

**YEAR 2020-2021**  
**BACHELOR DEGREE IN TOURISM AND HOSPITALITY  
MANAGEMENT**  
**SUBJECT: DEGREE THESIS**  
**SEMESTER: 7**  
**BUSINESS PLAN: CREATING A WOMEN ONLY GLAMPING**

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## 1. Executive Summary

This project is structured as follows: Firstly, a brief description of the business model is made. Secondly, a study of the market demand is carried out. Later on, a marketing plan of the business is detailed. Subsequently, an operations plan is developed. The next point details FORBY's Organizational Plan and Human Resources. Then, a financial analysis of the company is carried out. In the next section, an analysis of the legal aspects of the business is carried out. Afterwards, the growth strategy of the business and timeline is detailed. Finally, FORBY's Critical Risks and Contingency Plans are presented.

This **business model** consists in the creation of a glamping as a tourist accommodation.

It was decided to create a business focused only on women within the hospitality industry because there is a gap in the tourism sector (*Consult 2.1 Literature Review*).

This business is aimed only at women and the main target client, the women of the LGBTIQ+ segment. This glamping offers a wide variety of services and facilities linked to relaxation/well-being and beauty within the same enclosure. In addition, the complex offers a range of leisure activities with the aim of encouraging relationships between visitors. Moreover, within the same complex it is offered to consumers a wide selection of gastronomic establishments. For instance, an a la carte restaurant, a breakfast buffet, several food trucks with different gastronomic offers and customers can also enjoy a bar-lounge on the beach.

It is a glamping located in the island of Gran Canaria, just in front of the sea and placed in a natural environment.

This business has the following **competitive advantages** over others hospitality accommodation:

Firstly, the business is focused only on women.

Secondly, another competitive advantage that the business presents is its location in a selective and exclusive environment. It offers consumers the opportunity to enjoy the beach and nature. In addition, Canary Islands have subtropical oceanic weather which means that customers can enjoy the beach and nature 12 months a year, and the glamping is open all year (high profitability).

Thirdly, consumers are offered a wide selection of activities and services within the same complex in order to satisfy their needs and preferences.

Finally, the privacy that this tourist accommodation offers it is another factor to take into account in terms of competitive advantage

In terms of **Profitability**, glamping is a profitable business nowadays because the revenues compared to the investment is profitable.

## 2. Business Description

In the next section, a deep analysis and description of the business to be carried out is made.

### 2.1 Literature Review

As Brooker and Joppe (2013) claimed, the hotel and tourism industry focused on nature offers a wide range of tourist accommodations focused on diverse client profiles. According to the authors, it is possible to distinguish tourist accommodations such as glamping, places enabled to camp open-air, delimited areas to be able to enjoy nature in the motorhome and areas enabled to leave the cars and benefit from the freedom in nature, among others.

“The glamping term is a combination of the words “glamour” and “camping”” (Brochado and Pereira, 2017, p.77) stated. It blends luxury accommodation with natural surroundings and more and more, it is becoming a growing trend. In this article, a research was carried out to collect clients' feedback of their stay at the campsite with the aim of improving all those aspects that visitors did not value positively.

Regarding the aforementioned, as A. Brochado and F. Brochado (2019) claimed, as time goes by, the value that customers perceived years ago when staying in a Campsite is no longer the same as nowadays when they stay in a glamping.

In this article, a research was carried out to explore in depth the value of the customers who had previously stayed in a glamping with the aim of satisfying their preferences and improving those elements that were not to their liking during their stay.

Moreover, according to the findings that Pesonen and Komppula (2010) were able to extract from their research, there is a strong relationship between lodging in nature and the fact of being able to enjoy the peace and quiet of the area and to disconnect from the regular routine.

In relation to what Pesonen and Komppula (2010) has mentioned previously, the hospitality sector has manifested a strong and rising awareness of the concept of wellbeing trips, as Dillette, Douglas and Andrzejewski (2020) argued. Moreover, the hospitality industry focused on the delivery of wellbeing infrastructure has generated growing interest among travelers, as Azman & Chan (2010) argued. This research aims to analyze in depth the preferences and requirements of travelers staying in such accommodations in Malaysia.

In addition, according to Mueller and Kaufmann (2001), well-being-based visitors have an influence on the European region. As can be appreciated in the paper, in order to generate a strategic edge over other establishments offering well-being equipment, it is essential to offer a high-level performance according to the category of the tourist establishment.

Furthermore, travel generates intellectual and corporal gains for the traveler as Chen and Petrick (2013) argued. According to the authors, the aim of this paper is to analyze the relationship established with going on a trip and the favorable contributions it makes to the traveler's intellectual and corporal condition.

Regarding the aforementioned, as Chen, Petrick and Shahvali (2016) also discuss in their paper, how travel can help travelers escape and disconnect from routine when they are on vacation.

In addition, it also analyses the positive impacts that the traveler gains at the end of the journey.

Regarding the Island of Gran Canaria as a holiday location, clients who travel on wellness tourism spend a total of 8 nights on average on the island of Gran Canaria, and these tourists travel mainly to take advantage of the sun and beaches of the island. The second reason for the trip is to be able to do wellness tourism where they can relax and go to the spa centers (Medina-Muñoz,2010).

Moreover, the Island of Gran Canaria as a tourism destination according to Cabrera and Sanchez (2000) claimed, is a very well-known place for its great extensions of nature, and this has generated a massive tourism of tourists coming from all over the world. A large part of these tourists from all over the world are starting to come to Gran Canaria to do rural tourism.

As can be seen in the data provided by Frontur-Istac (2019), Gran Canaria Island welcomed 4.267.385 tourists in 2019, in which 3.620.371 of them were international tourists and 647.011 were from Spain.

In addition, according to the official Gran Canaria tourism website and the Gran Canaria Guide, the island of Gran Canaria is a destination that attracts LGBTIQ+ tourism and offers a wide variety of accommodation to suit its requirements.

According to the aforementioned, as Rodriguez (2015) stated, the LGBTIQ + community when travelling to the island of Gran Canaria, represents more than 15% of the tourism in the island all year round. As can be appreciated in this article, according to the University of Las Palmas de Gran Canaria, a study was carried out on the spending of the gay community in Gran Canaria. The results were that they spent around 177 euros a day. Moreover, total gay tourism has a turnover of about 600 million euros on the island of Gran Canaria.

As Prat (2014) argued, tourists from the LGBTIQ + community, when they travel, tend to be mostly single and travel at all times of the year spending more than the average tourist does. This is because they have a medium to high economic level. The percentage of tourists in the group is more than 10% of the world tourism that spends more than 157.000 million euros in tourism, according to UNWTO (2014).

In relation to the aforementioned, the type of tourism that the LGBTIQ + community does is from an urban destination where they can feel good and comfortable when they are with other people from the same group and gender. They should be in a place where there is no prejudice, where they can relax and have freedom and be able to visit cultural aspects of the destination (Pritchard et al., 2000; Hughes, 2002; Jensen-Champbell, 2004; White and White, 2008).

Furthermore, according to Corrigan (2019) , more and more, just for women voyages have generated a rising interest in the hotel and tourism industry.

Concerning what has been previously mentioned, when women travel, they tend to choose activities and experiences that are much more related to culture and education and for them the priority is safety as Mieczkowski, (1990) stated. But, on the other hand, as McGehee, Loker-Murphy and Uysal, (1996) claimed, a woman is more likely to travel in order to visit family and friends or to go shopping.

According to Marzuki, et al. (2012), when women travel, they place a lot of importance on cleanliness in the rooms and in the resort in general. In addition, it is also important to have a good treatment by the hotel workers. They also like to have enough towels in the bathroom and a good temperature in the room.

This business model consists in the creation of a glamping as a tourist accommodation and according to Brochado and Pereira (2017, p.77), is a type of tourist accommodation that is creating awareness in the Hospitality Industry.

According to Banco Mundial (2019), 49.5% of the global population are women. Thus, a glamping focused on women is created because, as mentioned before, women represent almost 50% of the population. Moreover, in the Spanish hospitality Industry, as Reig (2019) argued, "The Som Dona hotel, after carrying out a market study and following business criteria, tries to cover a real need since there are travelers who choose to stay in a relaxed environment where they can pamper their needs and act freely, without feeling observed".

## 2.2. Business model concept

To be able to develop this business concept it has been done the canvas model attached below.

Figure 1: Canvas Model

<b>Key Partners</b> <ul style="list-style-type: none"> <li>- Travel Agencies: Focus on Women Mujer y viajera WOM Viajes</li> <li>- Suppliers</li> <li>- Technology partners</li> <li>- Luxury brands</li> <li>- Entertainment Company</li> </ul>	<b>Key Activities</b> <ul style="list-style-type: none"> <li>- Managing</li> <li>- Booking</li> <li>- Ownng</li> <li>- Knowledge sharing</li> </ul> <b>Key Resources</b> <ul style="list-style-type: none"> <li>- Selective and exclusive location</li> <li>- Stable weather all year round</li> <li>- Qualified personnel</li> <li>- Outstanding facilities</li> </ul>	<b>Value Propositions</b> <ul style="list-style-type: none"> <li>- Glamping</li> <li>- Women only oriented</li> <li>- Exclusive Location</li> <li>- Wide range of services and activities</li> <li>- Quality services and facilities</li> <li>- Peaceful atmosphere</li> </ul>	<b>Customer Relationships</b> <ul style="list-style-type: none"> <li>- Personalized and individual treatment</li> <li>- Customer Feedback</li> <li>- Consumer Loyalty</li> <li>- Word of mouth</li> <li>- Exclusive Discounts</li> </ul> <b>Channels</b> <ul style="list-style-type: none"> <li>- Own website</li> <li>- Social Networks</li> <li>- Travel Agencies</li> <li>- OTA's</li> <li>- Influencers</li> <li>- Word of mouth</li> </ul>	<b>Customer Segments</b> <ul style="list-style-type: none"> <li>- Mainly LGBTQ+ community</li> <li>- Women couples</li> <li>- Women singles</li> <li>- Women group of friends</li> <li>- Women from the same family unit</li> </ul>
<b>Cost Structure</b> <ul style="list-style-type: none"> <li>- Salary of employees</li> <li>- Loan</li> <li>- Services</li> </ul>		<b>Revenue Streams</b> <ul style="list-style-type: none"> <li>- Rates for the different categories of bungalows</li> <li>- Restaurants</li> <li>- Extra activities and services</li> </ul>		

Source: Own elaboration

## 2.3. Strategy and competitive edge

This business is focused on a clear differentiation strategy based on the following:

Firstly, the segment (women only) in which the business is oriented, is a great and clear difference with respect to other tourist establishments.

Secondly, the creation of glamping as a tourist accommodation is a factor of differentiation from other hotel establishments as it is currently becoming a new trend in the hospitality industry.

Thirdly, it is a unique glamping for women open 12 months and 365 days a year due to the fantastic weather of the Canary Islands.

Also, the location in which the glamping is located (in front of the beach), is another differentiating factor with respect to the competitors.

Last but not least, the great variety of services and activities that are offered in the same complex of the glamping.

## 2.4. Mission and objectives

The vision is to offer women a quiet place where they can feel unique, relaxed, meet new people and not feel judged. Thus, they will be offered quality services according to their preferences.

The main objectives are as follows:

- Creating a profitable business
- No discriminatory policies
- A leading business for women
- Tailoring a customer stay to be unique and memorable

In this business plan is intended to verify the following hypothesis:

*H<sub>1</sub>: A Glamping addressed to women only in the Canary Islands is profitable in the medium term.*

## 2.5. The entrepreneurial team

Mercè Gisbert Ametller and Carla Llata Caparrós are educated in Hospitality Management and Tourism at the University of HTSI, Ramon Llull.

Mercè is a sociable, outgoing person with a great capacity for empathy. Furthermore, she always faces situations with a positive attitude and with an ability to adapt to adverse and complicated situations. She also possesses great entrepreneurial and communication skills. She has passion and expertise in the tourism and hospitality industry.

Carla is a proactive and polyvalent person. In addition, she has a great ability for resilience and resolution skills. She is also a perseverant person with a great desire to learn. She has knowledge, background and previous experience in the hotel and tourism industry.

During the degree, they have been able to experience that they both work very well as a team because they complement each other perfectly. That is why they decided to create a business together.

In the business, they are two shareholders as well as working in the Glamping as managers.

The Glamping objective is to offer women a unique and exceptional stay.



Mercè Gisbert Ametller



Carla Llata Caparrós

## 3. Analysis of the Business Environment

In the following section, a deep analysis of the business environment to be carried out is discussed.

### 3.1. The market

Afterwards, an analysis and a study of the market to which the glamping is going to be focused is performed.

#### 3.1.1. Market characteristics and major trends

The business is aimed only to women, mainly women from the LGBTIQ + community. Years ago, women were not used to going on holiday on their own, but as society has evolved, more and more women are choosing to travel alone. It should also be noted that as times go by, society has adopted a more open-minded role towards the LGBTIQ + community. As a result of the modernization of society, LGBTIQ + people are able to travel freely and without prejudice. As can be seen above (2.1 *Literature Review*), LGBTIQ + tends to spend more money than other segments. There is a market niche for LGBTIQ + women in particular.

#### 3.1.2. Size and expected growth

The total addressable market (TAM) of FORBY Glamping, is the total global women population which according to Banco Mundial (2019), 49.5% of the global population are women. Furthermore, the Glamping is mainly focused on the woman LGBTIQ + community, which according to the statistics of the Legal Discrimination Infographic, 6.8% of the total world population are women from the LGBTIQ+ community.

Gran Canaria has great air connectivity at local, national and international level. It is also worth noting that Gran Canarias's year-round climate means that the island has a low level of seasonality.

On the other hand, as mentioned in the previous section, society has been increasingly modernized and women have acquired an important role in society today.

Therefore, there is a growth in women's travel. In addition, the LGBTIQ + community has been able to start travelling more due to the social and mental change in today's society.

Finally, in the aftermath of the pandemic, consumer preferences have been affected and instead of staying in large hotels with crowds of tourists they prefer to stay in places where outdoor spaces are prioritized, less crowding of tourists, as is the case with glamping.

### **3.1.3. Segments**

In order to be able to perform a segmentation analysis, the following criteria is taken into account:

Firstly, in terms of geographical segmentation, this tourist accommodation is aimed at a local (Canary Islands), national (Peninsula) and international audience (due to the great connectivity that the destination offers with other countries) such as United Kingdom, Germany, Portugal and United States of America.

Secondly, the demographic segmentation is also carried out to perform a market segmentation. As mentioned above, the business is only oriented to women with a minimum age of 16 years. The potential guest to whom the business is directed mainly at LGBTIQ + women community. In addition, women couples, mothers and daughters, women from the same family unit, single women and groups of friends are also a target.

Thirdly, socio-economic segmentation has also been taken into account in terms of market segmentation. In this case, the business is aimed at a public with a medium-high socioeconomic level since it is a luxury tourist accommodation.

In addition, psychographic segmentation is a variable based on the interests and preferences of the guest.

There are several types of clients:

- Wellbeing/relaxation
- Sports activities (water sports)
- Rest and enjoy beach/nature
- LGBTIQ + Tourism

Finally, motivational segmentation is another criterion in which is based to stipulate different market segments based on the reason for your trip. In this business, the motivations of customers who choose to stay in the glamping and their main motivation is the realization of leisure and holiday trips.

### 3.2. Competitive environment and sector

In order to identify the competitive environment of the business, a microenvironment and macroenvironment analysis it is made.

In terms of macroenvironment analysis, a PESTEL analysis is carried out.

Political: The Canary Islands have a regional chairperson, who is also dependent on the Spanish government (Gobierno de Canarias, 2020). The cabildo of the Canary Islands has the representation of all political forces but according to the last elections, the PSOE received a greater amount of votes and nowadays, they have a greater representation in the Canary Islands government (Ediciones País, 2019).

P

Economic: As mentioned in the political section, the Canary Islands have lower taxes than the rest of Spain. In addition, as Diaz (2020) claimed, for the Canary Islands, the tourism and hotel industry represents a very significant economic activity for the destination as it accounts for 35% of GDP and more than 40% of the population has jobs linked to tourism activity. In addition, as Equipo Noray (2019) stated, in the Canary Islands nowadays they have the IGIC (7%) instead of VAT (21%) and therefore they have a lower tax rate than other parts of Spain. In other words, for tourists and local people, the cost of buying products is more affordable than in other parts of Spain since the IGIC % is less than the VAT %.

