Final master thesis

Business Plan: Tentless

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Introduction
Today we live in a world so polluted that we are eroding ourselves just by breathing, and we now care more about which filter makes the background look greener rather than which actions can literally make it greener. Therefore, we seek to investigate in new ways to make our lives easier, healthier and reconnect with nature.

Tentless offers the opportunity to get away from the daily life routines and enjoy some outside time with friends and family. It provides all the necessary equipment including but not limited to tents, sleeping bags, hammocks, projectors, blankets, woods, music instruments, hiking, rafting, bungee jumping, biking. Also, the camping site will include a kitchen making sure nobody is thirsty nor hungry.

After a long search the perfect location has been found, Candeleda. Located in the province of Avila, the town is next to the Gredos mountains on its southern hillside, making its climate a microclimate with short winters and long summers with average temperatures of 26 °C. This makes it the ideal camping site, profiting from the weather, the green spaces and the mesmerizing hills for hikes. On top of that, this city has an advantage, a lake is passing through the majority of the green space and the town, opening new possibilities to create water related activities making the campsite unique and more profitable.

Having a river present in the project will insure the missing connections visitors are seeking. Rivers symbolize connection by touching everyone’s senses same as nature. This is the main purpose of the camping space created.

Moreover, the city of Candeleda is frequently visited by people looking for a nice quiet vacation away from the city and its noises. More and more people are seeking nature and its serenity, while the city itself offers heritage, culture and history, the camp will compliment these qualities and provide the missing connection with nature.

These visitors will then have more reason to visit and enjoy the activities and spaces Tentless offers as a result of the local market growth in the camping sector in 2018. That shows the importance a camp has and the break it offers from a daily routine.

The local market will increase the number of costumers that will benefit the camp. Tentless will be open all year expect for December and January with the possibility of opening all year long because of the good weather Candeleda offers, while others camp close during the off season.
While in the global market, western Europe has been the largest region in the global camping market that is composed of 42% of the global market in 2018, compared Asia Pacific who is second accounting for 24% of the global camping market and Africa having the least global camping market count. This shows the popularity that camping has attained among the European population, this trend is becoming more and more worldwide offering experiences related to health, environment and even a retreat from normal city life.

Tentless targets all ages while having doors open for families, students, groups of friend and mainly focuses on companies seeking a space for team building activities. The term ‘team building’ was first introduced to create connections between individuals that had none and were meant to improve a grow together. It is about unifying groups and making them whole, what better to ensure that than with help of nature and the essential elements it offers. Whether for organizations, sporting clubs or businesses, team building in a camp site will enhance the overall performance by undertaking multiple activities. Activities related to team building, communication skills, leadership, bonding, confidence and trust between individuals.

While keeping in mind the rivalry between different companies that would rather not mix its individuals and value privacy from opposing organizations. Tentless will provide the perfect solution, having two different sites and benefit from the huge green space Candeleda has to give. This will insure the privacy of these companies by creating a special rupture between them, while at the same time maintaining the same quality of service in the same environment.

Finally, the camp is estimated to open in June 2020, starting in the high season. Leaving a bit of time for the marketing and preparation to be completed. In the fourth year, the growth of the camp is expected to increase allowing our company to expand and develop. This means opening new camp space preferably in Andalucía and Cataluña both of which offer the same weather and characteristics as Candeleda.
Chapter 1 – World Market Trends
World market - camping

Camping is one of the most affordable option for anyone who plans to get away and enjoy a trip outdoors. It is proven to have an impact on reducing stress and contribute to emotional and physical stress. Nowadays, more and more people are expressing interest in camping in all of its forms – from back-country to adventure camping and, recently, glamping.

Camping is becoming more popular on a daily basis. In 2017 alone, there has been an increase of 2.6 million camper households with representation among all ethnicities. New campers are more diverse than the overall population, with a nearly even split between white and non-white campers. Also, Millennials and Gen Xers make up three-quarters of all campers, with Millennials alone accounting for 40%. People don’t have to travel far to camp since 59% of campers stay within 100 miles of home. When searching for nearby campgrounds, 42% stay at national/state/municipal campgrounds and 25% stay at private campgrounds. The increase in new campers (both younger and more ethnically diverse) seems to be due to a number of factors, including general accessibility to camping and various forms of unique camping accommodations, along with increased access to Wi-Fi and cell service.

While 53% of new campers camp in tents, 25% choose cabins and 19% RVs. Nowadays, you can take your pick of staying in a tent, cabin, trailer, hammock, teepee, etc. Nearly all of the new camping population which includes millennials and Gen Xers are interested in experiencing both back-country camping and glamping, while Gen X seeks more unique accommodations. While camping is a way to get away from it all, people still want to have the option to stay connected. The majority of campers (97%) actually bring some type of technology with them while camping. At least a third of the campers have a phone with them just for security reasons. However, millennials are more keen to use the technologies, as 27% of Millennials and 25% of Gen X campers saying it is important to them to share their experience on social networks.
Principal Countries

According to ranker.com, the foremost well-liked countries to camp in are the countries of northern Europe (Norway, Iceland, Sweden, Denmark, Netherlands), along with Canada, Germany, Austria. It’s believed that they need the advantage due to their smart education, economic state of affairs and exquisite landscapes.

Spain took the place range seventeen; however it’s underneath constant growth. As an example, the encampment & Resort Sanguli Salou recently invested with twenty million euros to expand its space by 70.000 sq. meters, adopting glamping because the main thought for the offered merchandise.

A proven fact that goes in our advantage is that the complimenting atmospheric condition throughout the complete year, and also the smart positioning of major cities (Madrid, Barcelona, Granada, Malaga) once taken into thought the gap from the mountains, rivers or lakes, which might leave organizing recreational activities that build the customer’s keep a lot of attention-grabbing.

Also, consistent with a survey complete by AYTM research, thirty seventh of respondents declared to have an interest in having a glamping keep within the following years. Talking concerning WHO has already fully fledged encampment, these percentages arise to forty sixth and twenty ninth within the next 2 years.

It’s attention-grabbing to underline that sixty nine of respondents Affirmed to go looking the contact with nature whereas move, and sixty nine of them conjointly wish to own amenities and luxury services at their disposal.
Main companies around the world

Glamping.com

GLAMPING.COM could be an extremely curated assortment of "glamorous camping" properties round the globe. They feature no normal properties as a result of they don’t believe normal travel. Glamping.com destinations provide distinctive experiences, and aim to empower folks to undertake this way of experiential travel with their hand-selected, in person vetted properties. To confirm this, they need a strict set of standards every property should meet so as to be listed at Glamping.com.

Glamping Hub

With over 35,000 listings, Glamping Hub is that the leading on-line booking platform for distinctive outside accommodations. Glamping Hub was launched in 2013 as a resource for the glamping trade and has become a totally practical booking platform in 2014. Created of over ten completely different nationalities, their world, and 80-person team works from 2 offices: one in urban center, Spain, and also the different in Mile-High City, Colorado. They’re committed to providing you with the simplest doable glamping expertise, beside superior client service.

KOA (Kampgrounds of America)

Kampgrounds of America (KOA) is that the world's largest system of in camera command campgrounds with virtually five hundred locations across U.S. and Canada. It absolutely was based in 1962 and is predicated in Billings, Montana, U.S. The present President/CEO of KOA is Pat Hittmeier

Vacansoleil

Vacansoleil has the largest alternative of campsites of all of them. They have over five hundred campsites unfold everywhere in Europe. Not solely do they need the foremost campsites, however even the simplest have and also the most fun ones. They need campsites within the loveliest locations additionally. Therefore whether or not your alternative is sun, sea, mountain air or supernatural lakes they need it all. Make a choice from the 5 stars campsites or the charm of smaller campsites. At Vacansoleil they need one thing for everybody, for each budget everywhere Europe.
Growth trends

In the recent years, inhabitation has been growing perpetually. Year-over-year, there's continuing growth in annual camper households – people who camp a minimum of once a year. Between 2014 and 2017, the quantity of inhabitation households who camp a minimum of once a year has increased 20% the quantity of campers who camp more than twice every year – the foremost avid has increased by 64 % since 2014.

In the U.S., there was a rise of 2.6 million of new camper households in 2017. Since 2014, half-dozen million of new households have started camping. In addition, nearly two hundredth of individuals surveyed by UN agency camped in 2017, expressed that they tried bivouacking for the first time within the recent few years.

![Growth in annual camper household](image)

*Figure 1 Growth in annual camper household*

![Camping habits](image)

*Figure 2 Camping habits*
We should also mention that there is a significant growth in campers who camp three or more times per year. According to KOA, it grew from 9% in 2015 to 64% in 2017.

Based on the type of the properties the campers choose, one quarter of them opt for privately owned campgrounds, and around 40% does it in national/state campgrounds. Only a small part chooses to camp in the wilderness, 7%, and the rest of them chose parking lots or other land which are not campgrounds.
Previously held beliefs and barriers to camping are breaking down, making camping more accessible to more people. Previously, concerns about safety or not knowing anyone who camps were bigger barriers for those who hadn’t camped before but wanted to try it. As camper numbers increase across all ethnic and age groups, it’s now more likely that an individual who is considering trying camping for the first time knows someone else who is already a camper. These experienced campers can be a resource and/or a camping companion to those wanting to try it.

Another fact that changes with the evolution of camping is the extracurricular recreational activities during camping which are becoming more and more popular. According to the surveys, these are the most wanted activities people wish to do while camping, based on their ethnicity:

*Figure 5 Activities while camping*
What fuels the growth?

The motivation to travel primarily begins with the requirement to flee, and secondarily, the chance to be rewarded at a private level with self-determination, a way of competency, learning, exploration and relaxation, associated with social interaction at a social level. The chance of escape is afforded by outside’s natural settings. Spending time outdoors, enclosed naturally, improves a human psychological wellbeing, in keeping with a study created by British tenting and vacationing Club in 2011. The study found that campers understand themselves as healthier than non-campers.

According to a questionnaire which was done amongst people based on what motivates them to go camping, most of them chose that it provides them with time to relax and not feel like they have to be somewhere or do something, and escape stress.

Figure 6 Benefits of camping
Opportunities in the market

Changing the company you camp with

One of the key question for the nature of our company is who the campers are travelling with? Gen X campers are most likely to camp with their families, or significant others, while millennials tend to camp with larger social groups of friends, siblings or parents. About a fourth of households say they camp with their parents.

Based on a report, we can see that only 4% of the people who were camping did it in organized groups. We see a big opportunity in exploiting that gap, since our main target customers would be organized camping trips for companies and schools, in order to introduce a new idea of teambuilding opportunities and school trips.
Changing what you do while camping

Another thing we would like to encompass into the camping experiences is all sorts of additional recreational activities which would enrich the experience of an everyday individual who chooses to go camping rather than to an ordinary vacation. We would invest into bringing tour guides, mountain bike expeditions, rafting tours, stargazing, outdoor cinemas, areas for holding meetings and/or educational activities, and much more.
Innovations & technologies in the market

Camping is often thought as a holiday that gets you back to basics, sleeping out in nature and enjoying some quality time with family and friends. However, over the years, things such as technology have had an impact on camping. Rather than taking away from the true nature of camping, we believe that technology has made camping even better for families. But why do we think this? Well, let’s take a look at how camping used to be and what it is now!

The old-fashioned way to camp

There are many of us who have fond memories of our camping holidays as kids. Whether they were in a caravan or a tent. However, if you ask your parents they are likely to think of them in a less favorable light. Long rainy days with nothing to do, sparse facilities with poor quality toilets. Not to mention, difficult to pitch tents or awnings and even having to boil water on a stove. The list goes on. This doesn’t mean that it wasn’t still a popular holiday. Instead it wasn’t always the relaxing break that some parents would have hoped for.

A modern approach

Nowadays, camping has become all the more glamorous. In fact, many people actually choose to go camping for a break, rather than simply as a way to save money. Technology has a huge amount to do with this.

There are so many gadgets out there now which are designed to make camping easier, more comfortable and of course lots of fun too! Tents have been designed to be a home from home. There are some that come complete with solar panels and LED lights inside. Not only this, but there are those that have a solar powered fan and lantern, perfect for those long hot nights.

Compact and portable fridges have meant that you can keep your milk and bacon cool and fresh, ready to be cooked for the morning. You can also charge all your devices using a camping friendly electrical hook up.
Social Media

Social media is a platform for individuals to seem up natural outings, manage journeys, receive weather updates, capture moments and share them in a flash. Phones will even function in a method of security tool just in case of emergencies. Some might argue that social media may be a distraction from enjoying the nice outdoors as a result of you aren’t actually permitting yourself to be distant from the everyday happenings within the world. Except for others, social media may be thanks to share what they’re experiencing with the individuals they love. For some, camping experiences will really be improved by using social media. In fact, it's going to even inspire their followers to contemplate an inhabitancy trip themselves.

Another reason social media might improve inhabitation experience as a result of it helps to recall memories. Since memory is commonly selective, interactive functions on social networking sites helps us to recall precise reminiscences and experiences through our footage, posts, likes and comments.

Facebook may be a excellent example of this theory. Facebook sporadically can show its user’s photos, posts, videos and different interactions from previous years to inform them of sure events, that prompts social media users to get back these experiences. Leveraging the ability of social media content will influence different social media users to require action and contemplate encampment, too. People like everything that is plain and straightforward.

