431,17 €	231.585,51 €
Tent Pitches							
10	306	33%	29,10 €		29.385,18 €	2.056,96 €	27.328,22 €
Glamping Tents							
10	306	49%	130,64 €		195.881,62 €	13.711,71 €	182.169,90 €
Safari Lodges							
8	306	49%	170,64 €		204.686,09 €	14.328,03 €	190.358,07 €
Accommodation Total Revenue					678.969,57 €	47.527,87 €	631.441,70 €
F&B's Revenue in Year 1							
= Max. guests x 306 days of operation x av. occupancy rate per product group x av. meal rate x av. price							
Breakfast							
Campers	Days	Av. Occup.	Av. Breakfast	Av. Price	Gross	VAT 19%	Net
129	306	42%	30%	14,00 €	69.632,14 €	13.230,11 €	56.402,03 €
Lunch							
Campers	Days	Av. Occup.	Av. Lunch	Av. Price	Gross	VAT 19%	Net
129	306	42%	30%	16,50 €	82.066,45 €	15.592,62 €	66.473,82 €
Dinner							
Campers	Days	Av. Occup.	Av. Dinner	Av. Price	Gross	VAT 19%	Net
129	306	42%	30%	28,00 €	139.264,27 €	26.460,21 €	112.804,06 €
Glampers							
58	306	49%	60%	28,00 €	146.101,54 €	27.759,29 €	118.342,24 €

(Additional) Drinks							
Campers	Days	Av. Occup.	Av. Drinks	Av. Price	Gross	VAT 19%	Net
129	306	42%	30%	9,00 €	44.763,52 €	8.505,07 €	36.258,45 €
Glampers							
58	306	49%	30%	9,00 €	23.480,60 €	4.461,31 €	19.019,29 €
F&B Total Revenue					639.669,74 €	121.537,25 €	518.132,49 €
Activities' Revenue in Year 1							
= Max. total guests x 306 days of operation x av. occupancy rate x av. activity rate x price							
Bike Rental							
Guests	Days	Av. Occupancy	Av. Activity Rate	Price	Gross	VAT 19%	Net
187	306	44%	10%	12,00 €	30.213,22 €	5.740,51 €	24.472,70 €
Stand-Up Paddleboard Rental							
Guests	Days	Av. Occupancy	Av. Activity Rate	Price	Gross	VAT 19%	Net
187	306	44%	10%	16,00 €	40.284,29 €	7.654,01 €	32.630,27 €
Sauna							
Guests	Days	Av. Occupancy	Av. Activity Rate	Price	Gross	VAT 19%	Net
187	306	44%	10%	20,00 €	50.355,36 €	9.567,52 €	40.787,84 €
Rent for Event Location (incl. Cleaning, Utilities)							
Times per Year	Price				Gross	VAT 19%	Net
5	3.000,00 €				15.000,00 €	2.850,00 €	12.150,00 €
Activities Total Revenue					135.852,86 €	25.812,04 €	110.040,82 €
					Gross	VAT	Net
Accommodation					678.969,57 €	47.527,87 €	631.441,70 €
F&B					639.669,74 €	121.537,25 €	518.132,49 €
Activities					135.852,86 €	25.812,04 €	110.040,82 €
Total Revenue					1.454.492,18 €	194.877,17 €	1.259.615,01 €
Direct Costs							
Payroll (20% of Total Revenue)							251.923,00 €
Cost of Sales (50% of Accommodation Revenue, including Commission)							315.720,85 €
Cost of F&B (30% of F&B Revenue)							155.439,75 €
Cost of Activities (15% of Activities Revenue)							16.506,12 €
Total Direct Costs							739.589,72 €
Gross Profit (Total Revenue - Total Direct Costs)							520.025,29 €

Fixed Costs			
Repairs and Renewals @ 5% of total revenue			62.980,75 €
Insurance			5.000,00 €
Energy & Water			10.000,00 €
Sales & Marketing @ 15% of Gross Profit			78.003,79 €
Administration/IT (incl. Book Keeper Fees)			7.500,00 €
Telephone/Internet			600,00 €
Miscellaneous/Unforeseen			50.000,00 €
Total Fixed Costs			214.084,54 €
Gross Operating Profit (Gross Profit - Total Fixed Costs)			305.940,75 €
Capital Repayment (fixed repayment for 10 Years)			100.000,00 €
Interest @ 8%			80.000,00 €
Net Profit			125.940,75 €
Corporate Income Tax 15%			18.891,11 €
Business Tax (for the Town of Silberstedt)			15.427,74 €
Profit after Tax			91.621,89 €

Note. Data and calculations by the author.