E

Social: As can be appreciated on the Official Tourism Website of Gran Canaria, the island attracts a large number of visitors from the LGBTIQ+ community due to the open mentality compared to other countries and the stable climate throughout the year.

S

**Technological:** In the case of Gran Canaria, as it is located in Spain and is a developed country, it has



all types of technology at its disposal and FORBY could have the technology to carry out its operational activities more easily.

**Environmental:** The Canary Islands are located in the Atlantic Ocean but are part of Spain. They are



characterized by a microclimate and therefore have a stable climate throughout the year.

Each of the 7 Canary Islands have very diverse natural landscapes. As Zehender (2015)

claimed, in the southern part of the island, it is characterized by its high temperatures

and good climate. In addition, there are also the most famous white sand beaches of the island. On

the other hand, in the northern part of the island, it is characterized by its lower temperatures and

the great variety of natural landscapes that it presents.

**Legal:** As can be appreciated in the Canarias government's website, the Canary Islands have their own

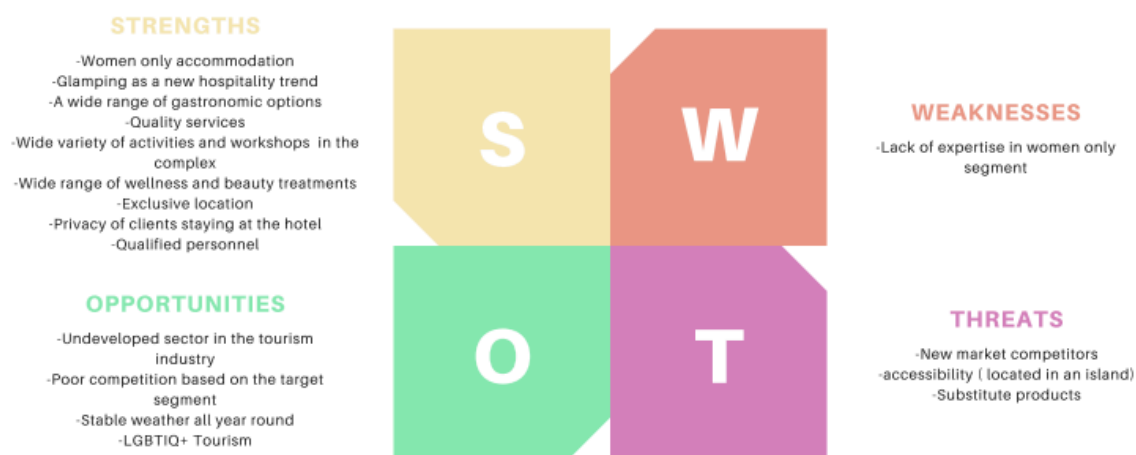


government (Gobierno de Canarias) which has authority over the 7 islands, but they must

always comply with the rules and regulations of the central government of Spain.

Secondly, as far as the microenvironment and macroenvironment is concerned, a SWOT has been chosen in order to be able to analyze in depth the external and internal environment of the business.

Figure 2: SWOT



Source: Own elaboration

In relation to the microenvironment, the model of the 5 forces of Porter have been elaborated with the objective of being able to analyze in depth the competition of the business. *In order to see Porter's Five Forces Analysis Figure 7, consult Attachment 1.*

Next, each force that makes up this model is examined in depth.

### **3.2.1. Competition – current and new entrants**

In relation to the competition's rivalry, after making a deep analysis of the competitors, it can be observed that there is only one tourist accommodation (hotel, located in Mallorca) in the whole Spanish tourist industry that is oriented only to women. In relation to the mentioned before, there is a great competitive difference in front of this tourist lodging since they are two different tourist accommodations, the competitor is a hotel and this business is a glamping. In addition, it can be considered a competitor the different tourist accommodation in the Spanish hospitality industry that are oriented to the LGBTIQ+ community.

On the other hand, it should also be noted that there are other possible competitors that can be identified if the public to which the accommodation is directed is not taking into consideration. It can distinguish several tourist accommodations (either glamping, camping or hotels) located in the Island of Gran Canaria, where women could choose to stay. As mentioned before, possible competitors that FORBY can have are the tourist establishments addressed to the LGBTIQ+ community.

In other words, this business does not have an excessive rivalry or has an average rivalry against other competitors in the Spanish tourism industry.

In relation to the threat of new entry products, the creation of a tourist accommodation requires a large financial investment and resources to be able to buy or rent a piece of land on which to carry out tourist activity. In addition, policies and regulations for the protection of natural areas must be taken into consideration when creating tourist accommodation, as there are many sites on which it is not possible to build for various reasons. Therefore, there is a medium-high probability that other competitors will opt for the creation of tourist accommodation (hotel, campsite, glamping, among others).

### **3.2.2. Suppliers' bargaining power**

In relation to the bargaining power of suppliers, there is a great variety and offer of suppliers in the hotel and tourism industry sector that provide different products to tourist establishments. That is why suppliers have a very low power of negotiation, since the business chooses the supplier that offers the best conditions, treatment and price.

### **3.2.3. Clients' bargaining power**

The bargaining power of the clients is low, since the business is the one that decides and sets the prices of the stay and of each of the products offered in the complex. However, prices are based on a customer profile with a medium-high socio-economic level.

### **3.2.4. Threat of alternative products/services**

The threats of alternative or substitute products can be medium-high since the potential client, in this case women, can choose to stay in other tourist accommodations (whether glamping, campsites, hotels, apartments, among others) on the island of Gran Canaria without the need for tourist accommodation to be oriented only to women.

## 4. Marketing Plan

In the following section, the strategy that the business implements during its creation is detailed.

### 4.1. Target segments and key success factors per segment

After a market analysis, different buyer persona has distinguished, *in order to see in more detail consult Attachment 2.*

In order to carry out a more in-depth study, three semi-structured interviews were conducted:

#### Interview 1

*Illustration 1: Interviewed 1*

*Source: Zoom Platform*

Firstly, a woman who belongs to the LGTB community has been interviewed in order to analyze her preferences and needs in depth. Her main contributions are as follows:

She has never stayed in a glamping, but she is aware of the concept of glamping. It is also worth mentioning that, until now, she had not heard of any tourist accommodation focused only on women and she states that it is a very interesting proposal and even more so if it is focused on the women of the group as potential clients, since many times they feel observed and do not feel comfortable, and with this business idea, they could feel totally at ease without prejudice. In relation to the above, she would value the stimulation of activities that encourage relationships between guests in the same complex.

Furthermore, in relation to beauty, wellbeing and relaxation, taking care of her face is a very relevant factor and it would be of great help if services and facilities for beauty treatments could be found in the same glamping complex.

As for the location, the island of Gran Canaria seems to her to be a good destination because of the landscapes it offers and the direct relationship with LGBTIQ + tourism and, knowing this, she would be even more eager to stay there.

To conclude, she thinks it is a very good business idea as it is aimed at women and more specifically at women from the LGBTIQ + community. She also values positively the wide range of activities and facilities that could be carried out in the same complex.

*Please consult Attachment 3 for full interview and the Spanish transcript.*

## **Interview 2**

*Illustration 2: Interviewed 2*

*Source: Zoom Platform*

An interview of a camping Director has been done it so that he can explain a little about the campsite where he works, to have information when the business is set up. His main contributions were the followings:

He tells that the campsite is divided into 3 types of areas: the camping units, the bungalows and the tour operators' area with their mobile homes. He says they have different types of bungalows with different capacities for people, and all are equipped with dishwashers, bathrooms, among others.

Also, on the workers, he mentions that depending on the season they have less or more workers. He said that the campsite has two subcontracted companies, which are the department of animation and lifeguards. In animation they have two companies, since one is the one that manages and the other is the one that is in charge of hiring people of internships.

The target market is families with children, and their target customer is a loyal customer. The people who stay more in the campsite are people from Catalonia, as it is located in Blanes. But they also have a lot of customers from Holland, France and Germany.

In the campsite there are 3 common areas with showers and toilets, also have a bar-restaurant where they give all the food services and a supermarket.

Activities are done from the animation department, like shows, workshops... especially for the young children.

He mentions that the season with maximum occupation is from July 15 to August 15, because of the days that European people have vacations.

They have loyalty programs and discounts for the months that are weaker in order to have more customers.

The main sales channel of the campsite is the website itself. In order to promote the complex, he says that the best thing is social networks, being very well positioned in Google and word of mouth.

He tells that the campsite has a lot of competition, what differentiates them is the location in front of the beach, but to differentiate themselves, every year they make investments in infrastructure and personalized treatment to customers.

*Please consult Attachment 4 for full interview and the Spanish transcript.*

### **Interview 3**

*Illustration 3: Interviewed 3*

*Illustration 4: Interviewed 4*

*Source: Zoom Platform*

*Source: Zoom Platform*

An interview with a stylist and an esthetician has been done which both work in a beauty and hairdressing center. Their main contributions are as follows:

Firstly, in terms of beauty, the treatments most demanded by women are body treatments (reducing, reaffirming and detoxifying) , facial treatments and massages of all kinds. In relation to the above, depending on the season, some treatments are carried out or others. Throughout the year, women tend to opt for manicures and pedicures, in summer for body treatments and in winter for facial

treatments. On the other hand, treatments that are less likely to be carried out are those using laser treatments.

Also, as time has gone by, there is more and more awareness of how important it is to take care of yourself both inside and outside, both men and women.

In terms of styling, the treatments most frequently used by women are those that provide nutrition and hydration to the hair strand, hair loss and flaking, also taking into account the condition and needs of the hair and the time of year.

There are different hair treatments that can be done according to the character of the women. On one hand, women with a more extreme character, prefer to cut their hair more extremely and with more colors. On the other hand, those with a more conservative character, choose to have hydration treatments and take care of their hair (it is not said that some women take more care of themselves than the other, but that they choose to have different treatments).

Finally, in the salon, there are programs to increase customer loyalty and promotions that encourage the purchase of more products.

*Please consult Attachment 5 for full interview and the Spanish transcript.*

A **Focus Group** has been developed, on Tuesday 13th October 2020 and 4 people have met with the profile detailed below:

Profile number 1: 50-year-old straight woman, who likes to relax and be at ease when travelling. She likes to have skin treatments.

Profile number 2: 35-year-old woman from the LGBTIQ+ community, who likes to be able to relax, but also likes to meet people and do water activities.

Profile number 3: 24-year-old woman from the LGBTIQ+ community, who likes to meet people, and to be able to do group activities, but also likes the safety and comfort of the accommodation.

Profile number 4: a 43-year-old woman from the LGBTQ+ community, who likes to be relaxed when she travels and likes that there are different activities to do in the resort.

In the debate there were 4 women, 3 from the LGBTIQ+ collective and a heterosexual woman, to explain a little bit their point of view about glamping, and also several questions that have been asked to them to know what they like.

All women mentioned that they would go to a women-only glamping for different reasons or purposes. For example, Person 2 mentions that she would feel more comfortable and Person 1 mentions that she would go with her friends or her daughter.

They have mentioned that they would like to find in the glamping tranquility, comfort, services focused on women and treatments for women. They have said that they would like the bungalows to reflect the word glamour and be rustic.

When they stay in a tourist accommodation, they don't like the fuss and the crowds. Regarding the LGBTIQ + women, they don't like to feel watched when they are with their partner.

In terms of price, they have commented that they like to stay in luxury accommodation, where they make sure that there is good service and that the place is safe. They have mentioned that it would be nice if there were different prices in the bungalows for people who cannot afford a specific price.

They have told that when they think of a product aimed at women, they think of beauty treatments, physical and mental care and having fun without being judged.

When they go to a tourist accommodation if they have a good beauty service, many times they get used to beauty treatments, as are massages and water circuits. Person 2 has mentioned that it would be good to have treatments with native products of the island.

Around the activities, above all they would like there to be something related to music, like karaoke or live music. They would also like something related to sports such as paddle-surfing or yoga, or workshops in handicrafts or local cuisine. Also, that there are different spaces of restoration.

Finally, they would like to be able to relate with other clients, since this way they would enjoy the stay more. And above all that the glamping is safe.

*Please consult Attachment 6 for full focus group and the Spanish transcript.*

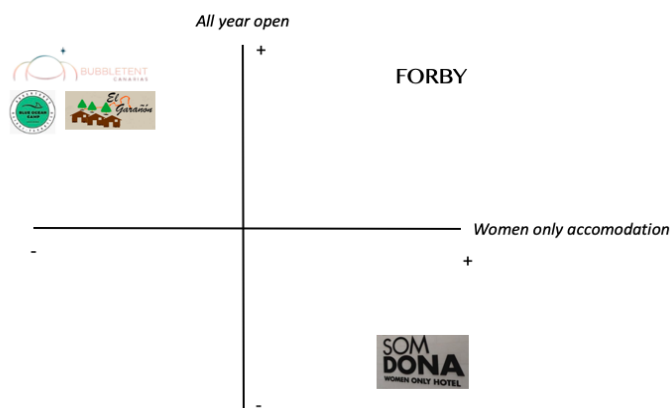
Moreover, **surveys** have been carried out until 18 October 2020. This questionnaire consists of 12 questions and 107 responses, all of which are from women as they are the potential clients. All questions asked were closed questions.

Each of the questions and graphics are detailed in *Attachment 7* with their respective answers according to the order in which the questions have been ordered. *Also, please consult Attachment 7 in order to see the full questionnaire.*

## 4.2. Positioning strategy

In order to carry out the positioning strategy, a positioning map has been created to analyze where the business is positioned in relation to competitors in the tourism sector.

Figure 3: Positioning Map



Source: Own elaboration

As can be observed in the positioning map, can be distinguish 4 different competitors from FORBY.

The positioning map is divided into two axes; the vertical axis and the horizontal axis.

On the horizontal axis, there is "Women only accommodation", the public to which the business is directed and on the vertical axis, "All year open" which refers to the months and days of the year when the tourist accommodation is open to the public.

The competitors identified on the positioning map are as follows:

Firstly, Bubbletent Canarias is situated on the left side of the horizontal axis (Women only accommodation) as it is aimed at a mixed audience and not only at women. On the other hand, it is also on the top of the vertical axis (All year open) as it is located on the island of Gran Canaria and is open to the public every day of the year. Lastly, the price per night for this establishment is 259 euros.

Secondly, Blue Ocean Camp is also located on the left side of the horizontal axis (Women only accommodation) as it is aimed at all audiences, not just women. Furthermore, it is also located at the top of the vertical axis (All year open) as, like the previous competitor, the tourist accommodation is open 365 days a year. The price of the establishment is 195 euros per night.

Thirdly, El Garañón, like the competitors mentioned above, is located in the same position on both the horizontal and vertical axis as it is aimed at all audiences (not just women) and is open all 12 months of the year. The establishment El Garañón has a price of 30 euros per night.

Afterwards, Som Dona Women Only Hotel, is located on the right side of the horizontal axis (Women Only accommodation) as it is oriented only to a female profile. On the other hand, it is located at the bottom of the vertical axis (All year open) as this tourist accommodation is located in Mallorca and is not open 365 days a year. This hotel costs a total of 123 euros per night.

Finally, FORBY (this business) is located on the right side of the horizontal axis (Women only accommodation) as it is intended for women only. Furthermore, it is also located in the upper part of the vertical axis (All year open) as it is located on the island of Gran Canaria and is open all 12 months of the year. FORBY has an average price of 160 euros per night.

To conclude, FORBY and his competitors are not very similar as the vast majority, except Som Dona Hotel, are not aimed only at women. At the same time, it has certain similarities with the other 3 competitors that are located on the island of Gran Canaria as they are open 365 days a year.

## 4.3. Marketing mix

To be able to carry out a marketing mix, it is necessary to analyze the 4p below:

*\*In order to see a 4P's Marketing Mix Figure 8 consult Attachment 8.*

### 4.3.1. Product and/or service strategy

The name of the glamping is FORBY Women Only Glamping. This name comes from the composition of the word "FOR" that refers to the customer profile to which the glamping is directed (For women) and also "BY" that refers to the creators of the business (By Women). The logo of the business is in black and grey since is a luxury accommodation.

*Illustration 5: FORBY Logo*

# FORBY

*Source: Own elaboration*

FORBY is a women-only glamping located on the island of Gran Canaria, right in front of the beach. The complex has a total of 100 bungalows, 80 bungalows with a maximum capacity of 2 people and 20 bungalows with a maximum capacity of 4 people. The bungalows are also distinguished according to the views, located right in front of the sea or in the middle of nature. In addition, there are also two types of bungalows depending on whether they have a kitchen or not.