Through Instagram photos, Snapchat stories, Facebook live video or maybe tweets, folks will have interaction with friends and family on camping journeys and see first-hand specifically what its’ like and why they ought to think about camping, too.
Tendencies around the world

The top three emerging trends driving the camping equipment market according to research analysts are:

- Technological advancement in camping equipment designs
- Introduction of eco-friendly camping equipment
- Diverse nature of camping programs
- Glamping

Technological advancement in camping equipment designs

With advances in technology, key competitors have come up with innovative ideas to gratify technology enthusiasts. Several innovations have been introduced like water-repellent down insulation for sleeping bags, equipment enabled with USB drives, bear-resistant camping coolers, free-standing and lightweight camping stoves, compressible sleeping bags that can be converted to a size of a ball, and user-friendly and easily inflatable tents. Such high-tech camping equipment can offer diversification and variety to competitors' portfolios.

Introduction of eco-friendly camping equipment

With the growing awareness of atmosphere preservation, the demand for eco-friendly raw materials in encampment instrumentation is on the increase. With the exception of the value, design, and quality, customers also are fascinated by the property of merchandise. Huge Agne has introduced the Salt Creek a pair of and Fly Creek a pair of Platinum in 2015, that square measure eco-friendly merchandise, with the tent, fly, and floor fabricated from 100 percent recycled materials. The fly and floor square measure created waterproof with a solvent-free polymer coating.
Diverse nature of camping programs

Many service providers have started offering camping programs especially for older generations. They focus on promoting camping as an experience, not a stand-alone service, therefore, increasing the interest among individuals to pursue camping. These providers arrange edutainment camps and nature treks to attract consumers from different age groups.

Glamping

Glamping is wherever beautiful nature meets fashionable luxury. It’s some way to expertise the wild and utterly distinctive components of the world—without having to sacrifice livelihood. The manner we have a tendency to travel has modified. We have a tendency to not need a generic, one-size-fits-all vacation. We would like to explore on our terms and immerse ourselves in native culture, and that we not simply wish to easily witness nature—we wish to measure in it. A fusion of glamour and tenting, glamping could be a thanks to genuinely expertise the foremost awful locales round the world. It’s rather more than a pleasant tent.

The glamping movement is growing, and it’s showing no signs of retardation down. Across the world, you’ll notice unimaginable destinations, everyone providing their own distinctive blessings. You’ll get up in a very habitation on a mountaintop. Reside within the forest cover in a very treehouse. Soak up the bird's-eye views in Associate in nursing eco-lodge.

Glamping, a lexical mix of ‘glamorous’ and ‘camping’ has evolved from African safaris wherever exigent European and yank travelers slept in luxurious canvas tents, supported by chefs, guides, porters and butlers. As such, this juxtaposition of sanctuary and geographical region represents hospitality's dualities, albeit outdoors.

Glamping removes camping's negative attributes –leaky tents, smelly sleeping bags and improvised food, replaced with pre-setup, homelike accommodations such as cabins, yurts, tipis, and treehouses. These temporary abodes are often furnished with luxury beds, quality linens, rugs, antique furnishings, and modern, sleek bathrooms. Offered in France for the past 20 years, the concept has only recently grown into a mainstream outdoor hospitality offering.
Glamping removes camping's negative attributes – leaky tents, malodorous sleeping luggage and impermanent food, replaced with pre-setup, comfy accommodations like cabins, yurts, tipis, and tree houses. These temporary abodes square measure typically equipped luxury beds, quality linens, rugs, antique furnishings, and modern, sleek loos. Offered in France for the past twenty years, the construct has solely recently full-grown into a thought out of doors welcome giving.

Glamping is also offered on a third-party basis, as personified by Feather Down Farms, now operating multiple locations in England, Wales, France, Germany and the United States. Each farm presents a unique rural experience. African style safari tents, complete with wooden floors, living area, two bedrooms with beds, down duvets, and a kitchen with open fire-stove, are sufficiently spaced to provide a sense of privacy. As the tents do not have electricity, evening light is by candlelight and oil lanterns. Certain farms offer extras such as outdoor hot tubs and meals prepared by the farmer.
Chapter 2 – Local market
Is the local market different than the world market, and how?

Based on the data that is provided by INE (Instituto Nacional de Estadistica), there was approximately 7.9 million guests in the camping sector in 2018, which is 1.2% increase compared to 2017. However, there were more significant increases in 2017 and 2016 compared to the previous years with 5.8% and 8.3% respectively. We can conclude that the increase in the number of consumers in this sector is following the global trends, since we see the constant growth on a yearly basis.

If we take a closer look at the numbers, the peak in the number of guests on the annual basis is in August, where it reaches the number of close to 2 million guests. High season can be considered June – September, with more than 900,000 guests monthly. October – May with an average of 320,000 guests per month. However, during the high season, the average stay for a guest is 3 to 4 days, compared to the minimum of 5 days in the offseason, and peaking out in January at 8.81 days. This show us that despite of the decrease of number of consumers, there is still enough room for making profits since the guests are spending almost double the time per stay.

Additionally, competition varies depending on the season. There are a lot of camps that work only in high season, and close in the off season. Considering the fact that our camp would work all year round, we would be able to take advantage of this fact. During the high season there are approximately 1050 establishments in the camping sector, while in the offseason that number drops down to 400. That is a 62% decrease based on the season of work, and applying the fact that we provide a pretty unique variation of services that will put us in a far better position compared to the competition.
Furthermore, based on the global research, we concluded that most of the campers go to their camping trips no further than 150km from their homes. Based on that, we should see concentration of tourist camping next to the major cities in Spain. According to the statistic data from INE, the highest circulation of guests, with around 34%, is formed in Catalunya, in proximity to Barcelona. The next major area, with 14%, is Andalucía, where we have Sevilla, Granada, Malaga and Cordoba. Following Andalucía is Community of Valencia, with 12% of national guests, where Valencia is located. Our major camping sites should be located in these areas in order to maximize the number of customers we can provide this service to. We should also mention the Community of Madrid taking into consideration that our target customers are companies, despite the fact that it covers only 5% of all the campers. We see the opportunity to exploit this part of the market, and since this segment currently don’t have an option of experiencing camping, after a successful implementation of our business, hopes are that this number will be significantly higher.
Target customer group – big enough?

As we have mentioned in the previous chapter, the main focus customer group would be companies who intend to plan healthier and more active team building trips for their employees. In 2018, there was approximately 160,000 companies all around Spain with more than 10 employees, which is by our estimations the minimum number of employees for the companies to start organizing teambuilding trips. This number of companies gives us a significant customer group that can be targeted for providing our service. The next biggest sector is the schools, with approximately 4 million students in primary and secondary sector – which are the part of the sector our company is aiming for. That gives us another massive segment for providing our service. Concerning the last two customer segments, it is really hard to separate active individuals and families from those who wouldn’t use our service or who would go on their own. However, based on an oral questionnaire we have conducted between our families, friends and colleagues, 1.5 out of 10 (15%) subjects have replied with a positive answer on whether they would try at least once the services that our company provides. Spain has a population of 47 million inhabitants, which would give us an approximation of 7 million people who are willing to purchase the service that we are offering.

All in all, Spain is a big country with beautiful nature and pretty complimenting weather conditions throughout the whole year. When we add these facts to the numbers that we get from approximations of our potential customers, we can only see that there is a lot of potential for entering the market.
Problems that can be solved in the market with our service

- The need to own equipment to be able to go camping
- Transportation problems
- Find a place for camping
- Physical work to prepare the camp
- Planning hiking, biking, and other adventures
- Time management
- Food preparation
- Knowledge of the nature and area
- Unsafty feelings
- Finding company for camping
PESTEL

Political factors:

- Regulatory Practices – We have to manage diverse regulations in the various markets it is present in.

- Changing policies with new government – We have to prepare for this eventuality as it can lead to change of priorities for the sector.

- Governance System – The present governance system in the industry is facing challenges

- Other stakeholders such as non-government organizations, protest & pressure groups, activist movements play critical role in policy making. We should closely collaborate with these organizations so that it can contribute better to the community goals as well as with corporate goals.

- Importance of local governments in Technology & Operations – Local government plays an integral role in policy setting and business environment regulations in the sector. We should closely monitor and lobby these changes.

- Taxation policies

Legal:

- Environment Laws and guides – The level of environmental laws in the country.

- Health and safety norms in the country.

- Employment law in the country

- Data protection laws – Over the last decade data protection has emerged as critical part of not only privacy issues but also intellectual property rights

- Legal protection of intellectual property, patents, copyrights, and other IPR rights in various countries

- Business Laws – The business laws procedure that government follows
Economic factors:

- Inflation rate – The increase in inflation rate can affect our camp.
- Exchange rate – The volatile exchange rate can impact our camp investment plans not only in the short term but also in the long run.
- Economic Cycles – The performance of our camp in Strategy & Execution is closely correlated to the economic performance of Spain.
- Skill level of workforce the present market – We can leverage good skill level of employees in the present market to not only improve services in Strategy & Execution but also leverage those skills to create global opportunities.
- Increasing liberalization of trade policy can help us to invest further into the regions which are so far off limits to the firm.

Social factors:

- Attitude towards health and safety – With increasing liberalization the attitude towards health and safety are getting lax. We need to stay away from these attitudes as the cost of failure is too high.
- Gender roles – The gender roles are evolving in the country. We can test various concepts to cater to and support these evolving gender roles in the local market.
- Societal norms and hierarchy – We should strive to build a local team that understands the societal norms and attitudes better to serve the customers.
- Media outlets play a critical role in influencing the public opinion. Both traditional media and social media are rapidly growing, we can leverage this trend to build efficient marketing network.
Technological factors:

- Developments and dissemination of mobile technology has transformed customer expectations.
- Latest technology based innovations implemented by competitors– This can provide a good insight into what the competitors are thinking and where Strategy & Execution industry business model future is.
- 5G and its potential – We have to keep a close eye on the development and enhancement of user experience with increasing speed and access.
- Research and development investment at both macro level and micro level in Technology & Operations is increasing. It can lead to industrywide disruption through innovation of new products & services.

Environmental factors:

- Extreme weather will also add to the cost of operations of the Camp as it has to invest in making its supply chain more flexible.
- Customer activism – Greater awareness among customers will put environmental factors at the center of our strategy. Customers expects our Camp to adhere to not only legal standards but also to exceed them to become responsible stakeholder in the community.
- Renewable technology is also interesting. It can leverage the trends in this sector. Many governments are providing subsidies to invest in the renewable sector.
- Recycling is fast emerging as a norm rather than a -good thing to do- in many economies. We have to make plans to adhere to regulations and meet consumer expectations.
- Waste management especially for units close to the urban cities has taken increasing importance. Government are fast coming up with strict norms for waste management in the urban areas.
Chapter 3 - Objective customer and value proposition
Target customers – Companies

- The largest group of potential customers
- Bringing the option for companies to grant their employees an opportunity to get to know each other better in a more healthy and open environment
- Based on the questionnaire that was conducted, the employees would love a more active teambuilding vacations in nature for a change
- Providing open big areas with projectors and screen for meetings if necessary, and movies or other entertainment purposes

What customer’s problems are we solving?

- Difficulty of finding new ways to improve cohesion and relationships between employees
- Motivating employees for leading a better, healthier life by including them into outdoor activities
- Enabling employees to work in the nature/outdoors
- Planning and managing activities that are not work-related on the teambuilding trips

How are we attracting the customers?

The idea is to provide companies with an active teambuilding trips, which would have provided transportation, accommodation (pre-prepared tents, hammocks, sleeping bags), food, outdoor offices, activity areas and numerous additional activities such as hiking, stargazing, outdoor cinema, biking, rafting, etc. This would relieve companies and their staff from using their time to organize the trips and extracurricular activities. Saving this time would give them with more time to do their jobs, which means that our service would actually save the company’s money. Additionally, the camps have experienced staff and covered insurance and medical staff which keeps the environment safe for everyone included.
**What products/bundles of products are we offering to this customer segment?**

- Organized camping trips with equipment and selected activities provided (hiking, stargazing, outdoor cinema etc.) and room for meetings and/or classes
- There is an availability for other countless recreational activities (rafting, biking, paragliding and many more) per request from the customers with negotiable and competitive prices
- Breakfast provided, and an area for preparing food for the other meals. Other meals could be provided in case the customers don’t wish to prepare their own food
- Transportation to and from the camping spot

**Which customer needs are we satisfying for this customer segment?**

- Self actualization
- Need for freedom that is awakened by spending time in nature
- Sense of connection and direction
- Friendship, intimacy with their co-workers
- Responsibility
- Knowledge
- Self awareness & balance
- Healthy lifestyle
Target customers – Schools

- Another large group of customers
- Option of taking students to an outdoor places and connect them with nature
- It would be of an enormous help for the millennials who have lost the touch with the nature because of the huge impact of technology on their growing up
- Professional and friendly staff who would take the responsibility for the kids from the professors and create an amusing atmosphere
- Areas with outdoor projectors and screens for educational or entertainment purposes

*What customer’s problems are we solving?*

- Giving schools a new option for taking students on field trips to add variation to regular trips
- Giving the kids the opportunity to reconnect with nature considering the fact that most of the millennial children are highly dependent on technology and don’t have an access to the nature in their everyday lives
- Planning and managing outdoor activities that require time, expertise and knowledge of the areas that most of the professors don’t have
- Motivating students to lead a healthier and more active lives

*How are we attracting the customers?*

The idea is to provide schools with active field trips, which would have provided transportation, accommodation (pre-prepared tents, hammocks, sleeping bags), food, outdoor classrooms, activity areas and numerous additional activities such as hiking, stargazing, outdoor cinema, biking, rafting, etc. Our goal is also to relieve stress and responsibility from the professors and other staff who are in charge of the children’s safety, because they are hugely understaffed concerning the fact that they are taking care of a big number of kids per professor. Our camps have experienced staff who are great with kids and are able to animate them during the whole stay. There is also covered insurance and medical staff which keeps the environment safe for everyone included.
What products/bundles of products are we offering to this customer segment?