8.2 Year 2 of Operation

The occupancy forecast for year 2 can be viewed in Table 10. An occupancy rate of 85% is calculated here as the highest achievable value. The fields highlighted in green indicate that the occupancy rate has increased compared to the previous year.

Table 10

Occupancy during Year 2

Month	Camper Van Pitches	Tent Pitches	Glamping Tents	Safari Lodges
Jan	-	-	-	-
Feb	-	-	-	-
Mar	20%	-	30%	30%
Apr	50%	20%	50%	50%
May	70%	50%	70%	70%
June	85%	75%	85%	85%
July	85%	75%	85%	85%
Aug	85%	75%	85%	85%
Sep	60%	50%	70%	70%
Oct	20%	-	40%	40%
Nov	-	-	10%	10%
Dec	-	-	30%	30%

Note. Data and calculations by the author.

Considering the weighted average occupancy rate based on the number of pitches in each product group, the average occupancy rate per year for camping is 45% and for glamping it is

56%. Taking into account the weighting, the total average occupancy rate for all product groups as a whole is 48%.

Based on this information, the income statement for year 2 is as follows (see Table 11).

Table 11

Income Statement Year 2

Income Statement Year 2							
Accommodation's Revenue in Year 2 @ an average occupancy rate of 48%							
= accomm. options x 306 days of operation x occupancy rate per product group x av. price per product group							
Amount	Days	Av. Occup.	Av. Price		Gross €	VAT 7%	Net
Camper Van Pitches							
45	306	48%	41,10 €		271.654,56 €	19.015,82 €	252.638,74 €
Tent Pitches							
10	306	35%	29,10 €		31.166,10 €	2.181,63 €	28.984,47 €
Glamping Tents							
10	306	56%	130,64 €		223.864,70 €	15.670,53 €	208.194,17 €
Safari Lodges							
8	306	56%	170,64 €		233.926,96 €	16.374,89 €	217.552,08 €
Accommodation Total Revenue					760.612,33 €	53.242,86 €	707.369,46 €
F&B's Revenue in Year 2							
= Max. guests x 306 days of operation x av. occupancy rate per product group x av. breakfast rate x av. price							
Breakfast							
Campers	Days	Av. Occup.	Av. Breakfast	Av. Price	Gross	VAT 19%	Net
129	306	45%	30%	14,00 €	74.605,86 €	14.175,11 €	60.430,75 €
Glampers							
58	306	56%	75%	14,00 €	104.358,24 €	19.828,07 €	84.530,17 €
Lunch							
Campers	Days	Av. Occup.	Av. Lunch	Av. Price	Gross	VAT 19%	Net
129	306	45%	30%	16,50 €	87.928,34 €	16.706,38 €	71.221,95 €
Glampers							
58	306	56%	30%	16,50 €	49.197,46 €	9.347,52 €	39.849,94 €
Dinner							
Campers	Days	Av. Occup.	Av. Dinner	Av. Price	Gross	VAT 19%	Net
129	306	45%	30%	28,00 €	149.211,72 €	28.350,23 €	120.861,49 €
Glampers							
58	306	56%	60%	28,00 €	166.973,18 €	31.724,90 €	135.248,28 €
(Additional) Drinks							
Campers	Days	Av. Occup.	Av. Drinks	Av. Price	Gross	VAT 19%	Net