Each of the bungalow types is described in more detail below:

*Table 1: Bungalow Categories*

	Bungalow Beach	Bungalow Nature
2 People	30	30
4 People	8	8
2 People + Kitchen	10	10
4 People + Kitchen	2	2
<b>Total bungalows</b>	<b>50</b>	<b>50</b>

*Source: Own elaboration*

This business provides the following gastronomic offerings:

Table 2: Gastronomic Offer

Gastronomic Offer	Schedule	Days Open	Average Menu (€)	Number Guest (per total day)	Total Capacity	Revenue
Buffet-Restaurant	7-10 am	All week	23 €	55	150	461.725 €
Buffet-Restaurant	7-11 pm	All week	23 €	55	150	461.725 €
Noby Restaurant	12-3 pm	Thursday - Sunday	28 €	7	40	40.768 €
Noby Restaurant	8-11 pm	Thursday - Sunday	28 €	6	40	34.944 €
Lounge Bar Beach	12 am - 12 pm	All week	15 €	15	60	82.125 €
Food Trucks	10 am - 6 pm	All week	9 €	15	-	49.275 €
Room Service	9 am - 10 pm	All week	Additional cost	-	-	-
Small Shop	11 am - 1 pm	All week	-	-	-	-
<b>Total Gastronomic Offer</b>						<b>1.130.562 €</b>

Source: Own elaboration

**FORBY** works only with Bed and Breakfast (BB), in the restaurant buffet of the Glamping it is served only breakfast and dinner.

In case clients want to enjoy any of the gastronomic offers that are not included in the reservation of the accommodation (BB) have to be paid apart from the reservation.

The complex also offers a wide range of services, activities and workshops so that customers can enjoy their stay and disconnect from their daily lives. These range from relaxation/wellness and wellness services, activities that encourage relationships between the clients themselves, and even sports activities, among others.

Table 3: Services

Relax/Wellness/Beauty	Sport / Activities	Workshops
Massages	Fitness Classes	Cooking workshops
Facial treatments	Dance Classes	Beauty workshops
Body treatments	Scuba diving	
Hair treatments	Paddle surf	
Manicure and Pedicure	Karaoke	
Sauna and Jacuzzi		

Source: Own elaboration

## 4.3.2. Pricing strategy

In order to be able to set the prices of this business, an in-depth analysis of the prices that other competitors offer for their products has been carried out and based on this a price of the accommodation has been set. That is to say, since it is a question of glamping and it is a new trend in the tourist sector, the prices have been fixed based on luxury hotels and other glamping in Gran Canaria since the target client has a medium-high socioeconomic level since in terms of price, the business is more similar to luxury hotels than to camp sites.

The prices are as follows:

*Table 4: Bungalow Prices*

	Bungalow Beach	Bungalow Nature
2 People	30 (nº bungalows) x 150€	30 (nº bungalows) x 125€
4 People	8 (nº bungalows) x 170€	8 (nº bungalows) x 145€
2 People + Kitchen	10 (nº bungalows) x 175€	10 (nº bungalows) x 150€
4 People + Kitchen	2 (nº bungalows) x 195€	2 (nº bungalows) x 170€

*Source: Own elaboration*

All the activities are included in the price of the reservation of the stay except:

- All services for beauty/relaxation/wellness treatments
- Workshops
- Water activities outside the complex

### 4.3.3. Channel strategy

To distribute the tourist accommodation, different distribution channels are going to be used in order to attract a greater number of potential customers and to make them aware of the tourist product offered. The glamping is distributed in two different ways, firstly, directly to the customer without intermediaries (**B2C**) and secondly to distribute the product through intermediaries (**B2B**). In relation to the above, the distribution channels are as follows:

On one hand, a website is going to be created so that the same clients can consult information and make their own reservations (without intermediaries).

On the other hand, distribute the tourist accommodation through different intermediaries. These intermediaries refer to physical travel agencies (e.g. Focus on Women, Women Travelers and WOM Travel) and OTA's (Booking, Expedia, TripAdvisor and Kayak).

### 4.3.4. Communication strategy

To promote the Glamping, three tools are used. As the public to which the business is directed has different ages, thanks to the use of the communication tools they facilitate to reach all the publics.

First of all, social networks are a very important promotional tool nowadays, because even though customers are of different ages, they use them to a greater or lesser extent. The promotion is done through Instagram, Facebook, Google +, Twitter and YouTube.

Secondly, the influencers are another instrument for promoting the product, as they have many followers on social networks, which make it easier for potential customers to find out about the glamping. In addition, thanks to them they are going to be able to know what type of activities can be made and what type of bungalows are offered.

Last but not least, the word of mouth is very important at the moment of promoting the business since if the previous experience of the clients has been unforgettable, it can help future clients to choose to lodge in the tourist complex.

# FORBY

FORBY is directed only to women and its potential clients are the women of the LGTBIQ+ community. For this reason, a flyer of the business has been created aimed at all women, one marketing campaign specifically addressed to the women of the LGTBIQ+ community and another marketing campaign that is aimed at all women (women from the LGTBIQ+ community and women who do not feel identified in this group).

In order to see in detail the FORBY communication campaigns, *consult the marketing campaigns and FORBY flyer in Attachment 9.*

Firstly, as can be appreciated in the *Illustration 3*, the official flyer of FORBY Women Only Glamping is carried out. As can be appreciated in the background of the image, there are two women seated on the beach. It has been decided to use this background because the Glamping is located in Gran Canaria and is close to the sea. On the other hand, as far as women are concerned, FORBY is aimed only at women, and with this flyer it is intended to capture the attention of all women who want to live a unique and quiet experience in an ideal place. In relation to the font and text of the flyer, it has been chosen a white font color because it is a neutral color that transmits tranquility and is in accordance with the backdrop of the image. The text "FORBY" appears in large size in the image in order to raise awareness of the brand among women. In addition, the word "FORBY" is written in two colors as it is intended to differentiate two words; is composed of "FOR" as it is aimed at women (for women) and "BY" as it has been created by two women (by women). Finally, the text that appears at the bottom of the picture is in line with the message of calm, freedom, and uniqueness that is also transmitted in the background image.

Afterwards, it can be observed two marketing campaigns that FORBY carries out:

As can be observed in the *Illustration 4*, this marketing campaign is oriented to the women of the LGTBIQ+ segment since, as previously mentioned, they are the main client.

As can be appreciated in the background of the picture, it refers to the colors of the flag of the LGTBIQ+ collective, since FORBY it is the principal customer. In addition, in the center of the image can be observed by two women holding hands as a symbol of unity. In the upper and lower part of the image, there is a text written in a black font color that intends to launch a message of freedom and support to all women of the LGTBIQ+ community so that they feel attracted by the business and are aware of the brand. In addition, a question appears with the aim of promoting a more direct and interactive relationship with the women of the LGTBIQ+ collective.

Finally, as can be appreciated in the Illustration 5, this marketing campaign is aimed at women who belong to the LGBTQ+ community and women who do not feel identified with it. As can be appreciated in the background of the image, there is a silhouette of two women with their backs turned. This can represent two women who are a couple (that is why it is aimed at the women of the LGBTQ+ collective) and two women who do not belong to the collective (friends, family members, among others). There is also a beach in the background since according to the official flyer, the Glamping is located on the island of Gran Canaria and the sea is close by. Furthermore, in the upper part of the image, there is a text written in a white font with a hashtag and it is intended to launch a message of welcome and support to the women of the LGBTQ+ collective and at the same time a message of relaxation and peacefulness in an ideal and unique environment.

## 4.4. Forecasting and sales outlook

### Accommodation Revenue

Table 5: Bungalow Revenue

	Bungalow Beach	Bungalow Nature	
2 People	30 (nº bungalows) x 150€ = 4500€	30 (nº bungalows) x 125€ = 3750€	
4 People	8 (nº bungalows) x 170€ = 1360€	8 (nº bungalows) x 145€ = 1160€	
2 People + Kitchen	10 (nº bungalows) x 175€ = 1750€	10 (nº bungalows) x 150€ = 1500€	
4 People + Kitchen	2 (nº bungalows) x 195€ = 390€	2 (nº bungalows) x 170€ = 340€	
<b>Total</b>	<b>8000€ (x day)</b>	<b>6750€ (x day)</b>	<b>14.750€ (x day)</b>

Source: Own elaboration

Table 6: Total revenue in % occupancy

	Occupancy 40%	Occupancy 49%	Occupancy 65%	Occupancy 68%
Total revenue x day	5.900€	7.228€	9.588€	10.030€
Total revenue x month	177.000€	216.825€	287.625€	300.900€
Total revenue x year	2.153.500€	2.638.038€	3.499.438€	3.660.950€

Source: Own elaboration

Regarding the gastronomy, the revenue is from the different gastronomic offers that the complex presents. Guest can enjoy the Restaurant-Buffer, a la carte restaurant, food trucks located in the pool area and on the beach, lounge Bar Beach and room service.

\* FORBY only works with Bed and Breakfast stay. The gastronomy services have to be paid apart from the accommodation booking.

Also, the extra services and activities that the glamping provides, would be another revenue stream. For example, in terms of relaxation/wellness/beauty services and activities, clients have to pay for the extra services.

Moreover, regarding the sport/activities, also would be another income that the complex would have. In addition, workshops would be a good way in order to increase the income of the hotel.

Furthermore, a shop is at the disposal of the customers in case they want to buy basic necessities.

As follows, a table with all the required information to calculate the total income in the first 4 years of the FORBY is detailed.

*Table 7: Total Revenues in the next 4 years*

<b>TOTAL REVENUES</b>				
Rooms	2.336.000	2.861.600	4.061.720	4.249.184
Food & Beverage	1.130.562	765.626	1.004.663	1.090.532
Spa & Workshop	883.300	1.197.200	1.835.585	2.101.159
<b>TOTAL REVENUES</b>	<b>4.349.862</b>	<b>4.824.426</b>	<b>6.901.968</b>	<b>7.440.875</b>

Source: Own elaboration

\* For more detail information see *Main Hypothesis and Assumptions (in Finance section 7.3)*

## 5. Operations Plan

This section provides a planning of all the operations that the glamping has made.

### 5.1. Process identification and map

FORBY has carried out 7 processes map that can be appreciated in *Attachment 10*.

### 5.2. Location, physical infrastructure and layout

FORBY Women Only Glamping is located right in front of the beach. The Glamping is located in Spain, in the Canary Islands, specifically in the south of the island of Gran Canaria.

*Illustration 6: FORBY Women Only Glamping location*



Source: Google Maps

FORBY has 100 bungalows with a maximum capacity of 240 people and in order to satisfy the guest needs, the glamping offers different physical infrastructure as follows:

Table 8: FORBY Guest Physical Infrastructure

Gastronomic Facilities	Common Areas	Accommodation
Buffet -Restaurant	Reception	Bungalows
Noby Restaurant	WC	
Lounge Bar Beach	Parking Area	
Small Shop	Spa Center	
	Swimming Pool	
	Gym	
	Tennis Court	
	Workshop Room	

Source: Own Elaboration

A physical infrastructure is also needed for the whole area that is not facing the clients or the outside but is located in an exclusive part of the glamping with only access to suppliers and Glamping staff.

Some of the physical infrastructure needed is:

Table 9: FORBY Staff Physical Infrastructure

Staff Physical Infrastructure
Staff Canteen & Dressing Rooms
Store Mangement & Mantaincance Area
Rubish Room
Laundry Room

Source: Own Elaboration

\*Consult the Layout of the glamping in Attachment 11.

### 5.3. Resources: machinery and facilities

Regarding the machinery and facilities, an approximate estimation of the costs of the accommodation areas, F&B department, Kitchen, activities, Small Shop, Public Areas and Staff Areas has been carried out. *Consult Attachment 12 for more detailed calculations.*

**Total Machinery = 185.280€**

**Total Facilities = 233.720€**

**Total Resources = 419.000€**

In terms of electricity, air conditioning and heating is provided throughout the Glamping complex, but every single bungalow can control their own temperature. Moreover, light throughout the complex is provided also.

### 5.4. Stocks management and purchases

FORBY's purchasing policy is very varied depending on the stock and purchases to which is referring.

As for the stock, all the facilities mentioned in the previous section are placed when the security stock reaches an established number of units. The security stock is different from amenities, towels and bed linen and food and beverage. So, that means that the purchasing policy is different depending on the stock and purchases that are ordered.

### 5.5. Subcontracting

In the Glamping there are different departments subcontracted which are as follows:

Regarding the entertainment department, Gesticio is the company that the glamping will subcontract to take care of all kinds of activities to be carried out in the complex. For instance, fitness and dance classes, paddle surf, scuba diving and karaoke.

Regarding the lifeguard department, Cruz Azul is the company that the glamping will subcontract. FORBY works with this company all year round since due to the stable climate and warm weather, guests can enjoy the facilities of the complex all year round.

In terms of the security department, Atlantisegur is the company that the glamping subcontracts, in charge of the security of the glamping complex. It is a private company in the Canary Islands, which offers an excellent service protecting people and the complex.

In terms of the laundry, Lavandería Mogán is a company subcontracted by FORBY in order to be more efficient and with the aim of offering an excellent service and in perfect condition to the guests.

Finally, Miranda World Tax Consulting is an outsourced consultancy responsible for the financial department of the Glamping.

As mentioned before, even though the weather is stable throughout the year, during the high season, employees from different departments are subcontracted with temporary contracts in order to meet the high demand from customers.

## **5.6. Production capacity of future company**

As can be seen in the section *4.4 Forecasting and sales outlook*, the complex has:

60 bungalows of 2 people without kitchen = 120 people

20 bungalows of 2 people with kitchen = 40 people

16 bungalows of 4 people without kitchen = 64 people

4 bungalows of 4 people with kitchen = 16 people

The maximum capacity of the Glamping is 240 people per day, taking into account that the Glamping has 100% occupancy. So, if the Glamping has a 100% occupancy through the year, it could accommodate a total of 87.600 people. However, depending on the season, Glamping does not have a maximum occupation due to the seasonality although Gran Canaria has a stable climate all year round.

## 5.7. Operations Plan parameters

This section outlines the parameters that glamping requires for its operational activity.

### 5.7.1. Investments

Firstly, in order to purchase FORBY, it has been based on the prices of campsites in the Iberian Peninsula (with a value of **5.900.000 euros**). *For more detailed information about the purchase of the campsite, please consult the Attachment 13.* Therefore, based on these prices, a glamping with the same value is going to be bought and will be located in the south of the island of Gran Canaria. In addition, reforms are being carried out to be able to offer an exclusive service in accordance with the category of the establishment. This complex has a large part of the necessary facilities in accordance with FORBY Women Only Glamping's business idea. This tourist accommodation offers a large restaurant (Buffet), different swimming pools, reception, public bathrooms, several villas and bungalows, children's areas, sports facilities, Coffee-Restaurant (Noby Restaurant), bar (Lounge Beach) and a spa center. In relation to the above, this tourist complex consists of several services, facilities and infrastructures that FORBY wants to offer and this is why the purchase of this complex was chosen.

On the other hand, it should also be taken into account that different areas of the complex are refurbished (*explained in detail in section 5.7.3 Unit Costs*) in order to offer a service in accordance with FORBY's business concept.

Table 10: FORBY Initial Investment

Investments	Value in €
Camping purchase	5.900.000€
Glamping Reforms	740.200€
Furniture & Equipment	419.000€
Initial Working Capital	1.340.828€
<b>Total Investments</b>	<b>8.400.028€</b>

Source: Own Elaboration

## 5.7.2. Stocks

As mentioned before (*5.4 Stocks management or purchases*), all the facilities are placed when the security stock reaches 5 units with the exception of the following:

1) The amenities, towels, bed linen and others are ordered as soon as the established safety stock is reached and the hotel is not out of stock.

- Amenities: Security stock of 1.200 units.
- Towels: Security stock of 720 units.
- Bedding: Security stock of 720 units.

2) Secondly, as far as food and drinks are concerned, the order does not depend on the safety stock, but the order is done frequently.

- Beverages: Every week an order for beverages is carried out
- Food: Fresh food is ordered every day (vegetables, meat, fruit and fish)

Also, it has to be taken into account that the orders always go according to the season, although Gran Canaria as a tourist destination does not have a very strong low season. In both seasons, the same safety stock is kept, but the number of units in the orders vary. That is to say, in high season, the orders are of greater unit unlike the low season that are made with smaller orders.