- Giving schools a new option for taking students on field trips to add variation to regular trips
- Giving the kids the opportunity to reconnect with nature considering the fact that most of the millennial children are highly dependent on technology and don’t have an access to the nature in their everyday lives
- Planning and managing outdoor activities that require time, expertise and knowledge of the areas that most of the professors don’t have
- Motivating students to lead a healthier and more active lives

Which customer needs are we satisfying for this customer segment?

- Self actualization
- Need for freedom that is awakened by spending time in nature
- Sense of connection and direction
- Friendship, intimacy with their classmates
- Responsibility
- Knowledge
- Self awareness & balance
- Healthy lifestyle
Target customers – Active individuals / Groups of individuals

- People who have the desire to enjoy and experience the nature but don’t have time or knowledge to do it on their own
- People who don’t have resources or expertise with camping equipment and how to manage in nature
- People who love camping and wish to experience new things, or try a various range of our recreational activities with their friends or alone

*What customer’s problems are we solving?*

- Giving the individuals or groups of individuals an option for experiencing a camping trip without a need to buy equipment or have any knowledge about camping, nature or the area
- Planning and managing activities in the nature that would otherwise take a big amount of time for planning and collecting information about the areas
- Giving the customers who have fears of the experiencing new activities on their own the feel of safety provided by our staff that’s familiar with the areas and life in the nature
- Opportunity for individuals to meet new people or groups of people who are interested in the same activities as them, which also gives them a feel of connection with people
- Opportunity for individuals to do planned trips so they don’t expose themselves to any risks alone
- Motivating customers to lead a healthier, more active life
**How are we attracting the customers?**

The idea is to provide individuals or groups of them organized camping trips, which would have provided transportation, accommodation (pre-prepared tents, hammocks, sleeping bags), food, outdoor classrooms, activity areas and numerous additional activities such as hiking, stargazing, outdoor cinema, biking, rafting, etc. Our goal is also to give them an opportunity to experience camping even though they don’t have the equipment, expertise, knowledge of the area, or time to organize their own camping trips. Also, it gives an opportunity to camp to people who have fears of nature, spending time in nature alone, or having fears of getting injured by doing activities they are not familiar with. Our camps have experienced staff who have great people skills and are able to provide all our customers the help they need to overcome their fears or do the activities they wouldn’t do on their own. There is also covered insurance and medical staff which keeps the environment safe for everyone included.

**What products/bundles of products are we offering to this customer segment?**

- Organized camping trips for individuals with activities and equipment provided
- If wanted, matching different individuals in the same time period to provide company and meet new people
- Ability of experiencing numerous recreational activities which are not available in the city
- Breakfast provided, and an area for preparing food for the other meals. Other meals could be provided in case the customers don’t wish to prepare their own food
- Transportation to and from the camping spot
Which customer needs are we satisfying for this customer segment?

- An appreciation of nature’s beauty
- Self actualization
- Freedom
- Sense of connection and direction
- Friendship, intimacy
- Responsibility
- Knowledge
- Self awareness & balance
Target customers – Families

- Families who want to provide their kids a special type of vacation without all the troubles of organizing it
- People who don’t feel safe enough to take their children/parents to the nature alone without any safety
- Families who don’t have any experience with nature but would still like to experience the nature and get out of their comfort zone

What customer’s problems are we solving?

- Giving the families an option for experiencing a camping trip without a need to buy equipment or have any knowledge about camping, nature or the area
- Planning and managing activities in the nature that would otherwise take a big amount of time for planning and collecting information about the areas
- Giving the customers who have fears of the experiencing new activities on their own the feel of safety provided by our staff that’s familiar with the areas and life in the nature
- Opportunity for families to do planned trips so they don’t expose themselves or their loved ones to any risks alone
- Motivating families to lead a healthier, more active life
How are we attracting the customers?

The idea is to provide families organized camping trips, which would have provided transportation, accommodation (pre-prepared tents, hammocks, sleeping bags), food, outdoor classrooms, activity areas and numerous additional activities such as hiking, stargazing, outdoor cinema, biking, rafting, etc. Our goal is also to give them an opportunity to experience camping even though they don’t have the equipment, expertise, knowledge of the area, or time to organize their own camping trips. Also, it gives an opportunity to camp to people who have fears of nature, spending time in nature alone, or having fears of getting injured by doing activities they are not familiar with. Our camps have experienced staff who have great people skills and are able to provide all our customers the help they need to overcome their fears or do the activities they wouldn’t do on their own. There is also covered insurance and medical staff which keeps the environment safe for everyone included.

What products/bundles of products are we offering to this customer segment?

- Organized camping trips for families with activities and equipment provided
- If wanted, matching different families in the same time period to provide company and meet new people
- Ability of experiencing numerous recreational activities which are not available in the city
- Breakfast provided, and an area for preparing food for the other meals. Other meals could be provided in case the customers don’t wish to prepare their own food
- Transportation to and from the camping spot

Which customer needs are we satisfying for this customer segment?

- An appreciation of nature’s beauty
- Self actualization
- Freedom
- Sense of connection and direction
- Friendship, intimacy
- Responsibility
- Knowledge
- Self awareness & balance
Chapter 4 – Company Structure and Processes
Company Structure

Generally speaking, even though campsite sounds like a rather informal business, it is a business and it needs to be registered as a company. It is a great challenge to manage various areas a camp contains, like food & beverage service, healthcare, marketing, finance etc. It is an unusual mix of elements, especially considering the fact that most of the workforce that are generally employed in camps are in their late teenage years or in early twenties. Therefore, we must approach this part of the project carefully, making sure that nothing is left to chance. On the other hand, anyone who have been to a camp is aware that camp is not just a business, but it is a unique experience that involves kids, mission-driven people, nature lovers and all that combined with passionate owners, directors and executives who value the nature and camping experience. The key is finding balance in decision making – maintaining the passion for camping experience while keeping in mind that it is a business after all.

Figure 8 Organizational chart
Tentless will have a hierarchical structure model, which is one of the most common models used in defining organizational structures in companies. Like any other company, the highest ranked officer in the company is the CEO.

On the next level, we will have 5 different sectors which will answer directly to the CEO – Marketing, Finance, Human Resources, Legal and Camp Sector.
Marketing sector’s responsibilities are:

- Analyzing the market in order to analyze the size of the market, customer segments, competition, buying patterns, marketing channels, etc
- Developing advertising campaigns to increase buyer interests in our service
- Monitoring project progress from planning to execution
- Researching competitive services by identifying and evaluating competitor’s service characteristics, market share, pricing and advertising
- Collecting and analyzing data and presenting it to clients and management
- Conducting marketing reports by collecting, analyzing and summarizing sales data
- Monitoring advertisement budgets
- Planning, developing and implementing PR strategies
- Managing media
- Reaches out to businesses and schools that are a suitable candidate for the service our company is offering
- Set sales goals
- Explore new ways of expanding the client base
- Managing client accounts
- Processing payments and applying discounts according to the situation
- Maintaining relationships with the clients in order to keep the clients and encourage recurring business
Financial sector’s responsibilities are:

- Plan, organize, manage and execute the finances and financial goals of the hotel
- Preparation of financial statements
- Accounting
- Forecast budgets
- Manage cash flow
- Manage investments
- Financial auditing
- Managing of camp accounts
- Government regulations compliance (taxes)
- Maintaining relationships with banks and insurance companies

Human Resources sector’s responsibilities are:

- Analyzing job duties
- Writing job descriptions
- Performing job analysis and evaluations
- Recruiting and staffing
- Processing paperwork
- Planning and coordination of the workforce
- Resolving issues between management and employees
- Advise management on policies that could affect the company (Equal employment opportunities, sexual harassment, etc.)
- Direct disciplinary procedures
- Compensation and benefits administration
- Organization development
- Organization departmental planning
- Processing transfers, promotions and terminations
- Developing and administering health and safety programs
- Conducting safety inspections
- Maintaining accident records
Legal sector’s responsibilities are:

- Advise the executives and employees on changes to the laws affecting the company
- Investigation of employees’ compliance with the law
- Overseeing lawsuits
- Ensuring that company is fulfilling all its legal duties
- Managing the legal budget in order to get the most efficient results
- Managing contract signings between the company and client companies or schools
Last but not least, the camp coordinator will be the person in charge of all the activities in the camp, and will answer directly to the CEO. He is responsible for everything that is going on in the camp.
Camp Staff Manager will manage all the teams in the camp that are directly in the process of providing the services to our clients. It consists of Camp Guide Team, Entertainment Team, Event Management Team and Extracurricular Activities Coordinator. Their responsibilities are:
• Camp Guide Team
  o Team of passionate nature lovers who are great at working with people
  o Accommodating clients upon their arrival
  o Introducing clients to the specifics of their trip
  o Conducting the on-site activities which are included in the camp – hiking, stargazing, familiarizing clients with nature and the area, etc.
  o Being at client’s disposal in order to answer any doubt or direct them to the responsible person

• Entertainment Team
  o Setting up and managing all the entertainment equipment at the campsite
  o Support for meetings and classes conducted at the designated area
  o Contacting the clients to check for any specific requests and implements them upon Camp Staff Manager’s approval

• Event Management Team
  o Planning, organizing and implementing events in the camp area
  o Reaching out to businesses in order to get sponsorships or deals for events
  o Supervising and managing outsourced staff if applicable
  o Monitoring the success of the events planned
  o Working with marketing to promoting the event
  o Making sure that insurance, legal, health and safety obligations are followed
  o Oversee the dismantling and removal of the event and returning the area into the natural state
• Extracurricular Activities Coordinator
  o Reaching out to clients to check if there is any activity requests for the duration of their stay (rafting, parachuting, mountain biking, motocross, etc.)
  o In case of a request proceed with contacting the partners and scheduling the activities
  o Overseeing the execution of the activities making sure that everything is in order
  o Coordinating the Event Management Team in case of an Event request from the client
  o Coordinating with the Camp Guides with carrying out on-site activities (hiking, stargazing, nature classes, etc.)

Food & Beverage Manager’s responsibilities:

• Managing day to day operations while keeping track of the budget
• Controlling the service standards
• Leading Food & Beverage team by attracting, recruiting, training and evaluate talented personnel
• Designing menus
• In charge of purchasing goods for restaurant and bar
• Establish targets for the restaurant and bar
• Comply with and monitor all health and safety regulations
• Report sales results and productivity to management
• Analyzing any special requests made by the customers, and providing the cost estimations to the sales team
In the **Administration**, we have three more departments:

- **Front Desk**
  - Answer phone calls
  - Route calls to specific people
  - Answer inquiries about the company
  - Greet customers
  - Schedule meetings
  - Coordinate flow of traditional mail in and out of the office
  - Arrange appointments
  - Arrange and manage appointments
  - Addressing complaints

- **Maintenance**
  - Overseeing campsite infrastructure to ensure functionality and safety
  - Organizing repairs, installations and renovations
  - Act fast to resolve emergency issues
  - Maintain budgets, expenses and activity logs
  - Inspect the campsite regularly to ensure it meets the standards

- **Medical Doctor**
  - Overseeing the wellbeing and health of all the clients
  - Assessing and planning minor treatment requirements
  - In charge of purchasing and managing medical supply
  - Providing first aid if necessary
  - Contacting the closest hospital in case of an accident
  - Taking care of patients until the emergency vehicle arrives
Legal aspect

How to make our business legal?

Before starting doing business comfortably, we have to make sure that everything is done by the book.

What kind of business do we want to be?

It’s true that beginning a business will be terribly chilling and difficult, however what’s a corporation while not challenges? We ought to create vital decisions, beginning by selecting the kind of structure. Why will selection the selection of business structure matter? as a result of this choice can have an effect on what quantity we tend to pay in taxes, the amount of risk or liability to our personal assets, and even the power to lift cash from investors or venture capitalists. We tend to finally select the liability Corporation (S.R.L.), as a result of it’s the simplest of each worlds. It permits flexibility of a partnership, however limits the liability of these concerned. Associate LLC is sometimes loads sort of a Corporation, and offers a mixture of some limitation on legal liability and a few favorable tax treatments for profits and transfer of assets. The method of forming associate LLC is slightly additional advanced than a sole ownership or a partnership; we’ll ought to opt for a compliant business name, file our articles of organization, and build associate operative agreement. We should be aware that with added protection comes added difficulty and tax incentives are a big plus.

How does a Spanish Limited Liability Company works?

In Spain, LLC provides a much better and versatile legal framework with fewer necessary rules than a company. Approved by the Legislative Royal Decree of 2010, the law that governs Spain’s LLC’s is that the Revised Capital corporations Law; it regulates varied legal entities like Sociedad Anomia, and liability Company. All of the participants’ shares are often closely-held by foreigners. The dominion of Spain could be a European sovereign nation. The social group consists by a unitary parliamentary constitutional monarch with a major minister, associate higher and lower house law-makers.
**What are the benefits of an LLC in Spain?**

As mentioned previously, the totality of shareholders might be foreigners. Their liabilities are restricted to the company’s capital investment. The minimum variety of shareholders is one and additionally, a minimum of 1 administrator is needed to make an LLC, which might be the only shareowner. The minimum initial capital ought to be 3000 monetary unit. This price should be absolutely disbursed. They will contribute economically with merchandise or right.