129	306	45%	30%	9,00 €	47.960,91 €	9.112,57 €	38.848,34 €
Glampers							
58	306	56%	30%	9,00 €	26.834,98 €	5.098,65 €	21.736,33 €
F&B Total Revenue					707.070,68 €	134.343,43 €	572.727,25 €
Activities' Revenue in Year 2							
= Max. total guests x 306 days of operation x av. occupancy rate x av. activity rate x price							
Bike Rental							
Guests	Days	Av. Occupancy	Av. Activity Rate	Price	Gross	VAT 19%	Net
187	306	48%	10%	12,00 €	32.959,87 €	6.262,38 €	26.697,50 €
Stand-Up Paddleboard Rental							
Guests	Days	Av. Occupancy	Av. Activity Rate	Price	Gross	VAT 19%	Net
187	306	48%	10%	16,00 €	43.946,50 €	8.349,83 €	35.596,66 €
Sauna							
Guests	Days	Av. Occupancy	Av. Activity Rate	Price	Gross	VAT 19%	Net
187	306	48%	10%	20,00 €	54.933,12 €	10.437,29 €	44.495,83 €
Rent for Event Location (incl. Cleaning, Utilities)							
Times per Year	Price				Gross	VAT 19%	Net
7	3.000,00 €				21.000,00 €	3.990,00 €	17.010,00 €
Activities Total Revenue					152.839,49 €	29.039,50 €	123.799,99 €
					Gross	VAT	Net
Accommodation					760.612,33 €	53.242,86 €	707.369,46 €
F&B					707.070,68 €	134.343,43 €	572.727,25 €
Activities					152.839,49 €	29.039,50 €	123.799,99 €
Total Revenue					1.620.522,50 €	216.625,80 €	1.403.896,70 €
Direct Costs							
Payroll (20% of Total Revenue)							280.779,34 €
Cost of Sales (50% of Accommodation Revenue, including Commission)							353.684,73 €
Cost of F&B (30% of F&B Revenue)							171.818,18 €
Cost of Activities (15% of Activities Revenue)							18.570,00 €
Total Direct Costs							824.852,25 €
Gross Profit (Total Revenue - Total Direct Costs)							579.044,46 €
Fixed Costs							
Repairs and Renewals @ 5% of total revenue							70.194,84 €

Insurance			5.000,00 €
Energy & Water			10.000,00 €
Sales & Marketing @ 15% of Gross Profit			86.856,67 €
Administration/IT (incl. Book Keeper Fees)			7.500,00 €
Telephone/Internet			600,00 €
Miscellaneous/Unforeseen			50.000,00 €
Total Fixed Costs			230.151,50 €
Gross Operating Profit (Gross Profit - Total Fixed Costs)			348.892,95 €
Capital Repayment (fixed repayment for 10 Years)			100.000,00 €
Interest @ 8%			72.000,00 €
Net Profit			176.892,95 €
Corporate Income Tax 15%			26.533,94 €
Business Tax (for the Town of Silberstedt)			21.669,39 €
Profit after Tax			128.689,62 €

Note. Data and calculations by the author.

The profit after tax of both years is used to develop the Pablo's concept further and to make new investments in sustainability measures for the camp. In accordance with the vision of the project it is planned to expand to other locations within Germany.

9. Conclusion

The created business plan for Pablo's Camp is a sustainable and feasible project that responds to industry trends with a high growth potential. It combines innovative camping and glamping tourism with sustainable business practices and is based on the principle of the circular economy. The first planned location in northern Germany benefits from an excellent location, existing infrastructure and the fact that the site has already been used as a campsite. The project has the potential to create a wide range of offers for different target groups. These are ideal conditions for a successful start.

The market for nature-based tourism in Germany is growing strongly and the camping segment is also experiencing a clear upward trend with over 42 million overnight stays in 2023, indicating an increase of around 18% compared to 2019. The increasing demand for sustainable holidays and nature experiences in particular makes the project relevant to the market and also economically attractive. The combination of a quiet location, high-quality facilities and an eco-friendly focus offers a unique selling point compared to conventional campsites. The project also strengthens the regional economy through cooperation with local providers, external event holders and sustainable supply chains. Pablo's Camp is positioning itself with a clear focus on sustainability based on the circular economy framework, which not only creates ecological added value, but also enables access to state subsidies.

A comprehensive digital marketing strategy, including targeted social media campaigns and cooperation with leading tourism platforms, helps to reach national and ultimately international guests. The financial plan shows that the project requires a high level of investment but is economically feasible. A moderate occupancy rate was intentionally set in order to create a realistic picture, guarantee long-term sustainability and create trust for the project. The profit generated is to be invested in the further development of the site, for example in modernisation and technologies that enhance sustainability as well as a wider range of leisure activities.