## 5.7.3. Unit costs

In order to have a more detailed budget of the reforms of the Glamping, it has been consulted with different professionals' architects and industrialists to be able to have a more accurate quotation. As mentioned before (5.7.1 Investments), the refurbishments are detailed as follows based in the actual state of the assets:

Table 11: Unit Cost Investment FORBY

	Refurbishment Investment
Buffet (Gran Restaurant in the previous camping)	10.000€
Noby Restaurant (Coffee - Restaurant in the previous camping)	10.000€
Bar (Lounge Beach)	4.700€
Bungalows	663.000€
Spa	6.000€
Reception & offices	6.000€
Workshop Room	6.000€
Food trucks	13.000€
WC	6.000€
Swimming pool	7.000€
Staff Canteen & dressing room	7.000€
Store Management	1.500€
<b>Total Refurbishment Investment</b>	<b>740.200€</b>

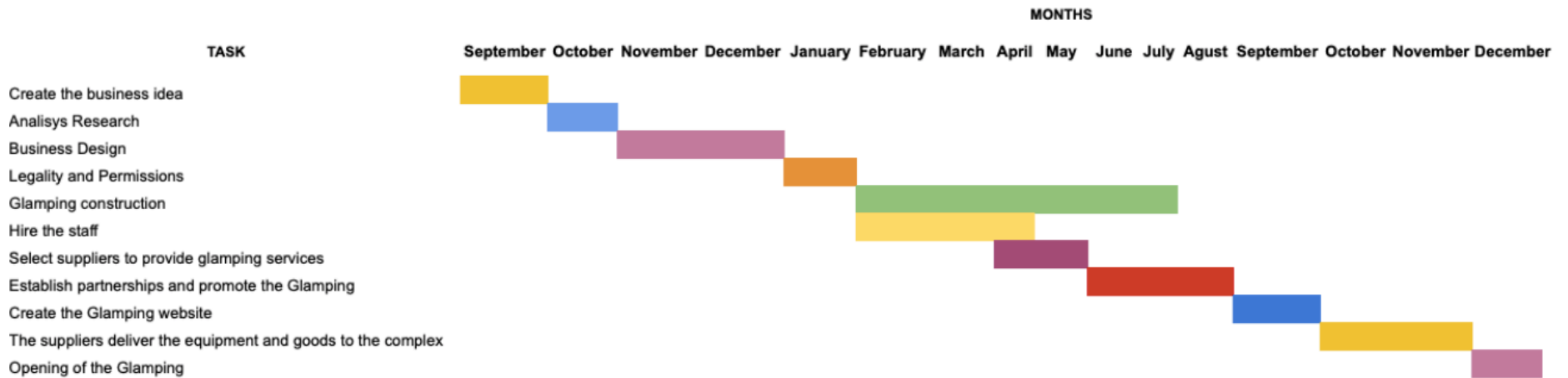
Source: Own Elaboration

## 5.8. Launching: provisional planning

In order to carry out the provisional planning, a GANTT is elaborated. As Villanueva (2018) stated, “A Gantt chart is a useful tool for planning projects. By providing you with an overview of scheduled tasks, all parties involved will know which tasks have to be completed and by what date.”

Below, the FORBY GANTT Chart can be observed:

Figure 4: FORBY GANTT Chart



Source: Own Elaboration

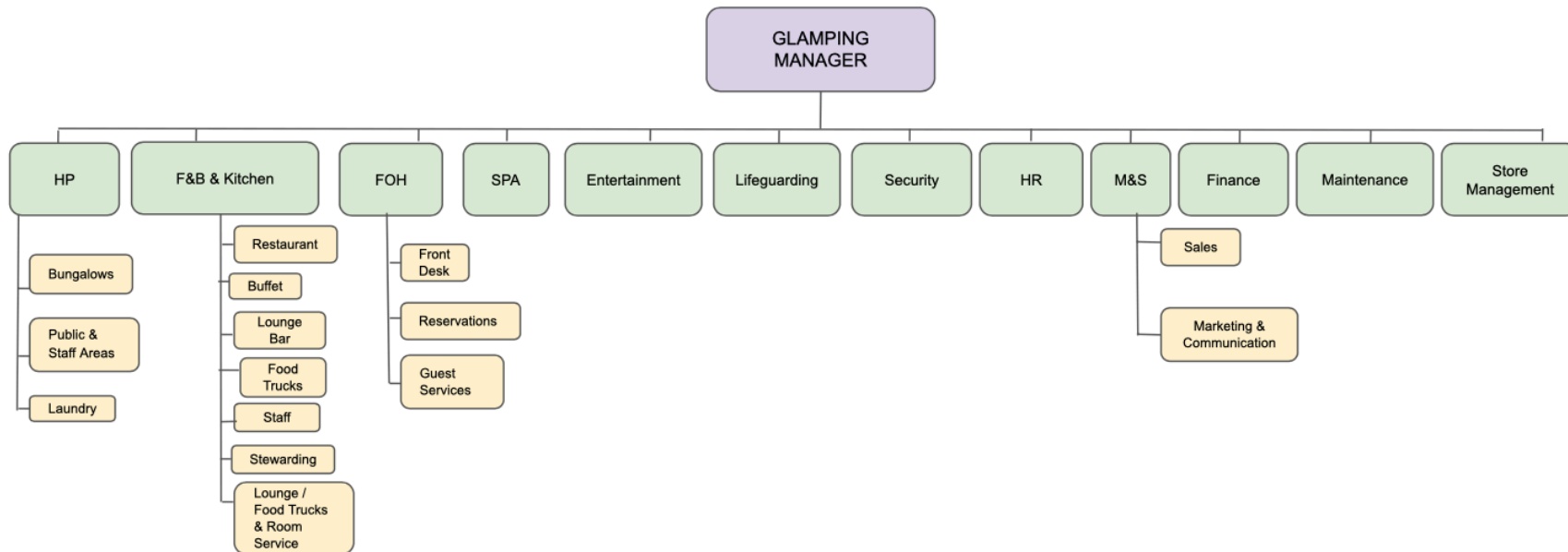
## 6. Organizational Plan and Human Resources

In this section of HR, is detailed FORBY's organizational structure, job description, the policy of the human resources department and management team.

### 6.1. Organizational structure

As this is a women-only glamping, all the employees working at FORBY are women.

Figure 5: FORBY Women Only Glamping Organizational Chart



Source: Own elaboration

## 6.2. Job descriptions

*Please consult Attachment 14 in order to see the job descriptions of FORBY employees.*

## 6.3. Human Resource Policy: selection, management, compensation

In accordance with the company policy, the vast majority of glamping workers are on the Glamping staff in order to avoid employee turnover. Therefore, it means that they are paid a payroll. However, there are also workers subcontracted from external companies as mentioned above in *section 5.5 Subcontracting*.

It should also be taken into account that in the high season, a greater number of employees are hired from external companies either as temporary contracts.

The leadership that FORBY carries out is a democratic leadership since it is adapted to the company policy that FORBY offers. This leadership consists of involving all the employees of the glamping, taking into account their opinion in each of the processes that glamping carries out. Therefore, it is a good way to obtain a wider vision and different points of view to take into account.

Moreover, through this leadership promotes the communication of all the employees of the complex since teamwork is essential.

For FORBY, the employees are the most important asset of a company because if they are not satisfied and motivated with their work, they cannot offer an excellent service.

Below, each of the salaries of the Glamping employees are detailed. In addition, the percentage of social insurance (32% in Spain) that the company have to pay is also added.

Table 12: Annual Compensation and Social Insurance FORBY employees

Position	Annual Compensation	Annual Compensation & Social Insurance per employee	Total cost
Housekeeping Manager	28.130 €	9.002 €	37.132 €
Bungalows Attendants (12 employees)	14.750 €	4.720 €	233.640 €
Public and staff areas Attendants (6 employees)	14.750 €	4.720 €	116.820 €
F&B Manager	28.130 €	9.002 €	37.132 €
Maitre	20.930 €	6.698 €	27.628 €
A la Carte Restaurant Waitress (3 employees)	14.750 €	4.720 €	58.410 €
Assistant A la Carte Restaurant Waitress (2 employees)	14.450 €	4.624 €	38.148 €
Buffet Waitress (6 employees)	14.750 €	4.720 €	116.820 €
Buffet Waitress Assistant (3 employees)	14.450 €	4.624 €	57.222 €
Lounge Barwomen (2 employees)	15.290 €	4.893 €	40.366 €
Lounge Bar waitress (3 employees)	14.750 €	4.720 €	58.410 €
Executive Chef	28.130 €	9.002 €	37.132 €
Buffet Cook (5 employees)	15.730 €	5.034 €	103.820 €
Noby Cook (3 employees)	16.130 €	5.162 €	63.876 €
Lounge Bar Beach Cook	14.810 €	4.739 €	19.549 €
Food Truck Cook (2 employees)	14.810 €	4.739 €	39.098 €
Personal Canteen Cook (2 employees)	14.810 €	4.739 €	39.098 €
Kitchen Steward (4 employees)	14.450 €	4.624 €	76.296 €
Front Office Manager	28.130 €	9.002 €	37.132 €
Receptionist (5 employees)	16.430 €	5.258 €	108.440 €
Doorwomen (2 employees)	14.730 €	4.714 €	38.888 €
Bellwomen (2 employees)	14.530 €	4.650 €	38.360 €

Spa Manager	28.130 €	9.002 €	37.132 €
Spa Employees (7 employees)	16.130 €	5.162 €	149.044 €
Human Resources Manager	30.530 €	9.770 €	40.300 €
Sales Manager	30.530 €	9.770 €	40.300 €
Marketing & Communication Manager	30.530 €	9.770 €	40.300 €
Maintenance Manager	28.130 €	9.002 €	37.132 €
Maintenance Employees (8 employees)	16.130 €	5.162 €	170.336 €
Store Management Manager	28.130 €	9.002 €	37.132 €
Glamping Managers (Mercè Gisbert and Carla Llata)	38.930 €	12.458 €	102.776 €
<b>TOTAL NUMBER EMPLOYEES: 91</b>			<b>2.077.869€</b>

Source: Own elaboration

Furthermore, FORBY Women only Glamping has different outsourced companies as mentioned before (5.5 subcontracted).

#### 6.4. Management Team and Board of Directors

As can be appreciated in the Organizational Chart (6.1), FORBY is directed by two women who, in addition to being directors of the complex, are also founders and shareholders. The two directors are Mercè Gisbert and Carla Llata, both formed in Hotel Management and Tourism at the University of Sant Ignasi (HTSI).

## 7. Financial Plan

A financial analysis of the viability of the business during the next few years of its operation is performed.

### 7.1. Initial Investment. Needs

Table 13: Initial Investment

Furniture & Equipment (FF&E)	419.000
Initial Working Capital	1.340.828
Camping Purchase	5.900.000
Refurbishment	740.200
<b>Total Investment</b>	<b>8.400.028</b>

Source: Own elaboration

### 7.2. Finances. Sources

Table 14: FORBY Sources

Shareholders (60%)	5.040.000
Loan (40%)	3.360.011
<b>Total</b>	<b>8.400.011</b>

Source: Own elaboration

Table 15: FORBY Loan

<b>FINANCIAL</b>					
Loan Amount	3.360.011				
Loan Term (years)	5				
Loan Interest	2,5%	2,5%	2,5%	2,5%	2,5%
Capital Amortization	672.002	672.002	672.002	672.002	672.002
<b>Interest</b>	<b>84.000</b>	<b>67.200</b>	<b>50.400</b>	<b>33.600</b>	<b>16.800</b>
Quote	756.003	739.202	722.402	705.602	688.802
Amount Due at the Beginning of the Period	3.360.011	2.688.009	2.016.007	1.344.004	672.002
Amount Due at the end of the Period	2.688.009	2.016.007	1.344.004	672.002	0

Source: Own elaboration

### 7.3. Main hypothesis and assumptions

Table 16: FORBY Main Hypothesis & Assumptions

MAIN HYPOTHESIS & ASSUMPTIONS	Currency: €	1	2	3	4
Inflation			0,0%	7,0%	0,0%
<b>ROOMS</b>					
# Rooms		100	100	100	100
Occupancy (%)		40%	49%	65%	68%
#Guest per year		96	118	156	164
Days opened		365	365	365	365
ADR (€) (= price per room)		160	160	171	171
<b>Total Rooms Revenues (€)</b>		<b>2.336.000</b>	<b>2.861.600</b>	<b>4.061.720</b>	<b>4.249.184</b>
Other Expenses (excluding Human Resources):					
Rooms Revenues %		15%	15%	15%	15%
€		350.400	429.240	609.258	637.378
<b>FOOD &amp; BEVERAGE</b>					
Average Buffet Menu (€) (breakfast & dinner)		23	23	25	25
Average # of Buffet Clients (breakfast)		55	65	80	85
Average # of Buffet Clients (dinner)		55	65	80	85
Average Noby Menu (€) (lunch & dinner) (open 208 days)		28	28	30	30
Average # of Noby Clients (lunch)		7	10	14	16
Average # of Noby Clients (dinner)		6	9	13	16
Average Lounge Menu (€) (lunch & dinner)		15	15	16	16
Average # of Lounge Clients (lunch & dinner)		15	18	20	22
Average Food Trucks Menu (€) (from 10 am - 6 pm)		9	9	10	10
Average # of Foodtrucks Clients (from 10 am - 6 pm)		15	21	25	28
Days opened		365	365	365	365
<b>Total F&amp;B Revenues (€)</b>		<b>1.130.562</b>	<b>765.626</b>	<b>1.004.663</b>	<b>1.090.532</b>
Cost of Sales:					
F&B Revenues %		40%	40%	40%	40%
€		452.225	306.250	401.865	436.213
Other Expenses (excluding Human Resources):					
F&B Revenues %		17%	17%	17%	17%
€		192.196	130.156	170.793	185.390
<b>SPA &amp; WORKSHOP</b>					
Workshop and Activities (x day)		10	17	25	29
Workshop and Activities (€)		20	20	21	21
Spa (x day)		37	49	70	80
Spa (€)		60	60	64	64
Days opened		365	365	365	365
<b>Total Spa &amp; Workshop Revenue</b>		<b>883.300</b>	<b>1.197.200</b>	<b>1.835.585</b>	<b>2.101.159</b>
Other Expenses (excluding Human Resources):					
Spa & Workshop Revenues %		31%	31%	31%	31%
€		273.823	371.132	569.031	651.359
<b>TOTAL REVENUES</b>					
Rooms		2.336.000	2.861.600	4.061.720	4.249.184
Food & Beverage		1.130.562	765.626	1.004.663	1.090.532
Spa & Workshop		883.300	1.197.200	1.835.585	2.101.159
<b>TOTAL REVENUES</b>		<b>4.349.862</b>	<b>4.824.426</b>	<b>6.901.968</b>	<b>7.440.875</b>
<b>SALES &amp; MARKETING</b>					
Booking commissions (average % of Rooms Revenue)		7%	7%	7%	7%
Booking commissions (€)		163.520	200.312	284.320	297.443
Other Commercial Expenses (excluding Human Resources):					
Total Revenues %		18%	12%	5%	5%
€		782.975	578.931	345.098	372.044
<b>Sales &amp; Marketing expenses (excluding HR)</b>		<b>946.495</b>	<b>779.243</b>	<b>629.419</b>	<b>669.487</b>
<b>MAINTENANCE</b>					
Other Maintenance Expenses (excluding Human Resources):					
Total Revenues %		7%	7%	7%	7%
€		304.490	337.710	483.138	520.861
<b>Maintenance expenses (excluding HR)</b>		<b>304.490</b>	<b>337.710</b>	<b>483.138</b>	<b>520.861</b>
<b>UTILITIES</b>					
Total Revenues %		5%	5%	5%	5%
€		217.493	241.221	345.098	372.044
<b>Total Utilities</b>		<b>217.493</b>	<b>241.221</b>	<b>345.098</b>	<b>372.044</b>
<b>OUTSOURCED COMPANIES &amp; SERVICES</b>					
Total Revenues %		7%	7%	7%	7%
€		304.490	337.710	483.138	520.861
<b>Total Outsourced Companies &amp; Services</b>		<b>304.490</b>	<b>337.710</b>	<b>483.138</b>	<b>520.861</b>
<b>TOTAL OTHER OPERATIONAL EXPENSES</b>		<b>1.772.969</b>	<b>1.695.884</b>	<b>1.940.793</b>	<b>2.083.253</b>