**The company name** shouldn’t resemble any other Spanish legal entity, which is good, since our name is Tentless and there is not one company that has the same name. And since every LLC must include the words “Limited Liability Company”, our final name will be Tentless LLC.

For our company to be registered in the system, we have to follow some steps.

- The articles of incorporation must be signed before a notary and filed with the Registro Mercantil, with the company name, identity of the shareholders, company purpose, registered address, etc.
- The registration process can be quickly accomplished by filing online with a Single Electronic Document (SED) which is only available to LLC’s and not formal corporations.

**Shareholders’ liability** is limited to the number of the capital stock contributed by all. However, in exceptional circumstances, liability could also be permissible from shareholders so as to shield the interests of third parties. Sometimes, the courts might hold the corporate and therefore the individual shareholders liable subjecting their assets to judicial seizure. The Spanish courts have dominated that the philosophy of “piercing the company veil” (levantamiento del velo) will apply once acts of misconduct occurred and therefore the LLC is fraudulently protective shareholders.
Shareholders:

LLC’s will be sole stockholder firms. Single homeowners should register intrinsically with the business written account and every one company correspondence and business documents should acknowledge sole possession. Additionally, sole possession should be recorded in a very special company register together with all contracts with the corporate. Compliance with these needs is obligatory. Failure to abide by once six months from turning into a sole stockholder LLC can lead to the only owner having personal liability for all debts and obligations of the LLC. There are not any limits on the utmost of shareholders in a very Spanish LLC. Members’ contributions should be divided into shares. The shares should be recorded in a very public document and that they don’t seem to be marketable securities. The law conjointly established pre-emptive rights to amass alternative shareholder’s shares or the whole company once a transfer of a shareholder’s shares is to anyone apart from those named on top of. However, the Bylaws might give exceptions to the law.

*How does the management work?*

The law allows a LLC to appoint a Board of Councils of between 3 up to 12 members and one or more Administrators to manage the day to day operations. Directors and Administrators may be natural persons or legal entities. Administrators do not have to be shareholders. They can be appointed for an indefinite time period. The articles of Incorporation can provide different types of management structures adapting to the needs of the company.

For **Accounting**, Spain chose not to adopt the EU accounting regulations; therefore the traditional Spanish GAAP is applied to every LLC. The Spanish law states that a financial statement must include an income statement, a cash flow statement, a balance sheet, a report of equity changes during the fiscal year, along with notes regarding other important financial events.

The **minimum share capital** for a LLC is 3000 Euro, as mentioned before. Shareholders’ contributions may be made in cash or like-kind. Cash refers to payments made in money in exchange for shares. Like-Kind refers to various forms of contributions such as equipment, vehicles, office supplies, computers, and other assets.
An **Annual General Meeting** of the shareholders is mandatory. The scope of general meetings is established by the Capital Company Act. This meeting can deal with the appointment and removal of directors, increasing or reducing the capital, and liquidating the company. Two types of meetings are provided under the law:

- General Meetings can be in the form of ordinary course of business meetings such as approving annual accounts, appropriation of profits, etc. Board of Directors can meet whenever necessary for the operation of the company.
- Universal Meetings are the official meeting of the shareholders. Prior notice is not required. However, 100% of the shareholders must agree that a meeting will take place.

The current corporate **tax** rate in Spain is **25%**.

New LLC’s must apply for a tax identification number (CIF) from the Tax Authorities. If the LLC will conduct commercial activities within Spain, a formal statement must be filed with the local Tax Office.

The Value Added Tax is **21%**. However, some products and services are taxed from **4% to 10%**.
Six steps to set up a company in Spain

1. Get the NIE number if nonexistent

Like most people living in Spain, a NIE is required to extend your stay in this country. This won’t be a problem since we already got ours.

2. Names of the company

We will need 3 names that we would give to our company, which must be sent to the Corporate Register of Spain (Registro Mercantil Central) in order to check the availability. Depending on the preferences we set beforehand when submitting them and on the availability of the name, they will accept one of them. This process can take up to 48 hours.

3. Opening a bank account for our business

Since we have our NIE, we can open a bank account for the company. Even though each one of us have a bank account, it is preferable to open a new one.

4. Establishing the Shareholders of the company

In this step, we should decide how many and who will be the shareholders of this company. As a next step, a director should be decided. There are two types of directors; but what many companies actually do is to have one with corporate and working functions altogether.

5. Going to the notary to sign the deed

With all the documents mentioned before, we will need to go to the notary to sign the deed, without forgetting to mention the investors and administrators.

6. Going to the tax agency and paying the taxes

After getting the deed from the notary, and in order to apply for a provisional Tax Identification Number, we will need to go the Spanish Tax Agency. And once we start our activity, we will begin to pay taxes.
Rules and restrictions of camping in Castilla y Leon

1. **Object:** Regulates housing establishments in the modality of camping in Castilla y Leon

2. **Scope of application:** Applicable to accommodation establishments in the modality of camping that is located in this Community; as well as its holders.

3. **Prohibitions:** It is forbidden to stay in a campsite for more than three hundred days a year; The users of the plots will not be able to carry out any work in them, nor build or install any fixed or permanent element and will not be able to carry out commercial or mercantile activities at the campsite.

4. **Location:** The campsites can only be installed on land where its use is an authorized one, without any possible type of natural or technological threat, or subject to prohibitions, limitations or public easements.

5. **Surface:** A maximum of 75% will be allocated to the accommodation area and the rest will go to interior roads, parking, areas green, sports areas and other services of common use.

6. **Characteristics of buildings and facilities:** Harmonious and respectful with the environment and integrated into the landscape in which they are located.

7. **Fencing and protection closure:** The campsites must be fenced in their entire perimeter, so that it is prevented free access to them, the fence must have a minimum height of 2 meters.

8. **Reception:** All campsites must have one located at the entrance of the establishment.

9. **Interior roads:** All the campsites will have interior roads sufficient in number and length to allow circulation and transit inside different types of vehicles, equipped with the corresponding drainage, having to gather enough conditions to avoid puddles, floods and traffic jams.

10. **Electrical installation:** The facilities will have the underground electrical connection of low voltage, whose total may not be less than 600 watts per plot per day.

11. **Lighting:** The campsite must have its own lighting system, so that they are permanently lit. The internal distribution network must be underground and protected.
12. **Water supply:** The water supply will be guaranteed at all times, and intended for human consumption must comply with the regulations in force, both in terms of its quality and the controls that must be carried out. In addition, non-potable shall be indicated verbatim, in Spanish and English.

13. **Treatment and evacuation of wastewater:** The disposal of waste water must be carried out with due guarantees technical, through an internal sewerage network. If there is no general network, you must install your own purification system and accepted by the specific legislation in force under the conditions imposed for that purpose. Waste water disposal points shall be located at a sufficient distance of the camping area.

14. **Treatment and collection of waste:** The waste will be collected daily from inside the premises. The collection and treatment of generated waste must be carried out in accordance with the sectorial regulations that result from application.

15. **Parking of vehicles:** The parking can be located in a nearby area outside the campsite.

16. **Toilets:** The campsites will have facilities for toilets, independent for men and women, composed of showers, sinks and toilets. The installations must have sufficient and direct ventilation to the exterior.

17. **Health care and first aid kit:** The first aid room must have a first-aid kit in place visible and properly marked, provided with adequate and sufficient sanitary material to assist the most common emergencies until the arrival of health services.

18. **Responsible statement:** The owner of the accommodation establishment in the camping must submit a responsible declaration prior to the start of its activity. In the responsible declaration, the owner of the establishment shall declare, that the establishment of accommodation in the modality of campsites complies with requirements laid.

19. **Administrative verification action:**

It corresponds to the competent peripheral organ, in exercise of the faculties control and inspection, verify compliance with the requirements set out, and in this decree, after the presentation of the corresponding responsible statement that empowers the owner to exercise his activity tourism, and without prejudice to inspections that may be carried out subsequently during the exercise of the accommodation activity in the camping mode.
20. **Information to tourists:** It will be displayed, in a visible manner, on a bulletin board that will be installed in the reception of the campsite: Name and number of registration in the Tourism Registry of Castilla y León, capacity of the accommodation establishment in the camping mode, list of prices of the services offered, supported means of payment, announcement of the existence of internal regulations, if applicable, Plan of the campsite with indication of the existing accommodation areas, zone of main buildings, emergency exits and evacuation routes to areas safe, location of fire extinguishers and water inlets for hoses, as well as the location of facilities and services of the campsite and the collection areas of waste, emergency telephone number and other information that the company considers of interest to the tourist.

21. **Reservations:** For the purposes of this decree, reservation is understood as the accommodation request to the company by the client prior to the start of the provision of the service Tourist accommodation. Reservations must be confirmed or denied by any system or means that allows you to have proof of your communication.

22. **Advances:** The owner of the establishment in the camping mode may require tourists, or to the intermediation company, where appropriate, an advance payment of the price, which shall be understood as account of the amount resulting from the services rendered.

23. **Cancellation of reservations:** Without prejudice to the provisions of the following sections, the cancellation of reservation will be adjusted to conditions that freely agree between the owner of the establishment in the modality of camping and the client. If the parties have agreed to an advance payment and the client cancels the reservation in days prior to the scheduled date of arrival, the owner of the establishment in the camping mode may apply the penalties charged to the advance, according to with the agreement. The owner of the establishment is obliged to return the full amount to the client that has been required as an advance when making a reservation.

24. **Conditions of the accommodation service:** Unless otherwise agreed, the tourist accommodation service will start from the 14 hours of the first day of the contracted period and will end at 12 o'clock of the day planned as the date of departure. When the client does not leave the plot and liquidates the total price of the stay at the time indicated in the previous section, it will be understood that it prolongs your stay one more day and you must pay the price advertised by the company.
25. **Information sheet:** At the moment of formalizing the admission of the user in the establishments of accommodation in the camping mode, he must be informed of the services reserved or contracted and the prices corresponding to such services, through the delivery of a document that will reflect the following data: Name and category of establishment, Tourist identification, Number or identification of the campsite, Camping capacity, Price of reserved or contracted services, Supported means of payment and Date of entry and exit.

26. **Withdrawal of the contracted service:** When the tourist leaves the plot before the date set for the departure, the company may request up to 50% of the total price of services that remain to be used, except for specific agreement between the parties.

27. **Billing:** The holders of accommodation establishments in the camping mode will issue and deliver to tourists, or, where appropriate, to brokerage agencies tourism, the corresponding invoice in accordance with the provisions of the regulations regulator of the obligations regarding invoicing.

28. **Payment:** Clients must pay the price corresponding to the services contracted in the place and time agreed with the hosting company in the camping mode and upon presentation of the invoice, without under any circumstances claim formulation exempts from the aforementioned payment; Payment of the price will be made, in accordance with the applicable regulations, in cash, or by any other valid means of payment whose use has been accepted by the company.

29. **Claim sheets:** The Company will have claim sheets, which they will make available to the tourists lodged at the time of filing their claim by providing them with the information that is necessary for its completion.

30. **Sanctioning Regime:** In case of non-compliance with the provisions of this decree, the application of the regime of infractions and sanctions established in Law 14/2010, of December 9, Tourism of Castilla y León.
Company Mission

Reconnecting people with nature in the most effortless way and enabling them to escape from their daily life routines.

Company Vision

Becoming the biggest camping company in Spain.

Company Values

- Simplicity
- Sustainability
- Ambition
- Responsibility
- Team work
- Integrity
- Adventure
- Environmentalism
- Open mindedness
Company process:

1. Think about potential customers:
   Define the people who will be visiting, where do they live, what do they expect from us. Create the customer persona.
2. Find and choose the best location
3. Apply for permissions
4. Design the campsite
5. Buy all the necessary equipment
6. Implement the design
7. Hire the staff
8. Start the marketing campaign
9. Monitor the result
10. Optimize
Customer service process

- What happens when you call us?
One of our staff will explain all the necessary details and packages we offer and agree on a date and
time that best works for you to reserve a spot.

Remember that sometimes we are able to make a reservation on a same-day basis, but at other times we
won’t have the availability requested so you’ll have to reserve beforehand.

- Pick up:
As mentioned in the details of our services, we will provide your transportation from the desired
location to the campsite. We will pick you up at the agreed time and place.

- Upon your arrival:
One of our staff will meet you and walk around the campsite with you to show you around and explain
the activities offered with your package also explaining all the additional activities available that you
can enjoy. He will of course show you your tent, the location of the kitchen, toilets, and whatever you
may need.

- As you enjoy your time at the campsite:
Trained employees will always be around for whatever help may be needed, making sure the camp fire
is always on, ensuring the safety of the campsite, providing all the promised services.

- When you depart
We will review your satisfaction with our services and collect the associated fees depending on the
number of nights stayed and on the activities done. We will welcome any suggestions or critics and try
to deal with them in the most professional way, we can’t fix a problem if we don’t know about it so we
would appreciate it if you let us know. Then we will help you with your stuff and get you on your way
as soon as possible. Thank you for allowing us to serve you.

Aside from your oral comments and reviews, we will send an email survey to check your satisfaction
and thank you for choosing us.
• Keeping contact with our customers

We will collect and save the data of all our customers, and whenever there is a public event we will be contacting all of them. Tentless will provide offers for loyal customers, like discounts, free activities, free meals and etc.
Chapter 5 – Marketing Plan
Product market

Tentless offers a service of providing camping vacations, including all the necessary equipment including, but not limited to, tents, sleeping bags, hammocks, chairs, headlamps, firewood. Also, offering a wide option of meals and drinks.