Pablo's Camp is pursuing a long-term vision, which is to build a strong brand with a high recognition value that is characterised by community, nature experiences and sustainability. In the long term, further locations in Germany and Europe are planned, as well as a membership programme that creates customer loyalty and offers incentives for repeat visitors.

Become part of the journey. Invest in Pablo's Camp and join the project in shaping the future of sustainable camping tourism.

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Appendix 1: The “Bauer Jensen” Property



Note. Pictures from <https://bauerjensen-campingplatz.de/>, retrieved 12.08.2024.




Note. Pictures from <https://bauerjensen-campingplatz.de/>, retrieved 12.08.2024.



Note. Pictures from <https://bauerjensen-campingplatz.de/>, retrieved 12.08.2024.

More pictures of the property can be found on the website of the Farmer Jensen campsite:
<https://bauerjensen-campingplatz.de/>

Appendix 2: Advertisement of the “Bauer Jensen” Property



Campingplatz, Gastro, Catering direkt am Fluss Treene, Kanustation in landschaftlich reizvoller Lage

999.990 €

📍 24887 Schleswig-Holstein - Silberstedt >
📅 09.08.2024 📍 15643

Art	Kaufen	Provision	Mit Provision
Fläche	879,60 m ²		

Nachricht schreiben

Zur Merkliste hinzufügen

Anzeige teilen

Alexander Friedrich, Immobilien

Folgen

CampConsult - Alexander Friedrich

Anrufen

14 Anzeigen online

Anzeigen-ID: 2417972719

Anzeige melden

Anzeige drucken

Note. Screenshot of advertisement. Found August 12, 2024 on the portal www.kleinanzeigen.de

Appendix 3: Staff Requirement Plan

	Jan	Feb	Mar	Apr	May	June
Management	1	1	1	1	1	1
Administrative Assistant	1	1	1	1	1	1
Reception & Guest Relations	0	0	0,5	1	1,5	2
Restaurant Service & Kitchen	0	0	1	2	3	4
Marketing & Social Media	0,5	0,5	0,5	0,5	0,5	0,5

	July	Aug	Sep	Oct	Nov	Dec
Management	1	1	1	1	1	1
Administrative Assistant	1	1	1	1	1	1
Reception & Guest Relations	2	2	1,5	0,5	0,5	0,5
Restaurant Service & Kitchen	4	4	2	1	1	1
Marketing & Social Media	0,5	0,5	0,5	0,5	0,5	0,5

Labor force is specified in FTE. FTE = Full-Time Equivalent = 40h/week

Appendix 4: Gross Salary per Year and Position

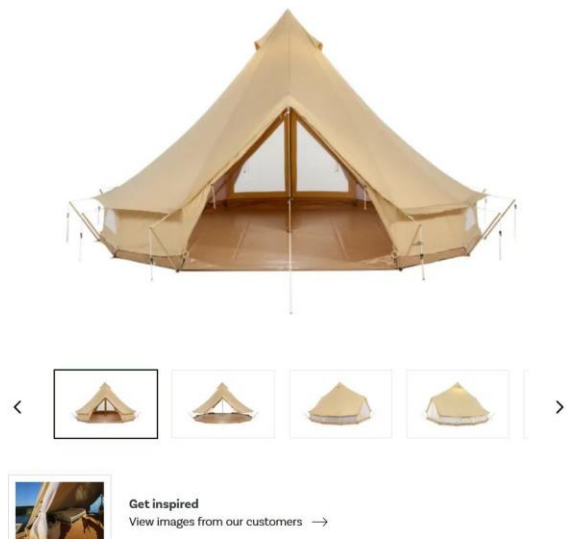
Gross Salary per Year and Position in EUR	
Management	45000
Administrative Assistant	40000
Reception & Guest Relations	30000
Restaurant Service & Kitchen	30000
Marketing & Social Media	30000

Appendix 5: Projected Yearly Salary According to Staff Requirement Plan

Projected Yearly Salary According to Staff Requirement Plan in EUR						
	Jan	Feb	Mar	Apr	May	June
Management	3750	3750	3750	3750	3750	3750
Administrative Assistant	3333	3333	3333	3333	3333	3333
Reception & Guest Relations	0	0	1250	2500	3750	5000
Restaurant Service & Kitchen	0	0	2500	5000	7500	10000
Marketing & Social Media	1250	1250	1250	1250	1250	1250
Total						
	July	Aug	Sep	Oct	Nov	Dec
Management	3750	3750	3750	3750	3750	3750
Administrative Assistant	3333	3333	3333	3333	3333	3333
Reception & Guest Relations	5000	5000	3750	1250	1250	1250
Restaurant Service & Kitchen	10000	10000	5000	2500	2500	2500
Marketing & Social Media	1250	1250	1250	1250	1250	1250
Total	190833					