<b>HUMAN RESOURCES</b>				
<b>ROOMS</b>				
Housekeeping Manager	1	1	1	1
Year Salary (includes 32% Social Security)	37.132	37.132	39.731	39.731
Employees Bungalows	18	18	18	18
Year Salary (includes 32% Social Security)	19.470	19.470	20.833	20.833
<b>Total Rooms HR Cost</b>	<b>387.592</b>	<b>387.592</b>	<b>414.723</b>	<b>414.723</b>
<b>FRONT OFFICE</b>				
Front Office Manager	1	1	1	1
Year Salary (includes 32% Social Security)	37.132	37.132	39.731	39.731
Receptionist	5	5	5	5
Year Salary (includes 32% Social Security)	21.688	21.688	23.206	23.206
Doorwomen	2	2	2	2
Year Salary (includes 32% Social Security)	19.444	19.444	20.805	20.805
Bellwomen	2	2	2	2
Year Salary (includes 32% Social Security)	19.180	19.180	20.523	20.523
<b>Total Front Office HR Cost</b>	<b>222.820</b>	<b>222.820</b>	<b>238.417</b>	<b>238.417</b>
<b>F&amp;B</b>				
F&B Manager	1	1	1	1
Year Salary ( includes 32% Social Security)	37.132	37.132	39.731	39.731
Maitre	1	1	1	1
Year Salary (includes 32% Social Security)	27.628	27.628	29.562	29.562
Waitress	12	12	12	12
Year Salary (includes 32% Social Security)	19.470	19.470	20.833	20.833
Waitress Assistant	5	5	5	5
Year Salary (includes 32% Social Security)	19.074	19.074	20.409	20.409
Barwomen	2	2	2	2
Year Salary (includes 32% Social Security)	20.183	20.183	21.596	21.596
<b>Total F&amp;B HR Cost</b>	<b>434.136</b>	<b>434.136</b>	<b>464.526</b>	<b>464.526</b>
<i>F&amp;B HR Cost / F&amp;B Revenues</i>	<i>38%</i>	<i>57%</i>	<i>46%</i>	<i>43%</i>
<b>KITCHEN</b>				
Executive Chef	1	1	1	1
Year Salary (includes 32% Social Security)	37.132	37.132	39.731	39.731
Buffet Cook	5	5	5	5
Year Salary (includes 32% Social Security)	20.764	20.764	22.217	22.217
Noby Cook	3	3	3	3
Year Salary (includes 32% Social Security)	21.292	21.292	22.782	22.782
Other cooks	5	5	5	5
Year Salary (includes 32% Social Security)	19.549	19.549	20.917	20.917
Kitchen Steward	4	4	4	4
Year Salary (includes 32% Social Security)	19.074	19.074	20.409	20.409
<b>Total Kitchen HR Cost</b>	<b>378.869</b>	<b>378.869</b>	<b>405.390</b>	<b>405.390</b>
<b>SPA</b>				
Spa Manager	1	1	1	1
Year Salary (includes 32% Social Security)	37.132	37.132	39.731	39.731
Spa Employees	7	7	7	7
Year Salary (includes 32% Social Security)	21.292	21.292	22.782	22.782
<b>Total SPA HR Cost</b>	<b>186.176</b>	<b>186.176</b>	<b>199.208</b>	<b>199.208</b>
<b>HUMAN RESOURCES</b>				
Human Resources Manager	1	1	1	1
Year Salary (includes 32% Social Security)	40.300	40.300	43.121	43.121
<b>Total Human Resources HR Cost</b>	<b>40.300</b>	<b>40.300</b>	<b>43.121</b>	<b>43.121</b>
<b>SALES &amp; MARKETING</b>				
Sales Manager	1	1	1	1
Year Salary (includes 32% Social Security)	40.300	40.300	40.300	40.300
Marketing & Communication Manager	1	1	1	1
Year Salary (includes 32% Social Security)	40.300	40.300	43.121	43.121
<b>Total Sales &amp; Mktng HR Cost</b>	<b>80.600</b>	<b>80.600</b>	<b>86.439</b>	<b>86.439</b>
<b>ADMINISTRATION</b>				
General Manager	2	2	2	2
Year Salary (includes 32% Social Security)	51.388	51.388	54.985	54.985
<b>Total Administration HR Cost</b>	<b>102.776</b>	<b>102.776</b>	<b>109.970</b>	<b>109.970</b>
<b>MAINTENANCE</b>				
Maintenance Manager	1	1	1	1
Year Salary (includes 32% Social Security)	37.132	37.132	39.731	39.731
Maintenance Employees	8	8	8	8
Year Salary (includes 32% Social Security)	21.292	21.292	22.782	22.782
Store Management Manager	1	1	1	1
Year Salary (includes 32% Social Security)	37.132	37.132	39.731	39.731
<b>Total Maintenance HR Cost</b>	<b>244.600</b>	<b>244.600</b>	<b>264.503</b>	<b>264.503</b>
<b>TOTAL HR COST</b>	<b>2.077.869</b>	<b>2.077.869</b>	<b>2.226.298</b>	<b>2.226.298</b>
<b>CORPORATE TAX</b>	<b>25%</b>	<b>25%</b>	<b>25%</b>	<b>25%</b>

Source: Own elaboration

## 7.4. Income Statement Financial Projections

In terms of the Income Statement Financial Projections, FORBY has carried out a Profit & Loss as follows:

Table 17: FORBY P&L

<b>P&amp;L (Profit &amp; Loss)</b>	<b>(Currency: €)</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Revenues					
Rooms	<i>(see details in "Main Hypothesis &amp; Assumptions Table)</i>	2.336.000	2.861.600	4.061.720	4.249.184
Food & Beverage	<i>(see details in "Main Hypothesis &amp; Assumptions Table)</i>	1.130.562	765.626	1.004.663	1.090.532
Spa & Workshop	<i>(see details in "Main Hypothesis &amp; Assumptions Table)</i>	883.300	1.197.200	1.835.585	2.101.159
<b>Total Revenues</b>		<b>4.349.862</b>	<b>4.824.426</b>	<b>6.901.968</b>	<b>7.440.875</b>
Operational Expenses					
Cost of Sales	<i>(see details in "Main Hypothesis &amp; Assumptions Table)</i>	-452.225	-306.250	-401.865	-436.213
Human Resources	<i>(see details in "Main Hypothesis &amp; Assumptions Table)</i>	-2.077.869	-2.077.869	-2.226.298	-2.226.298
Other Operational Expenses	<i>(see details in "Main Hypothesis &amp; Assumptions Table)</i>	-1.772.969	-1.695.884	-1.940.793	-2.083.253
<b>Total Operational Expenses</b>		<b>-4.303.063</b>	<b>-4.080.003</b>	<b>-4.568.956</b>	<b>-4.745.764</b>
<b>EBITDA</b>		<b>46.799</b>	<b>744.423</b>	<b>2.333.011</b>	<b>2.695.111</b>
Amortization	<i>(Asset Investment / Usefull Life)</i>	-142.800	-142.800	-142.800	-142.800
<b>EBIT</b>		<b>-96.001</b>	<b>601.623</b>	<b>2.190.211</b>	<b>2.552.311</b>
Financial Interest	<i>(See Loan Amortization Table)</i>	-84.000	-67.200	-50.400	-33.600
<b>Profit Before Taxes</b>		<b>-180.001</b>	<b>534.422</b>	<b>2.139.811</b>	<b>2.518.711</b>
Tax	<i>(Corporate Tax: 25%)</i>	45.000	-133.606	-534.953	-629.678
<b>Net Profit</b>		<b>-135.001</b>	<b>400.817</b>	<b>1.604.858</b>	<b>1.889.033</b>

Source: Own elaboration

## 7.5 Sensitivity Analysis

In terms of the **Sensitivity Analysis**, taking into account the price variable of a bungalow, if the price decreases by 20%, the business model continues to be profitable even if there is a decrease in price, the business shows a profit during its activity.

Table 18: FORBY Sensitivity Analysis (-20% ADR)

<b>MAIN HYPOTHESIS &amp; ASSUMPTIONS</b>	<b>Currency: €</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Inflation			0,0%	7,0%	0,0%
<b>ROOMS</b>					
# Rooms		100	100	100	100
Occupancy (%)		40%	49%	65%	68%
#Guest per year		96	118	156	164
Days opened		365	365	365	365
ADR (€) (= price per room)		128	128	137	137
<b>Total Rooms Revenues (€)</b>		<b>1.868.800</b>	<b>2.289.280</b>	<b>3.249.376</b>	<b>3.399.347</b>

Source: Own elaboration

Table 19: FORBY P&L Sensitivity Analysis (-20% ADR)

P&L (Profit & Loss)	(Currency: €)	1	2	3	4
<b>Revenues</b>					
Rooms	(see details in "Main Hypothesis & Assumptions Table)	1.868.800	2.289.280	3.249.376	3.399.347
Food & Beverage	(see details in "Main Hypothesis & Assumptions Table)	1.130.562	765.626	1.004.663	1.090.532
Spa & Workshop	(see details in "Main Hypothesis & Assumptions Table)	883.300	1.197.200	1.835.585	2.101.159
<b>Total Revenues</b>		<b>3.882.662</b>	<b>4.252.106</b>	<b>6.089.624</b>	<b>6.591.038</b>
<b>Operational Expenses</b>					
Cost of Sales	(see details in "Main Hypothesis & Assumptions Table)	-452.225	-306.250	-401.865	-436.213
Human Resources	(see details in "Main Hypothesis & Assumptions Table)	-2.077.869	-2.077.869	-2.226.298	-2.226.298
Other Operational Expenses	(see details in "Main Hypothesis & Assumptions Table)	-1.567.401	-1.478.402	-1.688.966	-1.819.804
<b>Total Operational Expenses</b>		<b>-4.097.495</b>	<b>-3.862.522</b>	<b>-4.317.130</b>	<b>-4.482.315</b>
<b>EBITDA</b>		<b>-214.833</b>	<b>389.584</b>	<b>1.772.494</b>	<b>2.108.724</b>
Amortization	(Asset Investment / Usefuk Life)	-142.800	-142.800	-142.800	-142.800
<b>EBIT</b>		<b>-357.633</b>	<b>246.784</b>	<b>1.629.694</b>	<b>1.965.924</b>
Financial Interest	(See Loan Amortization Table)	-84.000	-67.200	-50.400	-33.600
<b>Profit Before Taxes</b>		<b>-441.633</b>	<b>179.584</b>	<b>1.579.294</b>	<b>1.932.323</b>
Tax	(Corporate Tax: 25%)	110.408	-44.896	-394.823	-483.081
<b>Net Profit</b>		<b>-331.225</b>	<b>134.688</b>	<b>1.184.470</b>	<b>1.449.243</b>

Source: Own elaboration

In addition, regarding the **Feasibility Analysis**, the Payback is carried out in order to know how much time the initial investment will be recovered. In case of FORBY, in 3 years and 8 months will be the period in which FORBY will recover the initial investment.

Table 20: FORBY Payback

<b>PAYBACK</b>	1	2	3	4
Initial Investment done by Shareholders & Owners	-5.040.000	0	0	0
Net Profit	-135.001	400.817	1.604.858	1.889.033
Year To Date Cash Flow	-5.175.001	-4.774.184	-3.169.326	-1.280.292
<b>PAYBACK</b>	<b>Aproximatly 3 years and 8 moths</b>			

Source: Own elaboration

Moreover, the Average Yield in the case of FORBY is 37% since the investors had invested 5.040.000€ and the Net profit in an ordinary year is 1.889.003€ so, the Average Yield for the investors would be this number.

Table 21: FORBY Average Yield

<b>AVERAGE YIELD</b>			
Initial Investment done by Shareholders	5.040.000		
Net Profit in an ordinary year			1.889.033
<b>Average Yield when consolidated</b>			<b>37%</b>

Source: Own elaboration

## 8. Legal Aspects

Afterwards, the legal aspects that must be taken into account for the opening and operation of the Glamping are detailed.

### 8.1. Legal format and structure

FORBY Women Only Glamping is a limited company (S.L.) since this type of company is the one that best adapts to the requirements, characteristics and size of the business. Also, most Spanish companies choose to set up a limited company as well. Regarding the S.L. minimum capital contribution is 3.000 euros.

### 8.2. Intellectual and industrial property

After a thorough analysis of other tourist establishments to ensure that there are no companies or tourist establishments under the same name, and as discussed in *section 4.3.1 (Product and/or service strategy)*, FORBY Women Only Glamping is the trade name of the company and the brand of Glamping. The business is in the Spanish trademark register under 3 classes:

Firstly, the category of Camping, since the business has a certain similarity to the Camping as a tourist establishment.

Secondly, it is also registered in tourist establishments since Glamping is a typology of tourist establishments.

Finally, it is also registered under the class of restaurants since the Glamping offers a wide variety of gastronomic offers.

The registration fees and the management service cost 1.000 euros to the company.

## 9. Company Growth and Development Strategy

As for FORBY's growth and development strategy, an Ansoff growth matrix is used to explain in detail each of the business' growth stages during its operational period.

Figure 6: FORBY Ansoff Growth Matrix

		PRODUCT	
		Existing	New
MARKETS	Existing	<b>Market Penetration Strategy</b> - Loyalty Programs - Discounts	<b>Product Development Strategy</b> - Skincare Workshop
	New	<b>Market Development Strategy</b> - Open a new Women Only Glamping in Portugal	<b>Diversification Strategy</b> - Own a Kitchen Garden

Source: Own elaboration

In terms of **Market Penetration Strategy**, FORBY opts to offer loyalty programs to guests which consists in being able to benefit from the special offers, discounts and promotions but in order to benefit from the loyalty program, the guests have to have a minimum number of stay points. In addition, FORBY offers special discounts to guests when the Glamping occupancy is not very high in order to encourage other customers to stay in the hotel.

Regarding **Product Development Strategy**, Glamping offers a new Skincare workshop that has an additional cost and with this workshop, an extra income can be gained. This new workshop is held in the workshop room on those days when it is not occupied by other activities.

As **Market Development Strategy** is concerned, FORBY Women Only Glamping opts to open another women-only glamping located in Portugal as it is a destination with a close relationship with the LGBTIQ+ collective and women. In addition, Portugal does not have Women Only Accommodation.

Finally, regarding the **Diversification Strategy**, FORBY is going to integrate vertically such as within the same complex having a delimited area where a kitchen garden can be located in order to obtain the own primary resources and local food products can be made.

## 10. Timeline

As mentioned above (5.8 Launching: Provisional planning), it is expected to take 1 year and 3 months to open from now. Please see 5.8 (Launching: Provisional planning) for details of the activities to be carried out.

## 11. Critical Risks and Contingency Plans

Firstly, if there were a pandemic like the one that occurred in early March 2020, in the event that the government forced all businesses to close temporarily due to force majeure, the business would be forced to close until the state chose to reopen the businesses. In the event that the government did not force the temporary closure of tourism businesses, and FORBY had a demand for customers, it would choose to establish all necessary security measures to ensure the safety of guests and workers at the complex. On the other hand, in the case that Glamping did not have guest in the complex, FORBY would decide to close until the situation improved and normalized.

Secondly, another possible risk that Glamping could encounter is the provision of a food in poor condition and the customer gets poisoned. In case this situation happens, the Glamping has an insurance that covers all the caused damages of the guest.

Thirdly, due to the geographical location of the island of Gran Canaria, another possible risk that FORBY could encounter is a fire either inside the complex or in the surroundings. In this case, the contingency plan would be to ensure that clients are safe and out of the affected area and afterwards call the fire department and the police to solve the fire as quickly as possible.

## Conclusions

To be able to carry out the creation of a Glamping only for women, previously an analysis of the demand and market has been carried out and it has been found that it is a market and a segment of market scarcely exploited in the tourist industry and of the Spanish hospitality. FORBY Women Only Glamping is a profitable business for the following reasons:

- A deep and detailed market analysis has been carried out in order to carry out the business successfully.
- Under-exploited market and niche (women and LGBTQI+ community).
- Purchase and realization of good reforms of the Glamping totally in line to satisfy the needs of the guests and with the service of quality that is wanted to offer.
- The workers are a valuable asset in the company since they are motivated and satisfied with the work, an excellent service according to the standards of the company is offered.
- Conducting aggressive marketing campaigns to reach a wider audience and raise awareness of the business

Based on what is mentioned in the section 2.4 *Mission & Objectives*, it is concluded about the goodness of  $H_1$ .

*$H_1$ : A Glamping addressed to women only in the Canary Islands is profitable in the medium term.*

To conclude, after the arguments listed previously, it is a profitable and successful business.