The camping has a lot to offer, not just a place to stay, but also a perfect view. Other than that, it offers lots of activities like mountain biking which will be provided on site. Additionally, you can enjoy the nature while climbing, hiking, rafting or even paragliding.

The service of providing camping experiences already exists in the market. However, we would be providing a new and unique bundle of services in a market that already exists, so it can be classified as a service development.

Our company’s target market covers most of the population of Spain – primary targets are people who work in companies with more than 10 employees. There is approximately 160,000 companies like that, with more than 10 million people. Secondary target group is primary and secondary school students, with around 4 million potential customers. The last two customer segments should also cover a significant amount of potential customers, which is a lot harder to determine with precision, and is expected to be around 7 million people.

The camping market in Spain is quite untapped, and there is a lot of room for improvement. The detail that separates us from the competition is that our primary customer segment is not targeted by any competitors, and we see a big opportunity in exploiting that in order to make profits.
PESTEL

Political factors:

- Regulatory Practices – We have to manage diverse regulations in the various markets it is present in.
- Changing policies with new government – We have to prepare for this eventuality as it can lead to change of priorities for the sector.
- Governance System – The present governance system in the industry is facing challenges
- Other stakeholders such as non-government organizations, protest & pressure groups, activist movements play critical role in policy making. We should closely collaborate with these organizations so that it can contribute better to the community goals as well as with corporate goals.
- Importance of local governments in Technology & Operations – Local government plays an integral role in policy setting and business environment regulations in the sector. We should closely monitor and lobby these changes.
- Taxation policies

Legal:

- Environment Laws and guides – The level of environmental laws in the country.
- Health and safety norms in the country.
- Employment law in the country
- Data protection laws – Over the last decade data protection has emerged as critical part of not only privacy issues but also intellectual property rights
- Legal protection of intellectual property, patents, copyrights, and other IPR rights in various countries
- Business Laws – The business laws procedure that government follows
Economic factors:

- Inflation rate – The increase in inflation rate can affect our camp.
- Exchange rate – The volatile exchange rate can impact our camp investment plans not only in the short term but also in the long run.
- Economic Cycles – The performance of our camp in Strategy & Execution is closely correlated to the economic performance of Spain.
- Skill level of workforce the present market – We can leverage good skill level of employees in the present market to not only improve services in Strategy & Execution but also leverage those skills to create global opportunities.
- Increasing liberalization of trade policy can help us to invest further into the regions which are so far off limits to the firm.

Social factors:

- Attitude towards health and safety – With increasing liberalization the attitude towards health and safety are getting lax. We need to stay away from these attitudes as the cost of failure is too high.
- Gender roles – The gender roles are evolving in the country. We can test various concepts to cater to and support these evolving gender roles in the local market.
- Societal norms and hierarchy – We should strive to build a local team that understands the societal norms and attitudes better to serve the customers.
- Media outlets play a critical role in influencing the public opinion. Both traditional media and social media are rapidly growing, we can leverage this trend to build efficient marketing network.
Technological factors:

- Developments and dissemination of mobile technology has transformed customer expectations.
- Latest technology based innovations implemented by competitors—This can provide a good insight into what the competitors are thinking and where Strategy & Execution industry business model future is.
- 5G and its potential—We have to keep a close eye on the development and enhancement of user experience with increasing speed and access.
- Research and development investment at both macro level and micro level in Technology & Operations is increasing. It can lead to industrywide disruption through innovation of new products & services.

Environmental factors:

- Extreme weather will also add to the cost of operations of the Camp as it has to invest in making its supply chain more flexible.
- Customer activism—Greater awareness among customers will put environmental factors at the center of our strategy. Customers expects our Camp to adhere to not only legal standards but also to exceed them to become responsible stakeholder in the community.
- Renewable technology is also interesting. It can leverage the trends in this sector. Many governments are providing subsidies to invest in the renewable sector.
- Recycling is fast emerging as a norm rather than a -good thing to do- in many economies. We have to make plans to adhere to regulations and meet consumer expectations.
- Waste management especially for units close to the urban cities has taken increasing importance. Government are fast coming up with strict norms for waste management in the urban areas.
Customer Analysis

Target customers - Companies

- The largest group of potential customers
- Bringing the option for companies to grant their employees an opportunity to get to know each other better in a healthier and more open environment
- Based on the questionnaire that was conducted, the employees would love a more active teambuilding vacations in nature for a change
- Providing open big areas with projectors and screen for meetings if necessary, and movies or other entertainment purposes

Target customers – Schools

- Another large group of customers
- Option of taking students to an outdoor place and connect them with nature
- It would be of an enormous help for the millennials who have lost the touch with the nature because of the huge impact of technology on their growing up
- Professional and friendly staff who would take the responsibility for the kids from the professors and create an amusing atmosphere
- Areas with outdoor projectors and screens for educational or entertainment purposes

Target customers – Active individuals / Groups of individuals

- People who have the desire to enjoy and experience the nature but don’t have time or knowledge to do it on their own
- People who don’t have resources or expertise with camping equipment and how to manage in nature
- People who love camping and wish to experience new things, or try a various range of our recreational activities with their friends or alone
Target customers – Families

- Families who want to provide their kids a special type of vacation without all the troubles of organizing it
- People who don’t feel safe enough to take their children/parents to the nature alone without any safety
- Families who don’t have any experience with nature but would still like to experience the nature and get out of their comfort zone
Porter’s Five Forces

What are the Porter's Five Forces?

- **Bargaining power of suppliers.** A factor to see how easy it is for suppliers to higher prices.
- **Bargaining power of buyers.** An assessment of how easy it is for buyers to lower prices.
- **Rivalry among existing competitors.** The main factors are the number and capability of competitors within the market.
- **Threat of substitute products/services.** When substitute products are present in a market, it increases the probability of customers switching to other products in response to higher prices.
- **Threat of new entrants.** Profitable markets attract new entrants that successfully erode profitability. Unless officials have strong and durable barriers to new entrants, profitability will decline.

Why is Porter's Five Forces analysis important?

- It helps organizations understand the factors affecting profitability in a specific industry.
- It helps organizations make decisions relating to entering a specific industry, whether to increase capacity in a specific industry, etc.
- It lets businesses clearly understand the forces that develop competitive strategies.

Competition in the Industry

In Spain, like in most of the countries, camping is a good way to enjoy your vacation. Most of our competitors are located on the coast of the country, mainly in Andalusia (Costa Brava, Costa Dorada). It is true that they are in the camping industry, but the accommodations they offer make it look like some kind of resort.

Potential of New Entrants into an Industry

Nowadays, most of the companies are blooming in different industries; the camping industry could be good for us. Like we mentioned earlier, the best camping sites in Spain are located on the east coast, and, the ones located in the west are few and less successful. So, it might be hard to conquer the market, but it will be a plus with our leadership in the west area.
Power of Suppliers

This force refers to the pressure supplier can exert on businesses by raising prices, lowering quality, or reducing availability of their products. Since their reputation is in the deal, they can’t let themselves be played easily, so they will be very demanding on prices and us too. And without a client, there is no deal. Some of our suppliers are: Mercadona, Decathlon, Fisura, etc…

Power of Customers

Since a company can’t work without customers, all the demands and requirements of a client must be met. That goes from the best prices to the best quality of products to the best customer service. Different types of customers refer to different type of perspective, to pay more attention to what a consumer wants.

Threat of Substitutes

Competitor substitutes which can be used in place of a company's merchandize or services pose a threat. The only way a client can find a substitute to our product is if they go to the competitor, because wild camping in Spain is illegal. But the thing is that none of our competitors offer the bundles we are offering, and some of them are way too diverted by the essence of camping.

In conclusion, Understanding Porter's Five Forces and how they apply to an industry can enable a company to adjust its business strategy to better use its resources to generate higher earnings for its investors.
SWOT Analysis

Strengths:

- High barriers to entry
- Location, the locations chosen offers a wide variety of possible activities such as rafting, biking, hiking, etc.
- The availability of food
- Knowledge
- Highly experienced staff
- Limited direct competition
- High gross margins
- Limited start up risk
- Beautiful climate
- Authentic

Weaknesses:

- Competitors can offer similar products quickly
- Limited startup costs
- High transportation costs
- Limited flexibility in pricing
- In case of an emergency, the proximity to the camp to the nearest hospital
- The size of the campsite, limited room to expand
- Dust in dry weather
Opportunities:

- Ability to develop additional sites, there are many beautiful places around Spain
- Affiliate relations with related partners
- Water activities may be arranged due to the lake
- Safe camping

Threats:

- Changes in regulations can impact the business
- Increases in price inputs can cause upward pricing
- The weather
- Danger of accidents due to the extreme sports
Marketing Mix

Product

Tentless offers a safe place to camp, including all the necessary equipment including, but not limited to, tents, sleeping bags, hammocks, chairs, headlamps, firewood. Also, offering a wide option of meals and drinks.

The camping has a lot to offer, not just a place to stay, but also a perfect view. Other than that, it offers lots of activities like mountain biking which will be provided on site. Additionally, you can enjoy the nature while climbing, hiking, rafting or even paragliding.

During the night, there would be the possibility to watch an outdoor movie screened on the projector, and/or stargazing and enjoy the mesmerizing view.

Also, there would be some music instrument for a beautiful ambiance.

There would always be a fire for whoever is cold and for food purposes.

A great part of the product itself would be the experience, the fact that you disconnect from reality and forget everything around you for a moment.
Place

*Where do customers look for our service?*

Since we are a camping company, we won’t have a store but our customers will be able to buy our services online.

*Where? A specialist boutique or in a supermarket, or both? Or online? Or direct, via a catalog?*

They will be able to purchase our package online, through our website, and via pamphlet. Businesses, educational establishments, stores and supermarkets will receive those booklets.

*How can you access the best distribution channels?*

The best distribution channel for a customer is through the internet, which is one of the fastest channels. But, pamphlets will be available in the best stores of the country, accessible to whoever is interested in camping.

*What do the competitors do? How can you learn from that?*

Our competitors use the same kind of approach. They use internet as the fastest and easiest distribution channel, and pamphlet distributed around the country.
Price

*What is the value of the service to the customer?*

The price of an individual night spent at the camp will be sold at 35€ per person. This price is somewhat higher than the low cost alternatives, camping spots without equipment and activities, which start at around 20€ per person. However, it is still lower than the average night stay in a hotel in Madrid (106€ per person according to statista.com). Additionally, it is significantly lower than the high-end alternatives that the customers can find in glamping, where prices start at 140€ per person per night in the area, and reach as much as 500€ per night. We will also provide group discounts for bigger groups of people, per customer requests and the prices are negotiable.

*Are there established price points for services in this area?*

When looking at the prices in the region, Madrid has relatively higher prices compared to the other parts of Spain. This allows our company to increase the prices a little bit above the averages, and which will result in the increase of the margins.

*Is the customer price sensitive? Will a decrease in price get you more market share? Or will a small increase be invisible, and can you get an extra profit margin?*

The customer price is not that sensitive, because we offer a unique bundle of services so there is no real alternatives in the market. We believe that slight changes in the prices will not affect our profit margins significantly.

*What discounts would be offered to trade customers, or to another specific segments of your market?*

We will provide discounts for our business partners (F&B suppliers, equipment suppliers, activity providers) in order to attract lower prices and good business relationships. Furthermore, our primary targets are businesses and schools, who would use our camps for group team buildings or school trips. They provide a big number of clients, and we would give them discounts for predetermined number of campers. Additionally, we would provide group discounts on extracurricular activities provided by our partners.
**How will your price compare with your competitors?**

Our prices would be in the medium range for this service. The average price per night per person would be notably higher than the basic camping spots without the activities and/or equipment. However, it will also be significantly lower than the high-end option, glamping.

**Promotion**

*Where and when can you get your marketing messages across to your target market?*

Our marketing will be channeled through several channels – Public advertising (buses and metro advertising, billboards), through digital marketing (using SEO, Google AdWords, Social networks, influencers) and through sales promotions where we will organize different events in order to attract new customers.

*When is the best time to promote? Is there seasonality in the market? Are there any wider environmental issues that suggest or dictate the timing of your market launch or subsequent promotions?*

The best time for promotion is in spring and summer. This is because the highest number of services sold in camping are from June to September, and we expect the potential customers to book at least 2 weeks in advance on average. So we can conclude that there is seasonality and the peak demand is during the summer. The only environmental issue that can affect timing of our launch is unexpected intense bad weather, however it can be relatively predicted and avoided.

*How do your competitors do their promotions? And how does that influence your choice of promotional activity?*

The most of competitors’ promoting done for our competitors is done online. Our promotional mix is a little bit more diverse, which leaves us room to try out different channels and see which channel attracts the most customers.
Marketing Budget

In this section the marketing expenses will be shown in detail. Primarily the costs and benefits of different marketing channels are calculated and shown and depending on the ratio of the costs and efficiency a certain amount of our budget will be assigned. Tentless will use the penetration marketing strategy, where the goal is to market heavily during the first year to gain brand recognition and attract as many individual customers as possible. During the latter years, the marketing budget will be significantly reduced, since the main source of income is planned to be from the companies and schools, which will mostly be approached directly by our sales team. The plan is to attract as many active individuals or groups as possible, and then by treating our customers right to keep a solid amount of returning customers, and later on be based on word-of-mouth marketing and references.