Appendix 6: Product Information

Glamping Tent Small



Sibley ProTech 500 Double Door

2-8 people - 19.6m² - Tentex® C32

Durable and high quality family tent - offers glamping comfort in any climate. 100% cotton, stylish, and versatile—for campers who expect just that little bit more - multifunctional use - stylish - 500 series - 19,6 m² - Set up: 1 person, 10 minutes - 2-8 people - By far our most popular model for 2-4 people, whether you're camping, glamping, or just out for the day. It comfortably accommodates 2 people on a double mattress measuring 180x200cm. Alternatively, it can accommodate up to 8 youngsters with sleeping mats and luggage

Size & Shape

- 3 m Single Door
- 4 m Single Door
- 4.5 m Single Door
- 5 m Single Door Pro
- 5 m Double Door Pro
- 5 m Single Door
- 5 m Double Door
- 6 m Double Door
- 6 x 4 m Twin
- 7 m Double Door
- 7 m Quad Door
- 8 m Double Door

Color



€1,149.00

Note. Screenshot from: <https://www.canvascamp.com/en/sibley-protech-400>, retrieved 08.06.2025.

Glamping Tent Large



Sibley ProTech 400

2-5 people - 12.6m² - Tentex® C32

Durable and high quality family tent - offers glamping comfort in any climate. 100% cotton, stylish, and versatile—for campers who expect just that little bit more - multifunctional use - stylish - 400 series - 12,5 m² - Set up: 1 person, 10 minutes - 1-5 people - Comfortable for 2 people on single mattresses (90x200cm.) Up to 5 youngsters on sleeping mats + luggage

Size & Shape

- 3 m Single Door
- 4 m Single Door
- 4.5 m Single Door
- 5 m Single Door Pro
- 5 m Double Door Pro
- 5 m Single Door
- 5 m Double Door
- 6 m Double Door
- 6 x 4 m Twin
- 7 m Double Door
- 7 m Quad Door
- 8 m Double Door

Color

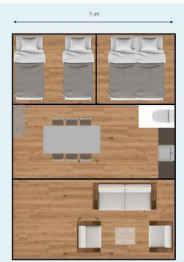
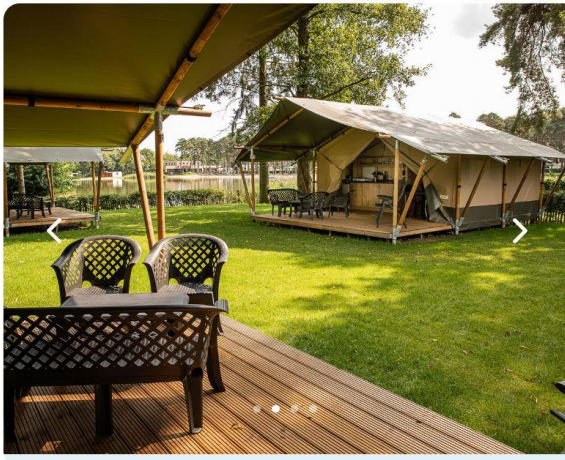


€849.00

Note. Screenshot from: <https://www.canvascamp.com/en/sibley-protech-500-double-door>, retrieved 08.06.2025.

Safari Lodges

Woody 25 Comfort



9m

4.25m

4 / 5 / 6

Inner tent 25 M²

Porch 13,5 M²

Fitted kitchen with sink

Toilet

Purchase

Lease

€14.000

Note. Screenshot from: <https://safari lodgetent.com/en/comfort/>, retrieved 08.06.2025.