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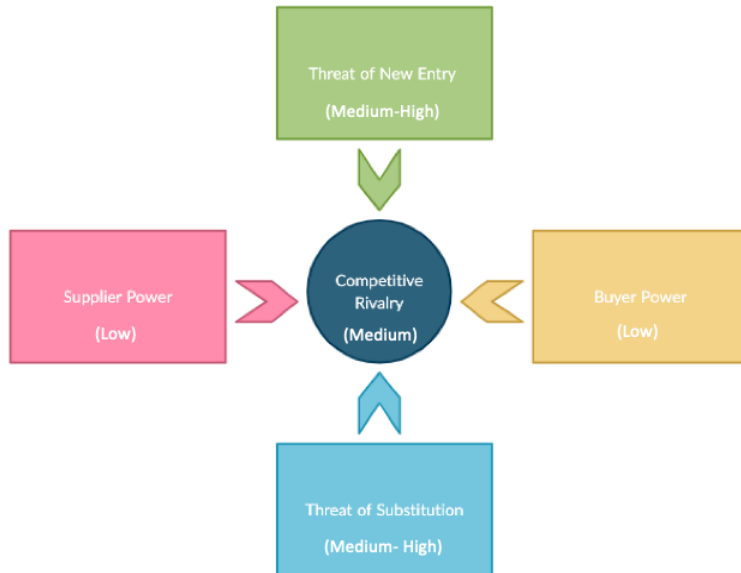
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## Attachments



### Attachment 1: Porter's Five Forces Analysis

Figure 7: Porter's Five Forces Analysis



Source: Own elaboration

## Attachment 2: Buyer persona

 <p>CLARA (30 years old)</p>	<ul style="list-style-type: none"><li>- Travels with her couple.</li><li>- To disconnect from the routine.</li><li>- Do activities that encourage relationships between guests.</li><li>- Gran Canaria as a destination because of the relationship with LGTBQ+ tourism.</li></ul>
 <p>MARIA (45 years old)</p>	<ul style="list-style-type: none"><li>- Travels with her 17-year-old daughter.</li><li>- To spend time together and have time for themselves.</li><li>- Enjoy the fantastic weather at the beach.</li></ul>
 <p>MARTA (55 years old)</p>	<ul style="list-style-type: none"><li>- Travels with her 50-year-old sister.</li><li>- Wellness and relaxation treatments during the whole stay because of the stress and busy life they have.</li></ul>
 <p>JANA (35 years old)</p>	<ul style="list-style-type: none"><li>- Single woman.</li><li>- Travels alone.</li><li>- Likes to be in contact with nature and doing sport activities.</li><li>- Loves to meet new people.</li><li>- Gran Canaria as a destination because of the relationship with LGTBQ+ tourism.</li></ul>

# FORBY



LAIA (30 years old)

- Travels with a group of friends.
- Do activities with her friends in the same glamping complex.

## Attachment 7: Surveys

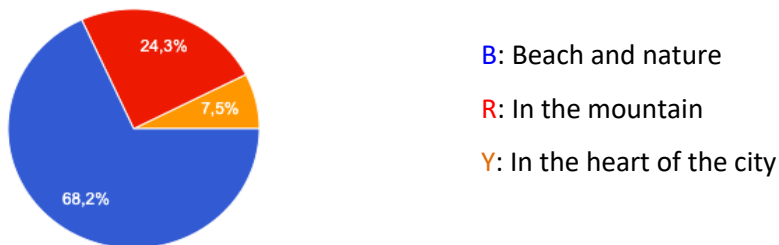
### Questionnaire link:

<https://docs.google.com/forms/d/1Zk2WxLQzUwI3reg4uyBY2-uhIY3BWG6Yyduv6LYFxpQ/edit>

### Detailed questions:

1. Where would you like the Glamping to be located?

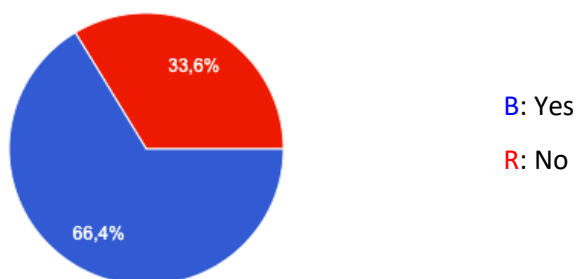
*Graphic 1: Where would you like the Glamping to be located?*



*Source: Own elaboration based in surveys done by Google Forms*

2. When you travel, do you like to stay in luxury accommodation?

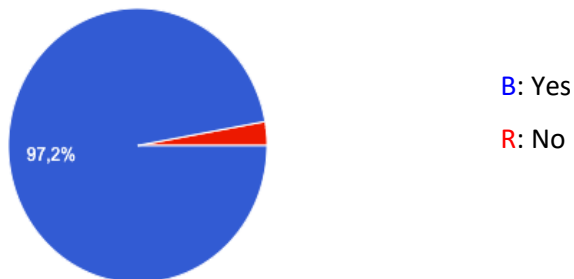
*Graphic 2: When you travel, do you like to stay in luxury accommodation?*



*Source: Own elaboration based in surveys done by Google Forms*

3. Would you like to have different gastronomic facilities in the Glamping Complex? (a la carte restaurants, buffet, lounge, food trucks, among others)

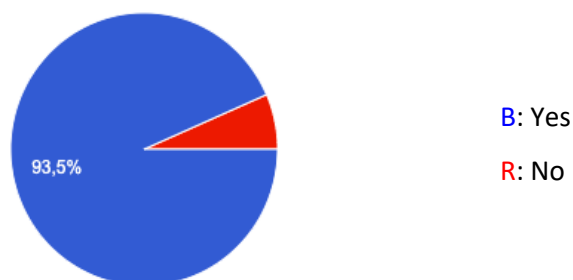
Graphic 3: Would you like to have different gastronomic facilities in the Glamping Complex? (a la carte restaurants, buffet, lounge, food trucks, among others)



Source: Own elaboration based in surveys done by Google Forms

4. Do you positively value the fact that Glamping offers activities that encourage personal relationships between guests?

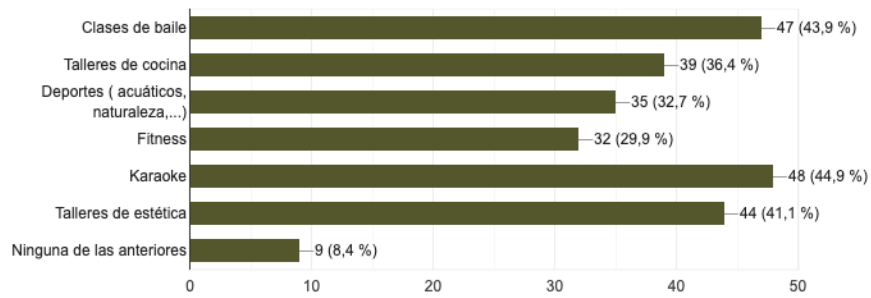
Graphic 4: Do you positively value the fact that Glamping offers activities that encourage personal relationships between guests?



Source: Own elaboration based in surveys done by Google Forms

5. If you answered affirmatively to the previous question, what kind of recreational activities would you like to find?

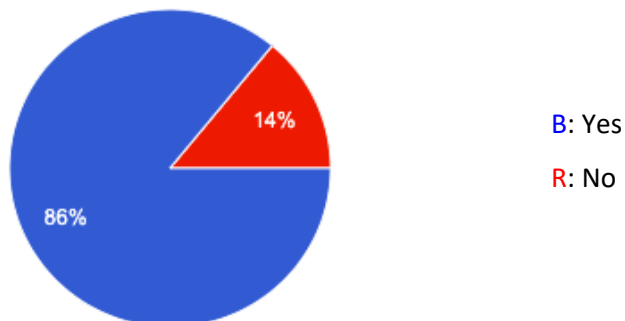
Graphic 5: If you answered affirmatively to the previous question, what kind of recreational activities would you like to find?



Source: Own elaboration based in surveys done by Google Forms

6. Do you do wellbeing / relaxation and beauty treatments?

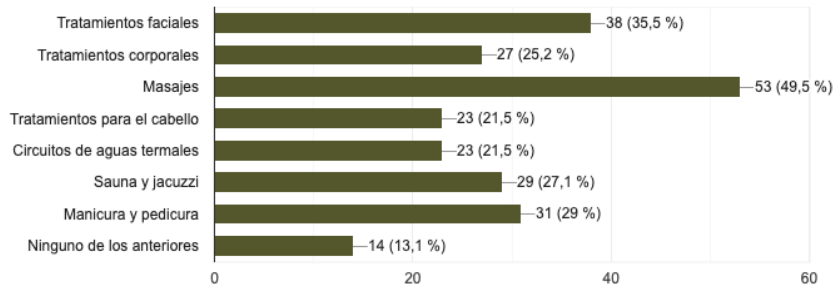
Graphic 6: Do you do wellbeing / relaxation and beauty treatments?



Source: Own elaboration based in surveys done by Google Forms

7. If you answered affirmatively to the previous question, what wellness/relaxation and beauty treatments do you usually do?

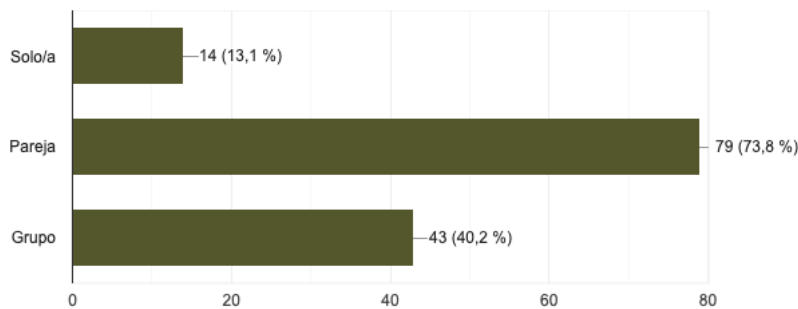
Graphic 7: If you answered affirmatively to the previous question, what wellness/relaxation and beauty treatments do you usually do?



Source: Own elaboration based in surveys done by Google Forms

8. If you were staying at the Glamping, you would come:

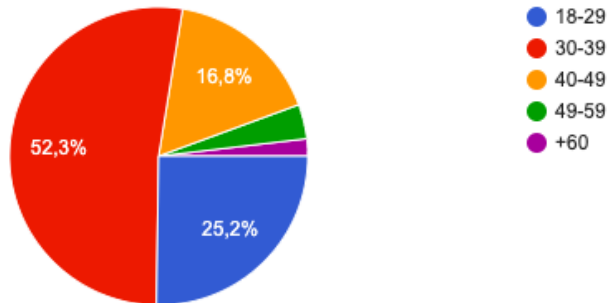
Graphic 8: If you were staying at the Glamping, you would come



Source: Own elaboration based in surveys done by Google Forms

## 9. Age

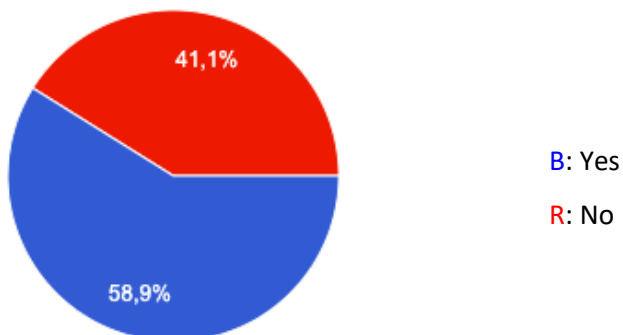
Graphic 9: Age



Source: Own elaboration based in surveys done by Google Forms

## 10. Do you belong to the LGBTI Q+ group?

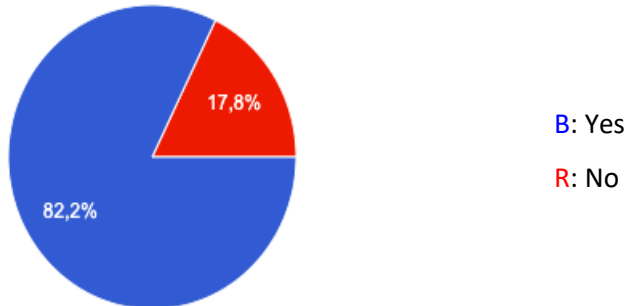
Graphic 10: Do you belong to the LGBTI Q+ group?



Source: Own elaboration based in surveys done by Google Forms

## 11. Would you like Glamping to be aimed at women only?

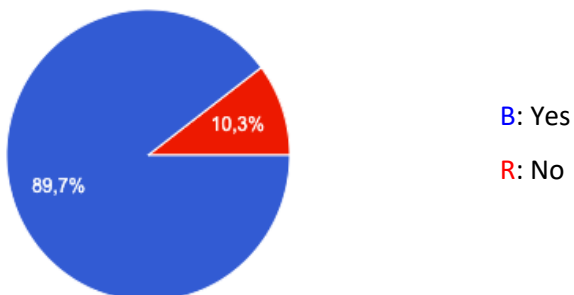
Graphic 11: Would you like Glamping to be aimed at women only?



Source: Own elaboration based in surveys done by Google Forms

## 12. Would you stay in a Glamping that offers a wide range of facilities/services for relaxation/wellness and beauty for women only?

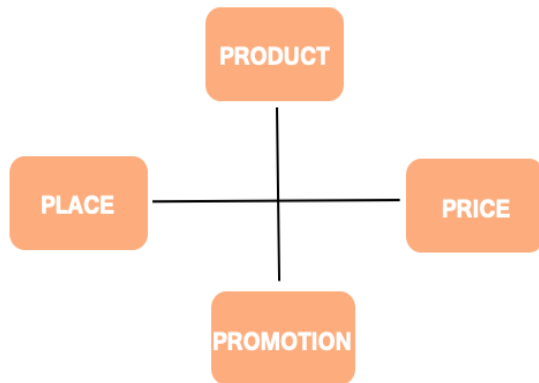
Graphic 12: Would you stay in a Glamping that offers a wide range of facilities/services for relaxation/wellness and beauty for women only?



Source: Own elaboration based in surveys done by Google Forms

## Attachment 8: 4P's Marketing Mix

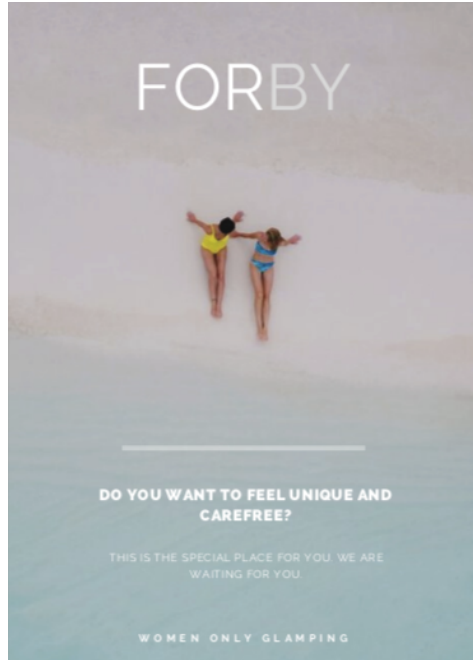
Figure 8: 4P's Marketing Mix



Source: Own elaboration

## Attachment 9: FORBY Communication campaign and Flyer

Illustration 7: FORBY Flyer



Source: Own elaboration and Background image "Two By Two"

Illustration 8: FORBY Marketing Campaign



Source: Own elaboration and Background image "Too Many LGBTQ People Are Still Afraid To Hold Their Partners' Hands In Public"

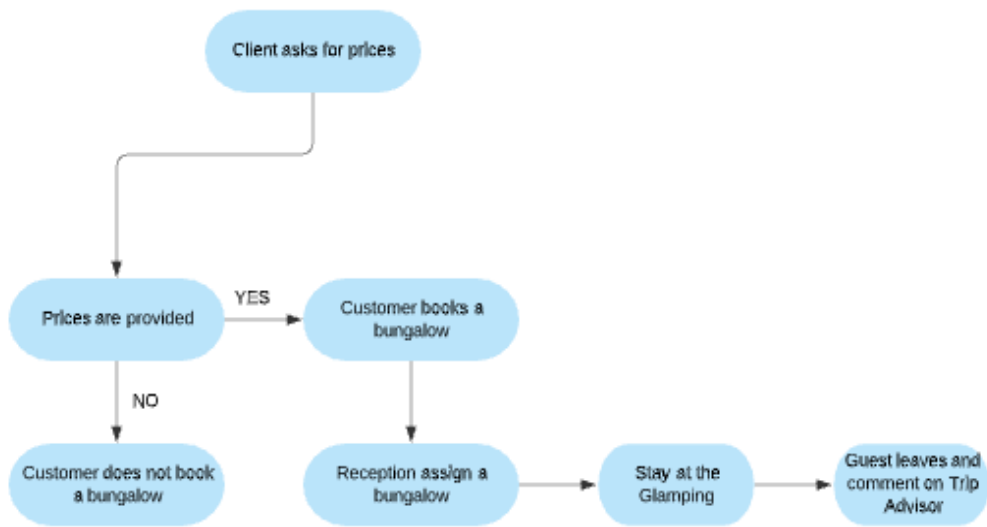
Illustration 9: FORBY Marketing Campaign