Advertising costs

- Metro ads
  - Madrid
    - Bundle of 50 advertisements – 30400 € per month

- Billboard ads (*Price per billboard per month*)
  - Madrid – 450 €
    - Billboard - 450 € per month + installation 190 €
    - 20 billboards – 9316 € per month

- Digital marketing – Display ads
  - Average CPM 10 €
  - If we aim to attract 300 customers per month through this channel, with a 4% of drop out for registration, we need 312 potential contacts. To reach this number with a CTL of 15% we need 2080 net visits. With a bounce rate of 20% that is 2600 landings. With a CTR (Click-Through Rate) of 0.5%, this is 520,000 impressions.
  - The price of this campaign would be 5,200 €
  - Cost per customer acquired – 17.3 €
• Digital marketing – Google AdWords
  o Average PPC 1.5 €
  o If we aim to attract 900 customers per month through this channel, with a 4% of drop
    out for registration, we need 937 potential contacts. To reach this number with a CTL of
    15% we need 6250 net visits. With a bounce rate of 20% that is 7812 clicks.
  o The price of this campaign would be 11718 €
  o Cost per customer acquired – 13 €

• Digital marketing – Influencer
  o Micro-influencers with averages of 50k followers and 17% engagement rate take 500 €
    per post (Over 3 different social networks)
  o We would pay 4 different influencers every month which is 2000 €
  o This would get us 8500 clicks, resulting in 6800 landings with a bounce rate of 20%.
    With a CTL of 15% this is 1020 potential contacts. With the click-through sale rate set
    at 8%, we have a monthly potential 82 customers from one post
  o Cost per customer acquired – 6.1 €

• Digital marketing – Social networks
  o Twitter – average 800 € per month
  o Facebook – average 400 € per month
  o Instagram – average 500 € per month
  o Based on historical evidence, we can expect up to 140 monthly customers from these
    channels
  o Cost per customer acquired – 12.1 €
• Event marketing
  o We would organize different events (races, competitions, quizzes) which would attract new customers
  o This would also be a way to include people in physical activities and promote a healthier lifestyle
  o By charging small registration fees & food and drinks – which we would use for paying for equipment, food, drinks, staff - we would be able to finance each of these events with only 2000 euros for 2000 people after covering for all expenses
  o By analysis of our customers’ behavior, we expect at least 10% of our customers to use our camp in the foreseeable future (200 new customers)
  o Cost per customer acquired – 10 €
Marketing phases

During our marketing plan, we have created 3 phases which will be conducted. At first, we will begin with the “Raising awareness” phase, which will last from February 2020 until May 2020, and we will do thorough marketing in all sectors in order to penetrate the market and get as many customers as possible.

The following phase is “Trial” phase, where we will try to alternate expenditure on different areas of digital marketing, in order to determine which marketing canals work the best for our target groups. This phase will be conducted from June until October, and in the beginning we will focus on Influencer marketing, while keeping Display ads and Google AdWords at the half of the initial value. Later on we will lower Influencer marketing and shift the focus to social network marketing (non-organic). Also, we will introduce sales promotions in the form of Event marketing, creating various events (races, competitions, quizzes) which would attract new customers).

In the “Adoption” phase we will return to all channels of marketing, however with significantly lower expenses and less aggressive approach to the marketing.

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Figure 10 First year marketing plan
Chapter 6 – Economic & Financial Plan
In order to proceed with the business plan, it is time to introduce the Economic and Financial plan. In this part of the business plan the profitability and feasibility will be shown. A lot of good ideas and plans can fail due to bad execution and planning.

**Costs & Expenses**

The costs of the marketing and sales team are:

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<tbody>
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<td><strong>MARKETING PHASE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Madrid metro</td>
<td>15200</td>
<td>15200</td>
<td>15200</td>
<td>15200</td>
<td>12000</td>
<td>12000</td>
<td>12000</td>
<td>12000</td>
<td>6000</td>
<td>6000</td>
<td>3000</td>
<td>3000</td>
<td>126000</td>
</tr>
<tr>
<td>Total metro ads</td>
<td>15200</td>
<td>15200</td>
<td>15200</td>
<td>15200</td>
<td>12000</td>
<td>12000</td>
<td>12000</td>
<td>12000</td>
<td>6000</td>
<td>6000</td>
<td>3000</td>
<td>3000</td>
<td>126000</td>
</tr>
<tr>
<td>Madrid billboards</td>
<td>9316</td>
<td>9316</td>
<td>9316</td>
<td>9316</td>
<td>4658</td>
<td>4658</td>
<td>4658</td>
<td>4658</td>
<td>2329</td>
<td>2329</td>
<td>1164.5</td>
<td>1164.5</td>
<td>62883</td>
</tr>
<tr>
<td>Total billboards</td>
<td>9316</td>
<td>9316</td>
<td>9316</td>
<td>9316</td>
<td>4658</td>
<td>4658</td>
<td>4658</td>
<td>4658</td>
<td>2329</td>
<td>2329</td>
<td>1164.5</td>
<td>1164.5</td>
<td>62883</td>
</tr>
<tr>
<td>Display ads</td>
<td>2600</td>
<td>2600</td>
<td>2600</td>
<td>2600</td>
<td>1300</td>
<td>1300</td>
<td>1300</td>
<td>1300</td>
<td>650</td>
<td>650</td>
<td>650</td>
<td>650</td>
<td>38200</td>
</tr>
<tr>
<td>Google Adwords</td>
<td>5859</td>
<td>5859</td>
<td>5859</td>
<td>5859</td>
<td>2929.5</td>
<td>2929.5</td>
<td>2929.5</td>
<td>2929.5</td>
<td>1953</td>
<td>1953</td>
<td>976.5</td>
<td>976.5</td>
<td>38083.5</td>
</tr>
<tr>
<td>Social networks</td>
<td>1700</td>
<td>1700</td>
<td>1700</td>
<td>1700</td>
<td>1550</td>
<td>1550</td>
<td>1550</td>
<td>1550</td>
<td>700</td>
<td>700</td>
<td>700</td>
<td>700</td>
<td>14000</td>
</tr>
<tr>
<td>Total digital marketing ads</td>
<td>12159</td>
<td>12159</td>
<td>12159</td>
<td>12159</td>
<td>8179.5</td>
<td>7229.5</td>
<td>7229.5</td>
<td>7229.5</td>
<td>4303</td>
<td>3803</td>
<td>2826.5</td>
<td>2826.5</td>
<td>90133.5</td>
</tr>
<tr>
<td>Event marketing</td>
<td>2000</td>
<td>2000</td>
<td>2000</td>
<td>2000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>€21,475</td>
<td>€21,475</td>
<td>€21,475</td>
<td>€21,475</td>
<td>€18,838</td>
<td>€13,888</td>
<td>€11,758</td>
<td>€13,888</td>
<td>€6,632</td>
<td>€6,132</td>
<td>€3,991</td>
<td>€3,991</td>
<td>€161,017</td>
</tr>
</tbody>
</table>

*Figure 11 Marketing costs*

In the first year of the business we would apply a penetration strategy in order to create brand recognition and attract as many individual clients as possible. The main customer group targeted are companies who are looking for new ways of providing teambuilding experiences, and considering that in the first summer the campsite will be able to support only 2 companies at the same time in the campsite because of the capacities, to get the camp working at full capacity only 67 companies are needed for the whole summer. Our Sales team is more than capable of acquiring that number of clients during the first 4 months while the camp is not working, which doesn’t require additional marketing expenses. During the incoming years Tentless would lower the costs of marketing to reduce costs since the main source of incomes are group visits, and Tentless is confident that the brand name that it will build during the first year will have enough impact to keep the demand at the high level for the individual customers. Quality is Tentless’ top priority, and a high percentage of returning customers is expected.
After analyzing the costs of remodeling the common area and the equipment, the total fixed costs of this project will be:

<table>
<thead>
<tr>
<th>Fixed costs</th>
<th>Quantity</th>
<th>Price</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction of common area and toilets</td>
<td>1</td>
<td>25000</td>
<td>25000</td>
</tr>
<tr>
<td>Equipment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tents</td>
<td>80</td>
<td>50</td>
<td>4,000</td>
</tr>
<tr>
<td>Sleeping bag</td>
<td>160</td>
<td>50</td>
<td>4,800</td>
</tr>
<tr>
<td>Sleeping mattress</td>
<td>160</td>
<td>25</td>
<td>4,000</td>
</tr>
<tr>
<td>Projector</td>
<td>2</td>
<td>600</td>
<td>1,200</td>
</tr>
<tr>
<td>Projector canvas</td>
<td>2</td>
<td>150</td>
<td>300</td>
</tr>
<tr>
<td>Sound system</td>
<td>2</td>
<td>800</td>
<td>1,600</td>
</tr>
<tr>
<td>Barbecue grill</td>
<td>2</td>
<td>1,200</td>
<td>2,400</td>
</tr>
<tr>
<td>Dishes and cutlery</td>
<td>1</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Medical kits</td>
<td>10</td>
<td>64</td>
<td>640</td>
</tr>
<tr>
<td>Music instruments (guitar, saxophone, etc)</td>
<td>1</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td>Hammock</td>
<td>20</td>
<td>20</td>
<td>400</td>
</tr>
<tr>
<td>Blankets</td>
<td>100</td>
<td>5</td>
<td>500</td>
</tr>
<tr>
<td>Fire extinguisher</td>
<td>10</td>
<td>150</td>
<td>250</td>
</tr>
<tr>
<td>Website + SEO</td>
<td>1</td>
<td>7,500</td>
<td>7,500</td>
</tr>
<tr>
<td>Refrigerators &amp; freezers</td>
<td>4</td>
<td>1,000</td>
<td>4,000</td>
</tr>
<tr>
<td>Beer tap</td>
<td>2</td>
<td>1,000</td>
<td>2,000</td>
</tr>
<tr>
<td>Marketing</td>
<td>1</td>
<td>161,667</td>
<td>161,667</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td>220,556.5</td>
</tr>
</tbody>
</table>

*Figure 12 Fixed costs*

Furthermore, the variable costs of solely running the camp are:

<table>
<thead>
<tr>
<th>Monthly expenses</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>300</td>
<td>300</td>
<td></td>
</tr>
<tr>
<td>Wifi</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Water</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Wood</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Rent</td>
<td>2500</td>
<td>2500</td>
<td></td>
</tr>
<tr>
<td><strong>Salaries</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Camp Staff</td>
<td>5</td>
<td>1500</td>
<td>7500</td>
</tr>
<tr>
<td>Medical doctor</td>
<td>1</td>
<td>1500</td>
<td>1500</td>
</tr>
<tr>
<td>Sales Team</td>
<td>3</td>
<td>2500</td>
<td>7500</td>
</tr>
<tr>
<td>Accountant</td>
<td>1</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td>19,800.00</td>
</tr>
</tbody>
</table>

*Figure 13 Variable costs*
Then, based on the number of customers we have, the costs of the individual and group stays are shown respectively:

<table>
<thead>
<tr>
<th>Expenses per average individual trip (average 2 night stay)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price of food</td>
</tr>
<tr>
<td>3</td>
</tr>
<tr>
<td>5</td>
</tr>
<tr>
<td>15</td>
</tr>
<tr>
<td>Cleaning (camp equipment, camp)</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>1.5</td>
</tr>
<tr>
<td>1.5</td>
</tr>
<tr>
<td>Total expenses per person</td>
</tr>
<tr>
<td>€</td>
</tr>
<tr>
<td>16.50</td>
</tr>
</tbody>
</table>

**Figure 15 Expenses per individual trip**

<table>
<thead>
<tr>
<th>Expenses per average group trip (15 people 2 night stay)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transport</td>
</tr>
<tr>
<td>285</td>
</tr>
<tr>
<td>Price of food</td>
</tr>
<tr>
<td>15</td>
</tr>
<tr>
<td>10</td>
</tr>
<tr>
<td>450</td>
</tr>
<tr>
<td>Cleaning (camp equipment, camp)</td>
</tr>
<tr>
<td>15</td>
</tr>
<tr>
<td>1.5</td>
</tr>
<tr>
<td>22.5</td>
</tr>
<tr>
<td>Total expenses per trip</td>
</tr>
<tr>
<td>€</td>
</tr>
<tr>
<td>757.50</td>
</tr>
</tbody>
</table>

**Figure 14 Expenses per group trip**

Ultimately, the money needs to be financed, and after a detailed analysis it was found that the most efficient way to lend money would be the bank, negotiating a 4.5% interest rate for a bank loan for a newly starting business.