Sauna



FASSSAUNA QUADRO 1 PLUS

Karibu "Fasssauna Quadro 1 Plus" 3-4 Personen 9 kW Bio-Kombi Ofen + Steuergerät

Produktnummer: 35448

PRODUKTVORTEILE

- ✓ Praktisches Steck-Schraubsystem
- ✓ Inkl. Massivholzfußboden
- ✓ Inkl. Ofenschutz
- ✓ Besondere Form
- ✓ 3 Bänke mit einer Breite von 55cm
- ✓ Dacheindeckung optional erhältlich

Note. Screenshot from <https://www.karibu.de/fasssauna-quadro-1-plus/35448>, retrieved 08.06.2025.

Appendix 7: Average Prices Per Accommodation Option

Camper Van Pitch				
Average Total Price per Night - Camping Season				
Pitch	Pax (av. 2,35)	Dog (av. 0,25)	Electricity	Total
18,00 €	18,10 €	1,00 €	4,00 €	41,10 €
Average Total Price per Night - High Season				
Pitch	Pax (av. 2,35)	Dog (av. 0,25)	Electricity	Total
20,00 €	22,80 €	1,00 €	4,00 €	47,80 €
Average Total Price per Night - Winter Season				
Pitch	Pax (av. 2,35)	Dog (av. 0,25)	Electricity	Total
14,00 €	13,40 €	1,00 €	4,00 €	32,40 €

Tent Pitch				
Average Total Price per Night - Camping Season				
Pitch	Pax (av. 2,35)	Dog (av. 0,25)	Electricity	Total
10,00 €	18,10 €	1,00 €	0,00 €	29,10 €
Average Total Price per Night - High Season				
Pitch	Pax (av. 2,35)	Dog (av. 0,25)	Electricity	Total
12,00 €	22,80 €	1,00 €	0,00 €	35,80 €
Average Total Price per Night - Winter Season				
Pitch	Pax (av. 2,35)	Dog (av. 0,25)	Electricity	Total
8,00 €	13,40 €	1,00 €	0,00 €	22,40 €

Glamping Tents - Small				
Average Total Price per Night - Camping Season				
Accomm.	Extra Pax	Dog (av. 0,1)	Electricity	Total
100,00 €	14,64 €	1,00 €	0,00 €	115,64 €
Average Total Price per Night - High Season				
Accomm.	Extra Pax	Dog (av. 0,1)	Electricity	Total
110,00 €	17,08 €	1,00 €	0,00 €	128,08 €
Average Total Price per Night - Winter Season				
Accomm.	Extra Pax	Dog (av. 0,1)	Electricity	Total
100,00 €	14,64 €	1,00 €	0,00 €	115,64 €

Glamping Tents- Large				
Average Total Price per Night - Camping Season				
Accomm.	Extra Pax	Dog (av. 0,1)	Electricity	Total
130,00 €	14,64 €	1,00 €	0,00 €	145,64 €
Average Total Price per Night - High Season				
Accomm.	Extra Pax	Dog (av. 0,1)	Electricity	Total
150,00 €	17,08 €	1,00 €	0,00 €	168,08 €
Average Total Price per Night - Winter Season				
Accomm.	Extra Pax	Dog (av. 0,1)	Electricity	Total
130,00 €	14,64 €	1,00 €	0,00 €	145,64 €

Safari Lodges - Small				
Average Total Price per Night - Camping Season				
Accomm.	Extra Pax	Dog (av. 0,1)	Electricity	Total
140,00 €	14,64 €	1,00 €	0,00 €	155,64 €
Average Total Price per Night - High Season				
Accomm.	Extra Pax	Dog (av. 0,1)	Electricity	Total
150,00 €	17,08 €	1,00 €	0,00 €	168,08 €
Average Total Price per Night - Winter Season				
Accomm.	Extra Pax	Dog (av. 0,1)	Electricity	Total
140,00 €	14,64 €	1,00 €	0,00 €	155,64 €

Safari Lodges - Large				
Average Total Price per Night - Camping Season				
Accomm.	Extra Pax	Dog (av. 0,1)	Electricity	Total
170,00 €	14,64 €	1,00 €	0,00 €	185,64 €
Average Total Price per Night - High Season				
Accomm.	Extra Pax	Dog (av. 0,1)	Electricity	Total
190,00 €	17,08 €	1,00 €	0,00 €	208,08 €
Average Total Price per Night - Winter Season				
Accomm.	Extra Pax	Dog (av. 0,1)	Electricity	Total
170,00 €	14,64 €	1,00 €	0,00 €	185,64 €