Source: Own elaboration and Background image "Freepik"

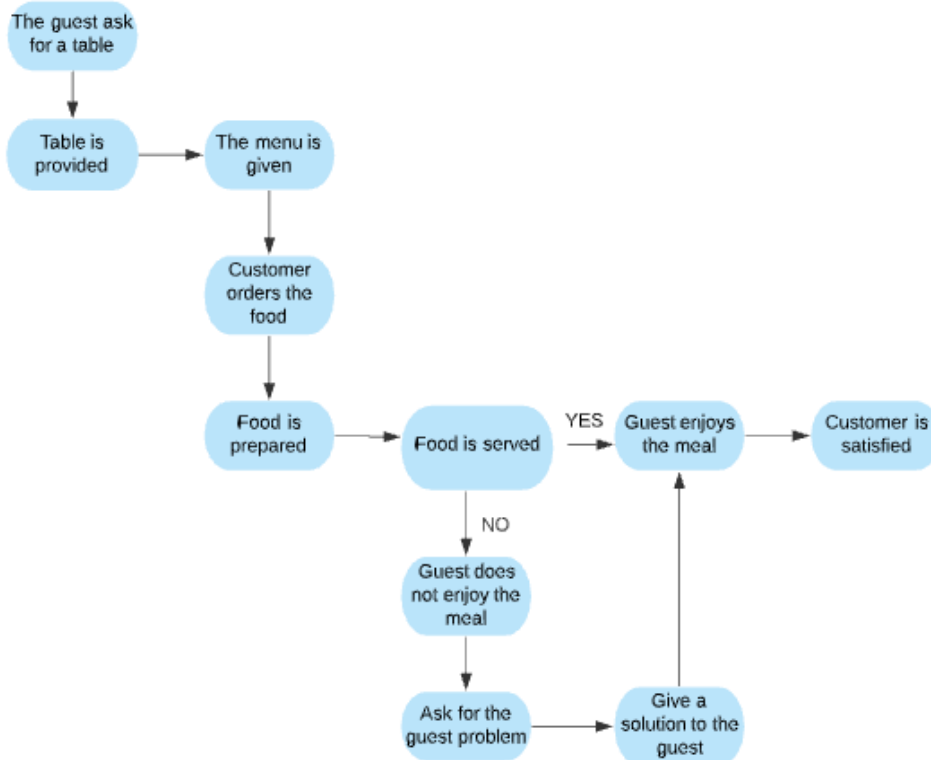
## Attachment 10: Operation Process Map

Figure 9: General Process Map



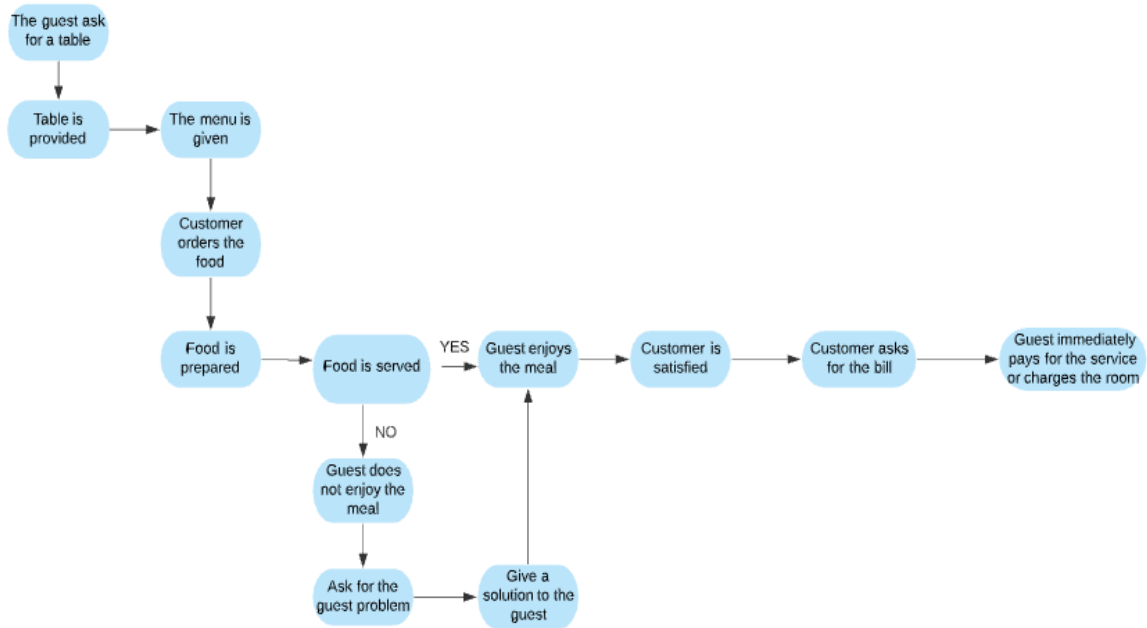
Source: Own Elaboration

Figure 10: Service and Culinary Included Process Map



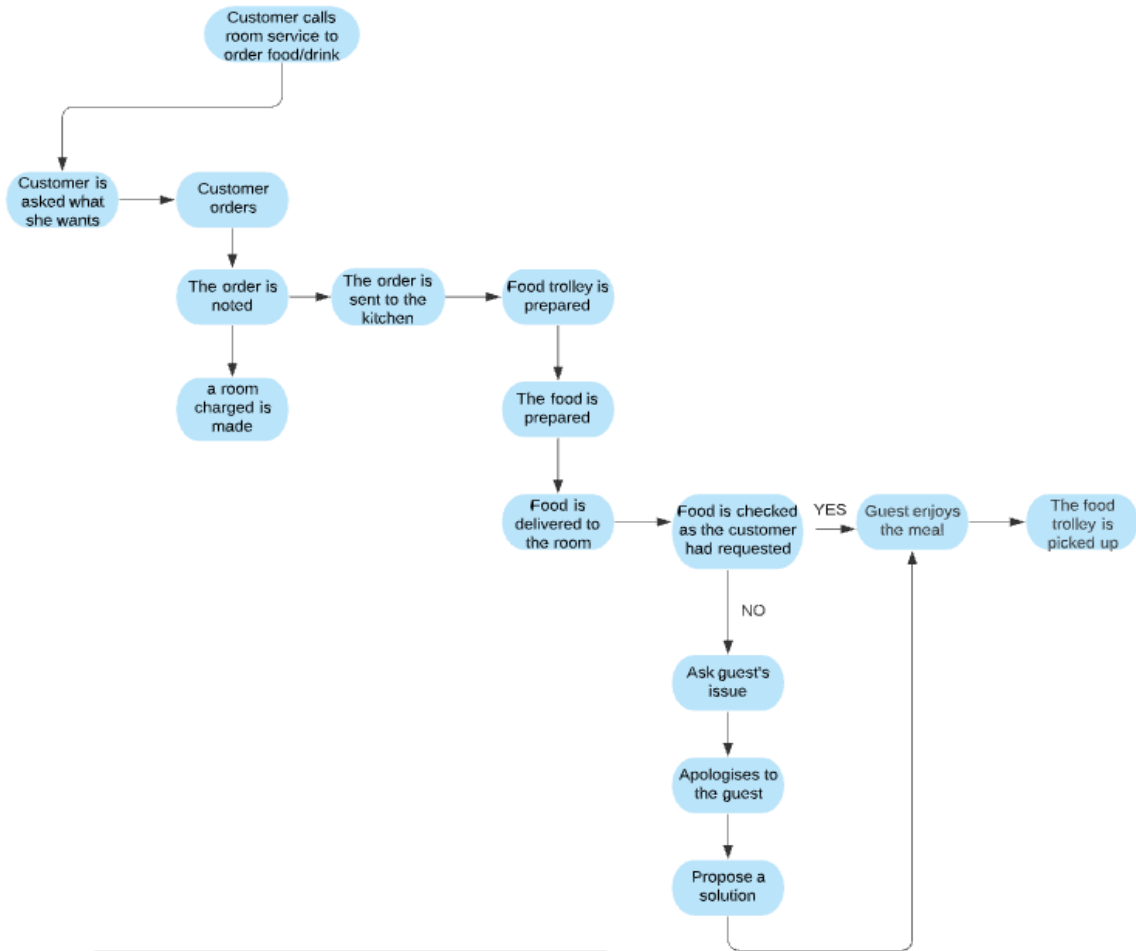
Source: Own Elaboration

Figure 11: Service and Culinary Not Included Process Map



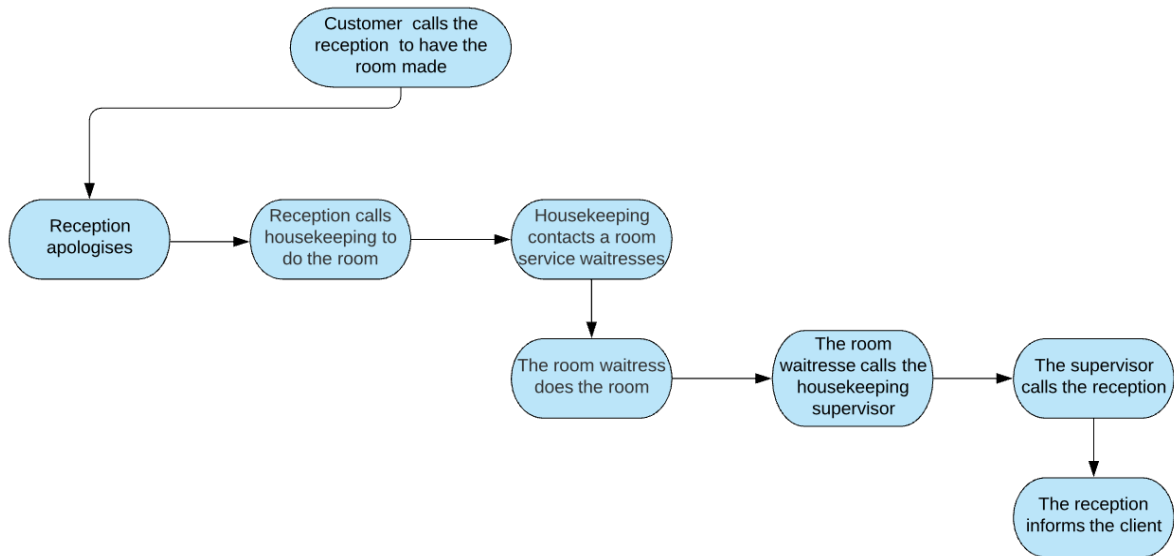
Source: Own Elaboration

Figure 12: Room Service Process Map



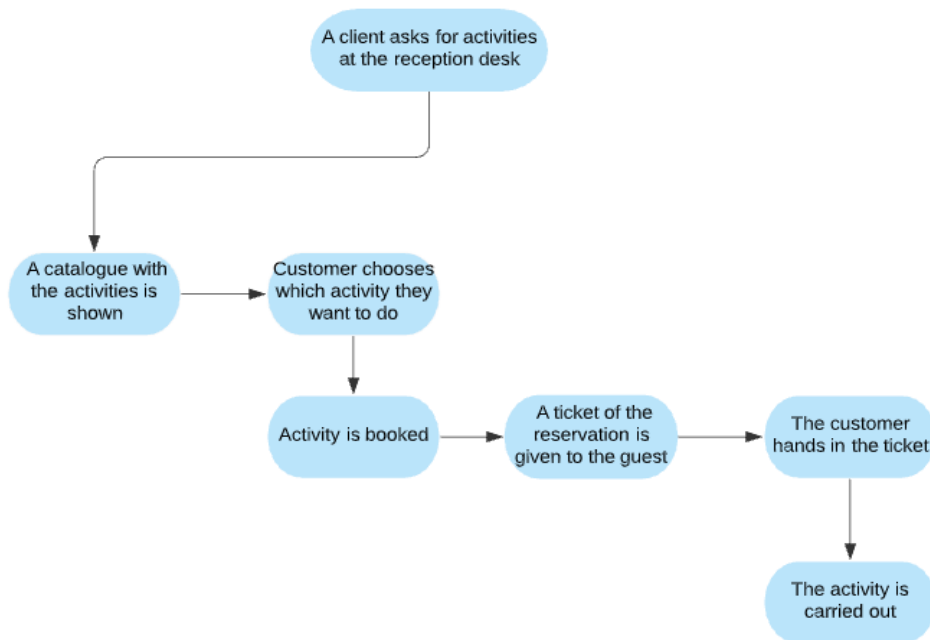
Source: Own Elaboration

Figure 13: Rooms Process Map



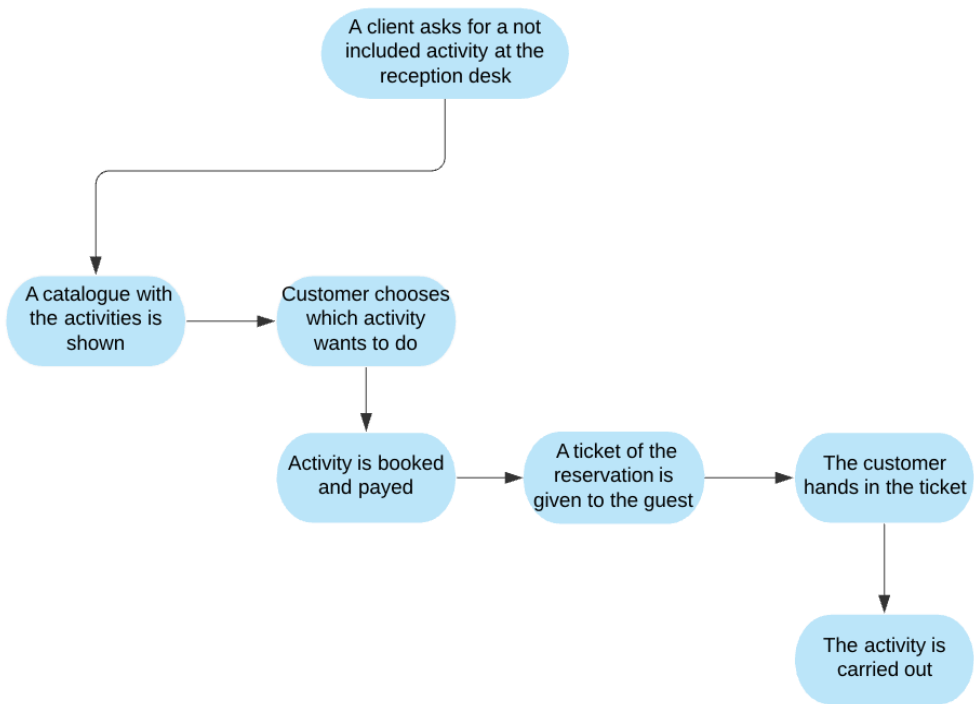
Source: Own Elaboration

Figure 14: Included Activities Process Map



Source: Own Elaboration

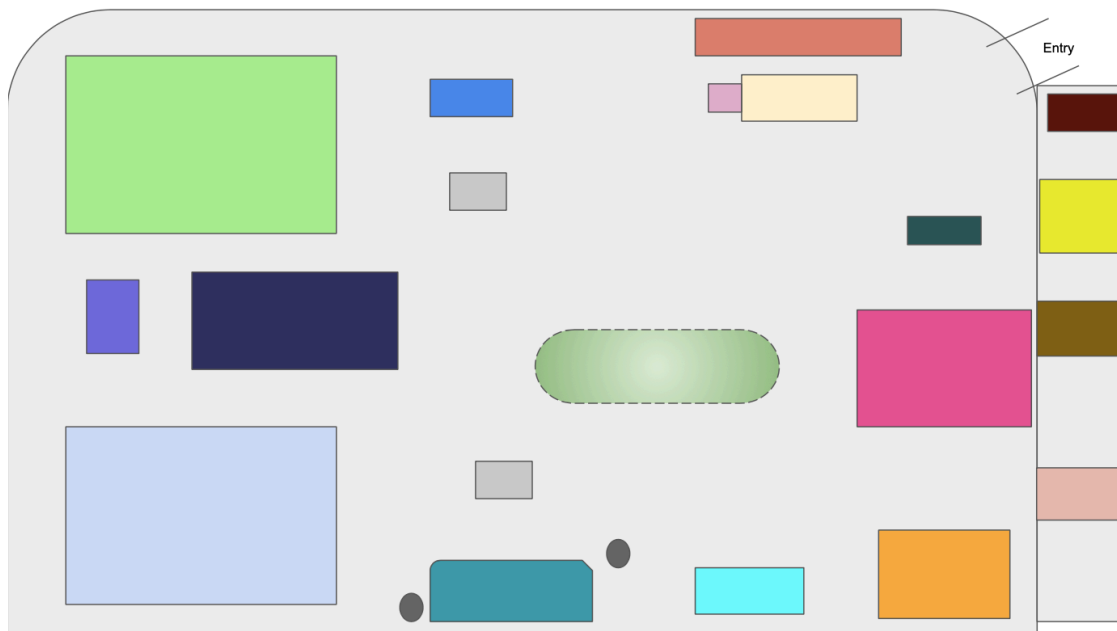
Figure 15: Not Included Activities Process Map



Source: Own Elaboration





















## Attachment 11: FORBY Layout

Illustration 10: FORBY Layout



Source: Own elaboration

Illustration 11: Layout Legend

	Nature Bungalow		Rubbish Storage
	Beach Bungalow		Reception
	Gym		Tennis Court
	Spa Centre		Buffet Restaurant
	Foodtrucks		Noby Restaurant
	WC		Staff canteen and Dressing room
	Swimming pool		Laundry
	Lounge Bar Beach		Store Management and Maintenance area
	Grass		
	Workshop Room		
	Small Shop		
	Parking		

Source: Own elaboration

## **Attachment 12: FORBY Facilities and Machinery**

In this section, all the calculations are based on the total FORBY facilities and machineries. All the following quotations are calculated taking into account the number of units of resources and materials (A/C, Kitchen equipment, bed linen, among others) that Glamping offers and needs.