<table>
<thead>
<tr>
<th>Bank loan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial investment</td>
</tr>
<tr>
<td>€ 221,000.00</td>
</tr>
<tr>
<td>Interest rate</td>
</tr>
<tr>
<td>4.5%</td>
</tr>
<tr>
<td>Initial investment with interest</td>
</tr>
<tr>
<td>€ 275,406.21</td>
</tr>
<tr>
<td>Amount to be repaid per year</td>
</tr>
<tr>
<td>€ 55,081.24</td>
</tr>
</tbody>
</table>

**Figure 16 Bank loan composition**
Revenues

Based on the analysis of the market and the customers, after the heavy phase of marketing we are expecting 14 group stays per month (2 groups each weekend and then 1 group during the week) and an additional 21 nights spent by individual campers. The revenues from these customers are calculated this way:

<table>
<thead>
<tr>
<th>Individual stays</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average night stay individual</td>
</tr>
<tr>
<td>Average stays per week</td>
</tr>
<tr>
<td>Weekday stay per night</td>
</tr>
<tr>
<td><strong>Total income individual per month</strong></td>
</tr>
</tbody>
</table>

*Figure 17 Average revenues from group trips*

<table>
<thead>
<tr>
<th>Group stays</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avg number of persons in group stay</td>
</tr>
<tr>
<td>Avg number of nights stay</td>
</tr>
<tr>
<td>Friday - Sunday (weekend stay)</td>
</tr>
<tr>
<td>Monday - Wednesday (weekday stay)</td>
</tr>
<tr>
<td>Average trip price</td>
</tr>
</tbody>
</table>

*Figure 18 Average revenues from individual trips*
Furthermore, the camp will have income from drinks & food from individual stays:

**Revenues from drinks**

<table>
<thead>
<tr>
<th></th>
<th>Avg drinks per person</th>
<th>Avg days per person</th>
<th>Avg stays per month</th>
<th>Average persons</th>
<th>Total revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group stays</td>
<td>3</td>
<td>3</td>
<td>13.5</td>
<td>15</td>
<td>1822.5</td>
</tr>
<tr>
<td>Individuals</td>
<td>3</td>
<td>3</td>
<td>31.5</td>
<td>1</td>
<td>283.5</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2106 drinks</td>
</tr>
<tr>
<td>Total revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6318 EUR</td>
</tr>
</tbody>
</table>

*Figure 20 Revenue from drinks sold*

**Revenue from food**

<table>
<thead>
<tr>
<th></th>
<th>Avg meals per day</th>
<th>Avg days</th>
<th>Avg profit per meal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals</td>
<td>6</td>
<td>30</td>
<td>5</td>
</tr>
<tr>
<td>Total revenue</td>
<td></td>
<td></td>
<td>900 EUR</td>
</tr>
</tbody>
</table>

*Figure 19 Revenue from food sold*
Sales predictions

According to the analysis of the market, size of the market and taking into account that there are no direct competitors because Tentless is selling a rather specific bundle of services, it has been concluded that after the heavy marketing phase we will have increases in sales of 15% during the months of high season and then increases of 7.5% in the months of low season. However, during the first offseason (March – May) the sales are growing from month to month, and then during the second offseason (October – November) the sales will be dropping because the winter is approaching and the number of potential customers is lower.

![Expected sales growth - season](image1)

![Expected sales growth - out of season](image2)

During the first 4 months, the camp will be in preparation, and the focus will be on marketing. There will be no guests at the camp and no services provided, which means no profits will be made during these months.

![5 year financial plan](image3)

**Figure 21 Sales predictions**

**Figure 22 Raising awareness stage - 1st year**
Following the “Raising awareness” phase, we will open the camp during the high season, with already mentioned sales expectations and growth:

<table>
<thead>
<tr>
<th>5 year financial plan</th>
<th>High season</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>June-20</td>
</tr>
<tr>
<td>Expected group stays (avg 15 people for 2 nights)</td>
<td>14</td>
</tr>
<tr>
<td>Expected individual stays (per person per night)</td>
<td>21</td>
</tr>
<tr>
<td>Expenses</td>
<td>38,552 €</td>
</tr>
<tr>
<td>Expected sales</td>
<td>45,178 €</td>
</tr>
<tr>
<td>Cumulative expenses</td>
<td>214,542 €</td>
</tr>
<tr>
<td>Cumulative sales</td>
<td>45,178 €</td>
</tr>
<tr>
<td>Monthly profits</td>
<td>6,626 €</td>
</tr>
<tr>
<td>Cumulative profits</td>
<td>-169,364 €</td>
</tr>
</tbody>
</table>

*Figure 23 High season - 1st year*

Ultimately, the off season will begin, as will the demand for our camp, which will lower our profits significantly. However, the company is predicted to make minimum profits in October, and then lower the costs by 70% compared to the cost of keeping the camp closed.

In December and January the demand is too low to make enough profits to open the camp. The costs would surpass the profits significantly, and we have decided to keep the camp closed during the months of December through February.

<table>
<thead>
<tr>
<th>5 year financial plan</th>
<th>Off season</th>
<th>Camp closed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>October-20</td>
<td>November-20</td>
</tr>
<tr>
<td>Expected group stays (avg 15 people for 2 nights)</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td>Expected individual stays (per person per night)</td>
<td>16</td>
<td>10</td>
</tr>
<tr>
<td>Expenses</td>
<td>32,143 €</td>
<td>20,956 €</td>
</tr>
<tr>
<td>Expected sales</td>
<td>33,669 €</td>
<td>18,539 €</td>
</tr>
<tr>
<td>Cumulative expenses</td>
<td>367,865 €</td>
<td>388,821 €</td>
</tr>
<tr>
<td>Cumulative sales</td>
<td>255,260 €</td>
<td>275,759 €</td>
</tr>
<tr>
<td>Monthly profits</td>
<td>1,526 €</td>
<td>-4,416 €</td>
</tr>
<tr>
<td>Cumulative profits</td>
<td>-108,606 €</td>
<td>-113,022 €</td>
</tr>
</tbody>
</table>

*Figure 24 Off season and Camp closed - 1st year*
This was the sales predictions for the first year. As the demand grew, an annual investment of €30,000 is needed to expand the camp to keep up with the number of potential customers. The investment is added to the calculation every year in June, however all the work would be done during the months of first Off season in order to avoid losing profits due to construction.

| Annual investment needed before each high season in order to keep up with the sales growth | € 30,000 |

*Figure 25 Investments needed to support growth*

This algorithm was applied for the next 4 years in order to calculate the revenues and costs of the project, calculate Breakeven points, Cashflows, and other financial indicators.
Breakeven point

Based on the costs and the revenues from our business, we are able to calculate total sales and total costs, which can later on show us the breakeven point, or the point at which all the sales will cover the investments.

Total expenses and revenues are shown on the next graph:

On the graph it is shown that the total sales will surpass the revenues, which is a good sign and shows the business plan as profitable. At the end of the 5 year plan, the sales will reach 2,744,988 €, while the total costs will be at 1,962,821 €. It means that the company will repay its debt and make 782,167 € in profits over the course of 5 years. This data will be analyzed more detailed in the further discussion, and it will show the exact payback periods, profits after taxes and amortization, inventory, balance sheets and income statements for the next 5 years.
If we use this data and convert it into profits, we can find the breakeven point:

![Breakeven point graph](image)

*Figure 27 Breakeven point*

From this graph it can be concluded that the breakeven point should be somewhere in the middle of August 2021, taking into consideration that our sales predictions will be fulfilled. Of course, if the camp grows faster, we would reach this point sooner.
Income statement

According to the sales prediction data, the Income statement is made. Comparing the total sales and the direct costs of sales, the margins are shown. Since Tentless is a service company, the margins are significant because there are no manufacturing costs included in the price of the service. However, a certain amount of money is spent on salaries and sales and marketing staff which will affect our profits in a certain manner. By adding all variable cost such as salaries, sales costs, utilities, accounting, rent and other expenses the total expenses are shown. Deducting the total expenses from the gross margin will produce EBITDA. Deducting the amortization, depreciation and taxes, we get a clear picture of our profits. If the net profit is negative, it means that the company is not covering its debt.

Even though that we get the breakeven point after one and a half year, after introducing taxes and interests it will take us until the 3rd year to start making profits and getting returns on sales. However, if the sales continue growing at the same pace or higher, there are opportunities of opening new campsites in Andalucía and/or Cataluña, which would grow much faster considering that the brand will already have a name to it. Also, the management could learn from all the mistakes done while opening

<table>
<thead>
<tr>
<th>Income statement</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>275,799</td>
<td>534,710</td>
<td>576,496</td>
<td>641,769</td>
<td>715,214</td>
</tr>
<tr>
<td>Direct cost of sales</td>
<td>64,786</td>
<td>126,874</td>
<td>143,258</td>
<td>151,528</td>
<td>182,319</td>
</tr>
<tr>
<td>Gross Margin</td>
<td>211,013</td>
<td>407,836</td>
<td>433,198</td>
<td>480,241</td>
<td>533,896</td>
</tr>
<tr>
<td>Gross Margin, %</td>
<td>76.51%</td>
<td>76.27%</td>
<td>75.14%</td>
<td>74.83%</td>
<td>74.54%</td>
</tr>
<tr>
<td>Payroll</td>
<td>180,000</td>
<td>180,000</td>
<td>160,000</td>
<td>160,000</td>
<td>160,000</td>
</tr>
<tr>
<td>Sales and Marketing Expenses</td>
<td>161,017</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Utilities</td>
<td>6,000</td>
<td>6,000</td>
<td>6,000</td>
<td>6,000</td>
<td>6,000</td>
</tr>
<tr>
<td>Accounting</td>
<td>2,400</td>
<td>2,400</td>
<td>2,400</td>
<td>2,400</td>
<td>2,400</td>
</tr>
<tr>
<td>Rent</td>
<td>3,000</td>
<td>3,000</td>
<td>3,000</td>
<td>3,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Other expenses</td>
<td>1,200</td>
<td>1,200</td>
<td>1,200</td>
<td>1,200</td>
<td>1,200</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>380,617</td>
<td>239,600</td>
<td>239,600</td>
<td>239,600</td>
<td>239,600</td>
</tr>
<tr>
<td>EBITDA</td>
<td>-16,604</td>
<td>168,236</td>
<td>193,358</td>
<td>240,641</td>
<td>294,296</td>
</tr>
<tr>
<td>Depreciation</td>
<td>6,858</td>
<td>11,486</td>
<td>15,189</td>
<td>18,151</td>
<td>20,521</td>
</tr>
<tr>
<td>EBIT</td>
<td>-17,642</td>
<td>156,750</td>
<td>178,409</td>
<td>222,490</td>
<td>273,775</td>
</tr>
<tr>
<td>Interest Expenses</td>
<td>55,081</td>
<td>55,081</td>
<td>55,081</td>
<td>55,081</td>
<td>55,081</td>
</tr>
<tr>
<td>Payroll Taxes</td>
<td>22,050</td>
<td>22,050</td>
<td>22,050</td>
<td>22,050</td>
<td>22,050</td>
</tr>
<tr>
<td>Taxes Incurred</td>
<td>0</td>
<td>25,417</td>
<td>30,822</td>
<td>41,852</td>
<td>54,673</td>
</tr>
<tr>
<td>Net Profit</td>
<td>-25,369</td>
<td>54,201</td>
<td>70,446</td>
<td>103,506</td>
<td>141,970</td>
</tr>
<tr>
<td>Return on sales</td>
<td>-91.9%</td>
<td>10.1%</td>
<td>12.2%</td>
<td>16.1%</td>
<td>19.8%</td>
</tr>
</tbody>
</table>

Figure 28 Income statement
the first camp and start the new ones more efficiently.

Cash flows

Thanks to the predictions of sales, and all our expenses, there are possibilities to calculate cash flows. This part of the financial analysis shows how much cash is there at the beginning of every year in the company, how well the money is used and if there is any problems with negative cash flows, or too high cash flows which could point out to inefficient allocation of resources. Later it shows the profitability of the project, payback periods and the net present value of the project.

<table>
<thead>
<tr>
<th>Cash Flow</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flow from operating activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash Sales</td>
<td>275799</td>
<td>534710</td>
<td>576496</td>
<td>641769</td>
<td>716210</td>
</tr>
<tr>
<td>Payments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>suppliers</td>
<td>64786</td>
<td>126874</td>
<td>143298</td>
<td>161528</td>
<td>182319</td>
</tr>
<tr>
<td>employees</td>
<td>180000</td>
<td>180000</td>
<td>180000</td>
<td>180000</td>
<td>180000</td>
</tr>
<tr>
<td>income tax</td>
<td>22050</td>
<td>22050</td>
<td>22050</td>
<td>22050</td>
<td>22050</td>
</tr>
<tr>
<td>total cash payments</td>
<td>266846</td>
<td>328824</td>
<td>345248</td>
<td>361078</td>
<td>384360</td>
</tr>
<tr>
<td>Net income/loss from operational activity</td>
<td>8963</td>
<td>205786</td>
<td>231148</td>
<td>278191</td>
<td>331846</td>
</tr>
<tr>
<td>Cash flow from investing activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>acq. of plant assets</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>interest</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>sales of plant assets</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net income/loss from investing activity</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Cash flow from financing activity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>payment of long-term debt</td>
<td>55081</td>
<td>55081</td>
<td>55081</td>
<td>55081</td>
<td>55081</td>
</tr>
<tr>
<td>Net increase/decrease in cash</td>
<td>55081</td>
<td>55081</td>
<td>55081</td>
<td>55081</td>
<td>55081</td>
</tr>
<tr>
<td>Net Cash Flow</td>
<td>-46119</td>
<td>150705</td>
<td>176067</td>
<td>223110</td>
<td>276765</td>
</tr>
<tr>
<td>Cash Balance</td>
<td>221000</td>
<td>174881</td>
<td>325586</td>
<td>548696</td>
<td>825461</td>
</tr>
</tbody>
</table>

*Figure 29 Net cash flows*
After getting the net cash flows for the project, cumulative cash flows and discounted cash flows are calculated.

<table>
<thead>
<tr>
<th>Interest rate</th>
<th>Year 0</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flow</td>
<td>-$220,956.50</td>
<td>-$46,118.50</td>
<td>$150,704.96</td>
<td>$176,066.62</td>
<td>$223,109.93</td>
<td>$276,764.64</td>
</tr>
<tr>
<td>CCF</td>
<td>-$220,956.50</td>
<td>-$207,075.00</td>
<td>-$116,370.04</td>
<td>$59,096.58</td>
<td>$282,800.50</td>
<td>$556,571.15</td>
</tr>
<tr>
<td>DCF</td>
<td>-$220,956.50</td>
<td>-$44,132.54</td>
<td>$138,095.04</td>
<td>$154,288.58</td>
<td>$187,091.36</td>
<td>$222,090.08</td>
</tr>
<tr>
<td>DCCF</td>
<td>-$220,956.50</td>
<td>-$265,089.04</td>
<td>-$127,083.99</td>
<td>$27,202.59</td>
<td>$214,293.95</td>
<td>$436,384.02</td>
</tr>
</tbody>
</table>

*Figure 31 Cumulative and discounted cash flows*

<table>
<thead>
<tr>
<th>Discounted</th>
<th>NPV</th>
<th>$558,195.84</th>
<th>NPV</th>
<th>$333,491.56</th>
</tr>
</thead>
<tbody>
<tr>
<td>IRR</td>
<td>39.43%</td>
<td>IRR</td>
<td>33.43%</td>
<td></td>
</tr>
<tr>
<td>MIRR</td>
<td>26.95%</td>
<td>MIRR</td>
<td>26.95%</td>
<td></td>
</tr>
<tr>
<td>Payback period</td>
<td>2.73</td>
<td>Payback period</td>
<td>2.85</td>
<td></td>
</tr>
</tbody>
</table>

*Figure 30 NPV, IRR, MIRR and Payback period*

This is an indicator of the future value of the project in what’s the investment worth today. As long as the discounted NPV is higher than the initial investment, it means that there is room for making profits which leads us to the conclusion that the project is profitable and the investment actually makes sense. The payback period is at 2.85 years, which means that it will take approximately 2 years, 10 months and 10 days for the company to recover its initial investment with interests.
Balance sheet

<table>
<thead>
<tr>
<th>Assets</th>
<th>2024</th>
<th>2023</th>
<th>2022</th>
<th>2021</th>
<th>2020 Starting balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>373,717</td>
<td>336,169</td>
<td>303,239</td>
<td>285,485</td>
<td>241,700</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>160,169</td>
<td>144,071</td>
<td>129,959</td>
<td>123,351</td>
<td>123,304</td>
</tr>
<tr>
<td>Inventory</td>
<td>8,500</td>
<td>7,000</td>
<td>5,500</td>
<td>4,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total current assets</td>
<td>542,396</td>
<td>487,241</td>
<td>438,668</td>
<td>411,836</td>
<td>368,013</td>
</tr>
<tr>
<td>Fixed (Long-Term) Assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long-term investments</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>25,000</td>
</tr>
<tr>
<td>Property, plant, and equipment</td>
<td>102,809</td>
<td>90,758</td>
<td>78,946</td>
<td>57,432</td>
<td>54,290</td>
</tr>
<tr>
<td>(Less accumulated depreciation)</td>
<td>10,921</td>
<td>18,151</td>
<td>15,189</td>
<td>11,446</td>
<td>(8,858)</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total fixed assets</td>
<td>82,884</td>
<td>72,605</td>
<td>63,757</td>
<td>45,984</td>
<td>45,432</td>
</tr>
<tr>
<td>Other Assets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred income tax</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Other Assets</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Assets</td>
<td>624,480</td>
<td>559,846</td>
<td>499,454</td>
<td>457,782</td>
<td>395,445</td>
</tr>
<tr>
<td>Liabilities and Owner’s Equity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>56,059</td>
<td>50,425</td>
<td>45,486</td>
<td>42,823</td>
<td>36,256</td>
</tr>
<tr>
<td>Short-term loans</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Income taxes payable</td>
<td>54,673</td>
<td>41,852</td>
<td>30,832</td>
<td>25,417</td>
<td>-</td>
</tr>
<tr>
<td>Accrued salaries and wages</td>
<td>16,700</td>
<td>16,700</td>
<td>16,700</td>
<td>16,700</td>
<td>-</td>
</tr>
<tr>
<td>Unearned revenue</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Current portion of long-term debt</td>
<td>-</td>
<td>55,081</td>
<td>55,081</td>
<td>55,081</td>
<td>55,081</td>
</tr>
<tr>
<td>Total current liabilities</td>
<td>117,432</td>
<td>154,079</td>
<td>148,099</td>
<td>140,021</td>
<td>91,538</td>
</tr>
<tr>
<td>Long-Term Liabilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long-term debt</td>
<td>55,081</td>
<td>55,081</td>
<td>110,162</td>
<td>163,244</td>
<td>120,325</td>
</tr>
<tr>
<td>Deferred income tax</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total long-term liabilities</td>
<td>55,081</td>
<td>55,081</td>
<td>110,162</td>
<td>163,244</td>
<td>128,701</td>
</tr>
<tr>
<td>Owner’s Equity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owner’s investment</td>
<td>385,178</td>
<td>299,304</td>
<td>213,015</td>
<td>130,816</td>
<td>75,406</td>
</tr>
<tr>
<td>Retained earnings</td>
<td>56,788</td>
<td>43,405</td>
<td>28,178</td>
<td>21,081</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total owner’s equity</td>
<td>441,967</td>
<td>342,709</td>
<td>241,193</td>
<td>151,897</td>
<td>75,406</td>
</tr>
<tr>
<td>Total Liabilities and Owner’s Equity</td>
<td>624,480</td>
<td>559,846</td>
<td>499,454</td>
<td>457,782</td>
<td>395,445</td>
</tr>
</tbody>
</table>

Figure 32 Balance sheet
Financial Ratios

<table>
<thead>
<tr>
<th>Common Financial Ratios</th>
<th>2024</th>
<th>2023</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt Ratio (Total Liabilities / Total Assets)</td>
<td>0.20</td>
<td>0.18</td>
<td>0.15</td>
<td>0.67</td>
<td>0.81</td>
</tr>
<tr>
<td>Current Ratio (Current Assets / Current Liabilities)</td>
<td>4.26</td>
<td>2.97</td>
<td>2.96</td>
<td>2.94</td>
<td>4.03</td>
</tr>
<tr>
<td>Working Capital (Current Assets - Current Liabilities)</td>
<td>414,963</td>
<td>323,182</td>
<td>290,599</td>
<td>271,815</td>
<td>276,675</td>
</tr>
<tr>
<td>Assets-to-Equity Ratio (Total Assets / Owner's Equity)</td>
<td>1.41</td>
<td>1.64</td>
<td>1.67</td>
<td>1.00</td>
<td>0.34</td>
</tr>
<tr>
<td>Debt-to-Equity Ratio (Total Liabilities / Owner's Equity)</td>
<td>0.41</td>
<td>0.64</td>
<td>1.07</td>
<td>2.00</td>
<td>4.24</td>
</tr>
</tbody>
</table>

*Figure 33 Financial ratios*

With the help of balance sheet the financial ratios are calculated. The most important ones are shown, which are Debt ratio, Current ratio, Working capital, Assets-to-Equity ratio and Debt-to-Equity ratio.

Debt ratio shows us what portion of the assets is financed from debt. For example, in the first year for each $1 we have in assets, we have $0.81 in debt. This number is a little bit high for a service company, considering that there is no manufacturing and inventory held, however it is completely normal for new companies to finance most of its assets from debt. During the next years this number is decreasing significantly, since in 2024 it will reach 0.29.

Current ratio is an indicator of the capability of the company to pay its short-term debts. Since most of our operations are financed from the long-term debt, Tentless has pretty god Current ratios, starting from 2.94 and increasing it to 4.26. This means that at any time the company is solvent to pay its short term debts. However, this number should not get too high (over 3) because this could mean that the company is not using its short term assets efficiently, so it either isn’t securing financing as good as possible, or the company is not managing its working capital properly. The financial departments needs to keep this in mind with the growth of the company.

Working capital is closely connected to the current ratio and depicts the operating liquidity of a business. It shows how much current assets cover current liabilities. If this indicator is negative there is a working capital deficit. It is clearly stated that most of the financing is coming from the long-term debt, so the working capital deficit is not a problem. However an inefficient management of working capital needs to be under consideration when the company grows.
Asset-to-Equity ratio is an indicator of the volume of assets compared to the Owner’s Equity. It indicates the relationship between the assets and the owner’s equity. High values may indicate a substantial debt which in this case is the initial investment in order to start the business. The good sign is that the ratio is dropping down over the years, because there is a possibility of interest costs consuming all the profits and preventing the company from growing.

Debt-to-Equity ratio evaluates financial leverage of a company. It measures the degree to which a company finances its operations through debt versus owned funds. Furthermore, it shows the capability of shareholders to cover all the debts in case of a downturn in business. Per usual, in the starting period this ratio is not ideal, since the biggest part of the company is being financed by debt, and in this case 4.24:1 compared to the owner’s equity. However, as the profits are collected, the debt is paid off and the owner’s equity increases. That much so that in the last year the total liabilities are only 0.41:1 compared to the owner’s equity, which presents no problem for the owners to cover any liquidity problems in case of a downturn.
Conclusion
Since camping is one of the most affordable options for any person who wants to escape their daily routine, in the same time, be in the natural world, Tentless used this as an opportunity to open a one of a kind camping company. Mainly, all of the well-liked countries to camp in are in the northern part of Europe; while Spain being the 17th in the ranks, it is constantly growing.

After some studies, we saw that people are getting to like camping more and more over the years. They are most likely to see camping as a way to just relax and not feel like they have to be somewhere else or do something. Later, we checked the opportunity in the market, and what type of segment like goes camping the most. After seeing that the organized groups are at 4%, which is the lowest rate of people that goes camping, we decided to increase this and let them take some days to relax after all the work they are doing. New innovations and technologies in the market had an impact on camping, which will make people believe that it has a negative impact, but on the contrary. We can use those innovations to make camping even better. With the help of social media and influencers, Tentless will have a good image and respect in the eyes of our customers.

Glamping is one of our main competitors, since they let people enjoy nature in a fashionable way. It is a movement that is growing and showing no signs of retardation. Even though they offer luxury, what Tentless offer is something unique. Different types of bundles for different types of customer, from companies (Organized groups) to Schools, Active or groups of individuals, and finally, families. It is true that each one of them has different packages, but they all serve the same purpose at a different price. They let you enjoy camping as a group or individual, with the same activities, such as Hiking, team building, rafting, climbing, and many more.

Tentless will have a hierarchical structure, which is one of the most used model for a company’s organizational structure. The highest ranked officer will be the CEO; on the next level, we will have 5 different sectors that will answer directly to the CEO: Marketing director, financial director, Camp coordinator, HR director and legal sector. Each one will have different tasks, different responsibilities. The camp coordinator will be in charge of all the activities within the camp. He will have a Camp staff manager, Food and Beverage manager, and administration.

As of the legal aspect, we chose the Liability Corporation because it suits us better, and has a lot of benefits. It permits flexibility of a partnership, but limits their liability. In Spain, the LLC provides better and more versatile legal framework with fewer rules. 6 steps are needed to set up a company in
Spain: get a NIE number, name the company, open a bank account for the business, establishing the shareholders of the company, have the notary sign the deed and going to the tax agency and pay the taxes required. We should also make sure to follow all of the rules and restrictions of camping in Castilla y Leon, since we will open it there.

Tentless offers a service of providing camping vacations, including all the necessary equipment including, but not limited to, tents, sleeping bags, hammocks, chairs, headlamps, firewood. Also, offering a wide option of meals and drinks. The service of providing camping experiences already exists in the market. However, we would be providing a new and unique bundle of services in a market that already exists, so it can be classified as a service development. After doing a thorough Customer analysis, we saw that the best ones are the organized groups, such as companies and schools. But we will offer bundles to individuals or families. Porter’s Five Forces have huge impact of an industry because it can stack out position of a firm in an industry and able to let the firm know their strength and weakness in order to retaining customer. Therefore, the companies should clarify the five industry forces to have a better understanding in order to begin develop its strategic use for business. PESTEL analysis is an invaluable business tool that analyzes six different groups of external factors, all of which can affect businesses. The factors that will affect us more are the economy, social and environmental sector. After conducting a good SWOT analysis, we saw that we have more strength than weaknesses, but the opportunities and threats are the same.

As of the economic and financial plan and in terms of costs and expenses, the cost of the marketing and sales teams will be of 161,017€. In the first year of the business we would apply a penetration strategy in order to create brand recognition and attract as many individual clients as possible. During the following years, Tentless would lower the costs of marketing to reduce costs since the main source of incomes are group visits. The total fixed cost of remodeling the common area and equipment will be 220956.5€; and the variable cost will be 19800€. The price for a group trip (15 people) will be 757.5€ for a 2 night stay and the individual will be 16.5€. The bank loan will be 221000€, with 55081€ repaid yearly. As of revenues, the average trip prices per month of a group stay will be 2750€, and from individuals 2785.75€. We will have another income from drinks & food, which will be approximately 6318€. After a though analysis of the market, we will have an increase in sale of 15% during high season, and 7.5% during low seasons. During the first 4 months, the camp will be in preparation, and the focus will be on marketing. There will be no guests at the camp and no services provided, which
means no profits will be made during these months. After this “raising awareness” phase, we will open the camp during high season (June-20 till September-20). Ultimately, the off season will begin, as will the demand for our camp, which will lower our profits significantly. In December and January the demand is too low to make enough profits to open the camp. The costs would surpass the profits significantly, and we have decided to keep the camp closed during the months of December through February. During the first year and a half (feb-20 till july-21), the expenses will still be higher than the revenues. The breakeven point should be somewhere in the middle of August 2021. Of course, if the camp grows faster, we would reach this point sooner.

All in all, it can be said that Tentless finds itself in a good business environment. Although, there is a lot of competitors, at the Break-Even point we can do the revision of all our finances and find ways to penetrate the market so we can expand Tentless. Our good brand reputation will help us get more customers that trusts us, so it can be helpful for the expenditure of our company.
Bibliography