In terms of **Accommodation**:

- 1) Machinery = 115.000€
  - A/C = 50.000€
  - Kitchen equipment = 65.000€
  
- 2) Facilities = 167.100€
  - TV = 11.000€
  - Minibar = 10.000€
  - Safe box = 4.200€
  - Bungalows bed = 17.000€
  - Chairs and tables = 8.000€
  - WC facilities = 41.900€
  - Other bungalows facilities = 75.000€

In terms of **Restaurants / F&B department**:

- 1) Machinery = 24.265€
  - Bar and restaurant machinery
  - Buffet machinery
  - TPV and Digital commander
  
- 2) Facilities = 16.360€
  - Crockery = 1.400€
  - Tables and chairs = 9.000€
  - Other Restaurant facilities = 5.960€

In terms of **Kitchen / cooks**:

- 1) Machinery = 12.050€
  - Industrial kitchen equipment

2) Facilities = 600€

- Cookware

In terms of **activities** (Gym, Spa Center and Workshops):

1) Machinery = 11.115€

- Gym equipment = 10.995€
- Workshop equipment = 120€

2) Facilities = 32.318€

- Workshop materials = 2.000€
- Spa materials = 25.000€
- Sport facilities = 5.318€

In terms of **Small Shop**:

1) Machinery = 322€

- Cash register equipment = 156€
- Other machineries = 166€

2) Facilities = 150€

- Shelves = 150€
- Others small shop facilities

In terms of **Public Areas**:

1) Machinery: 528€

- WC

2) Facilities = 8.550€

- Reception facilities = 500€
- Swimming pool facilities = 7.500€
- WC equipment = 350€
- Other public areas facilities = 200€

In terms of **Staff Area**:

- 1) Machinery = 22.000€
  - Staff machinery = 13.000€
  - Buggies (2) = 9.000€
  
- 2) Facilities = 8.642€
  - Staff facilities

## Attachment 13: Campsite Purchase

Considering that an analysis has been carried out in order to buy a campsite, this campsite would be the most suitable for the facilities and services that FORBY wants to offer. As can be appreciated in the picture, the purchase price of the campsite is 6.900.000 € but an offer has been presented for 5.900.000 € which would be the maximum value willing to be paid since FORBY does not have as many hectares as the selected campsite. In the case that the proposal was rejected, a similar campsite with the same business table would be sought. The business model would be adapted to the new clamping, but the model would be very similar.

*Illustration 12: Campsite Purchase*



Source: <http://www.venta-de-camping.es/comprar-un-camping>

## **Attachment 14: Job Description FORBY Employees**

In terms of Housekeeping Department:

### **Housekeeper Manager:**

- Lead and supervise a team
- Have a close relationship with the department's employees
- To ensure that minimum standards of service quality are met
- Management and control of the department's cleaning products
- Ordering the stock needed for the department
- To carry out time planning and schedules for employees of the same department
- Constant communication with other department heads within the same Glamping
- Contacting customers directly
- Training of employees according to service quality standards

### **Bungalows Attendants:**

- To guarantee the cleaning standards of the bungalows
- Making the bed and changing the covers and blankets
- Replacing amenities
- Change towels daily (if needed)
- Carry out a thorough cleaning of the room and the bathroom (sweeping, scrubbing, vacuuming and dusting)
- Empty and change the rubbish in the room
- Check and verify the status of the work done in the bungalow
- Be proactive and flexible at all times to help the colleagues in the department

### **Public and staff areas Attendants:**

- To guarantee the cleaning standards of the public and staff areas
- Replacing amenities in the common areas (public WC)
- Carry out a thorough cleaning of the public and staff areas
- Empty and change the rubbish in the common and staff areas
- Be proactive and flexible at all times to help the colleagues in the department

## **Outsourced Laundry company:**

- Washing, drying, ironing and folding of customers' materials and staff uniforms
- Have knowledge about laundry products
- Have extensive knowledge of laundry equipment

## Regarding Food & Beverage Department:

### **F&B Manager:**

- Lead and supervise a team
- To ensure that minimum standards of service quality are met
- To carry out time planning and schedules for employees of the same department
- Ordering the stock needed for the department
- Managing day-to-day operations
- Control of the provision of an excellent service according to the preferences of the guests
- Constant communication with other department heads within the same Glamping
- To supervise the performance of an excellent service according to the guest's preferences
- Carry out inventory control in order to communicate it to the F&B manager
- Check that food and drink is stored safely
- To have a close relationship with the department's employees and with the customers
- Responsible for making a cash count at the outlet
- Responsible for handling and resolving any customer complaints

### **Maître:**

- It is in charge of taking the order of the guest and transfer it to the kitchen
- Make reservations for guests who want to enjoy a meal
- Tracking customer booking requests
- Place customers at a table according to their preference
- In charge of giving a warm welcome and a cordial farewell to the guests
- Recommend dishes from the menu to customers according to their preferences
- Ask customers if they have any food intolerances or allergies
- Give the bill to the customer and ensure the guest payment or room charge
- In charge of offering excellent treatment to guests and ensuring that their stay has been to their liking
- Try to get customers to comment on social networks about their stay in the restaurant

## **A la Carte Restaurant Waitress:**

- To offer an excellent service to the guests trying to satisfy their preferences and needs
- Serving and removing the dishes and drinks
- Check that the presentation of the dish is in accordance with quality standards
- Be proactive and willing to help co-workers when necessary
- In charge of setting and removing the table before and after each service
- Give the bill to the customer and ensure the guest payment or room charge
- In charge of giving a warm welcome and a cordial farewell to the guests

## **Assistant A la Carte Restaurant Waitress:**

- To offer help and support to the waitress at all times
- Put the cutlery in and out of the dishwasher and leave it in the right place
- In charge of removing the dishes from the kitchen and leaving them in a specific place so that the waiters can serve the food
- In case the waiter needs it, help to serve and pick up the dishes from the table
- In case the waiter needs it, help to serve the drink to the customers
- To have a constant communication with the waiters with the kitchen
- In charge of setting and removing the table before and after each service
- Fill in and check the minibar
- Phone call handlers for customer service orders
- Take the order and transfer it to the kitchen
- Preparing the food trolley with the dishes
- Ensure that the presentation of the dishes is correct and in accordance with quality standards
- Take the service order to the client's room
- Pick up the food trolley

## **Buffet Waitress:**

- To offer an excellent service to the guests trying to satisfy their preferences and needs
- Serving and removing the dishes and drinks
- Be proactive and willing to help co-workers when necessary
- Be aware of the presentation and quantity of food in the buffet
- In charge of setting and removing the table before and after each service
- Place customers at a table according to their preference
- Give the bill to the customer and ensure the guest payment or room charge

- In charge of giving a warm welcome and a cordial farewell to the guests
- Ensure that food trolleys are in good condition
- Check that the service orders have been carried out correctly
- Solving possible issues with customers

## **Buffet Waitress Assistant:**

- To offer help and support to the waitress at all times
- Put the cutlery in and out of the dishwasher and leave it in the right place
- Putting the dishes in the right place on the buffet for customers to pick up
- In case the waiter needs it, help to pick up the dishes from the table
- In case the waiter needs it, help to serve the drink to the customers
- To have a constant communication with the waiters with the kitchen
- In charge of setting and removing the table before and after each service
- Be aware of the presentation and quantity of food in the buffet

## **Lounge Barwomen:**

- Responsible for preparing cocktails and drinks and serving them at the bar
- To offer an excellent treatment and service to the guests
- Ensure good presentation of drinks from the bar
- Checking and refilling the bar's stock
- To have a fluid communication with the other workers of the department
- Deliver the bill to the customers located in the bar
- Ensure that customers pay the bill or charged it to the room

## **Lounge Bar waitress:**

- To offer an excellent service to the guests trying to satisfy their preferences and needs
- Serving and removing the drink and dishes
- Be proactive and willing to help co-workers when necessary
- Be aware of the presentation and quantity of food
- In charge of setting and removing the table before and after each service
- Place customers at a table according to their preference
- Deliver the bill to the customers
- Ensure that customers pay the bill or charged it to the room
- In charge of setting and removing the table before and after each service

- Give the bill of the customer and ensure the guest payment or room charge
- In charge of giving a warm welcome and a cordial farewell to the guests

In terms of Kitchen department:

## **Executive Chef:**

- Lead and supervise a team
- To ensure that minimum standards of food quality and safety are met
- To carry out time planning and schedules for employees of the same department
- Ordering the stock needed for the department
- Constant communication with other department heads within the same Glamping
- Creation of the menu
- Keeping up to date with new kitchen trends
- Educating and mentoring new workers
- To have knowledge about the ingredients of the dishes
- Carry out inventory control in order to communicate it to the Executive Chef
- Check that food and drink is stored safely
- To have a close relationship with the department's employees and with the customers
- Take into consideration the cost of preparing a dish in order to obtain a benefit
- Ensure the cleanliness of the area where the food is being prepared

## **Buffet Cook:**

- Responsible for preparing the meal: breakfast or dinner
- Have knowledge of quality and safety standards
- In some cases, the buffet cook is needed to do a live show cooking at the breakfast buffet or during dinner
- Ensure the cleanliness of the area where the food is being prepared
- Have the necessary own utensils
- Pay special attention to the safety measures in the kitchen
- Have fluent communication with the Buffet waitress

**Noby Cook:**

- Responsible for preparing the meal of the à la carte restaurant
- Have knowledge of quality and safety standards
- Ensure the cleanliness of the area where the food is being prepared
- Have the necessary own utensils
- Pay special attention to the safety measures in the kitchen
- Have fluent communication with the Noby Restaurant waitress

**Lounge Bar Beach Cook:**

- Responsible for preparing the meal of the Lounge Bar Beach
- Have knowledge of quality and safety standards
- Ensure the cleanliness of the area where the food is being prepared
- Have the necessary own utensils
- Pay special attention to the safety measures in the kitchen
- Have fluent communication with the Lounge Bar Beach waitress

**Food Truck Cook:**

- Prepare the food of the food trucks
- Serving food to guests
- In charge of the kitchen workshops
- Have knowledge of quality and safety standards
- Ensure the cleanliness of the area where the food is being prepared
- Have the necessary own utensils

**Personal Canteen Cook:**

- Responsible for preparing the employees' meals
- Ensure the cleanliness of the area where the food is being prepared
- Have the necessary own utensils
- Pay special attention to the safety measures in the kitchen
- Knowing the schedules of the meals to be able to elaborate the menu

**Kitchen Steward:**

- In charge of cleaning the cutlery and dishes
- Ensure that the cutlery and plates are clean and in perfect condition
- Take clean dishes from the dining room to the staff and bring dirty dishes to the kitchen to clean
- Keep the work area clean and tidy

In terms of Front Office Department:

**Front Office Manager:**

- Lead and supervise a team
- To ensure that minimum standards of service quality are met
- To carry out time planning and schedules for employees of the same department
- Ordering the stock needed for the department
- Give a warm welcome and fond farewell to guests
- To ensure and guarantee good service to in the house guests throughout their stay
- Constant communication with guests before, during and after their stay

**Receptionist:**

- Answering guest and employee calls
- To have a constant communication with the other departments and customers
- Paying great attention to the needs and preferences of guests before, during and after their stay in the hotel
- Offer a warm welcome and fond farewell to guests
- Handling guests' complaints and dealing with them as effectively as possible
- Responsible for making reservations for guests before their stay, during their stay or for future guests
- To have a constant communication with the TTOO and travel agencies
- Offer extra activities and facilities to make a higher profit
- To offer a wide variety of activities and restaurants according to guests' preferences
- Offers a service in line with guest preferences and requirements.

**Doorwomen:**

- Offer a warm welcome and fond farewell to guests
- To have a personalized and customized treatment with each one of the guests
- Open and close the door to guests when entering and leaving the hotel
- In charge of calling transport services in case guests provide it and open the door of the transport to the guests
- Thank guests for their visit and wish them a safe and pleasant journey home
- Have a constant communication with the reception staff

**Bellwomen:**

- In charge of taking the guests and their luggage with a buggy to their respective bungalows
- In charge of picking guests and their luggage from the bungalow to the reception on the day they return home.
- Offer a warm welcome and fond farewell to guests
- Have a constant communication with the reception staff
- Thank guests for their visit and wish them a safe and pleasant journey home
- In charge of attending to guests who want to buy basic food products in the small shop.

**Regarding the Spa department:****Spa Manager:**

- Lead and supervise a team
- To ensure that minimum standards of service quality are met
- To carry out time planning and schedules for employees of the same department
- Ordering the stock needed for the department
- Responsible for making a cash count at the outlet (room charge or cash)
- Have a broad knowledge of the treatments and activities offered at the SPA center
- Transmit the philosophy and objectives of the Spa to the employees

**Spa Employees:**

- To have knowledge of all the services and treatments offered in the Spa and how to carry them out according to the needs of the guests
- Notify the department manager when new stock needs to be ordered
- To offer an excellent service according to the standards of the Glamping

- Recommend treatments to customers according to their requirements
- To ensure a proper appearance of the Spa facilities

Regarding the Entertainment department, an outsourced company is in charge of the entertainment activities.

- Directing and creating the recreational and sports activities that take place in the complex
- Encourage clients to carry out the activities
- Have a control of the material to be used in each activity

In terms of Lifeguarding, an outsourced company is in charge of the complex lifeguarding.

- Watching and supervising guests in the pool
- Have knowledge of first aid
- Make sure that in the medical kit, there are all the necessary elements
- If necessary, call the emergency services
- Help guests move the loungers from the pool area if necessary

In terms of Security, an outsourced company is in charge of the complex security.

- Monitor the complex throughout the day (morning and evening)
- Ensure that the hotel's operations are functioning properly
- Ensure the safety of customers within the complex
- To control the entrance and exit of the workers of the Glamping with the objective to assure the fulfillment of its working day
- To have a control of all the vehicles that enter the complex (suppliers, workers, among others).

In terms of Human Resources:

#### **Human Resources Manager:**

- To ensure that minimum standards of service quality are met
- To carry out time planning and schedules for employees of the same department
- Managing day-to-day operations
- Ensure that company policy is in line with HR processes
- In charge of publishing the job offer of the position so that interested candidates can be contacted.
- Take care to have all relevant information from employees before conducting the interview

- In charge of conducting the proper interviews with possible Glamping workers
- Hire the right employees who are in line with the company's philosophy and goals.
- To have a constant communication with the possible employees of the Glamping

In terms of Marketing and Sales Department:

### **Sales Manager:**

- Setting sales objectives and goals
- Have knowledge of all the installations and facilities of the complex.
- To have knowledge of all the services that the Glamping offers.
- To have constant communication with travel agencies and TTOO to be able to reach a greater number of sales
- Offer rates to customers according to the occupation of the Glamping (low season or high season) in order to have a greater number of sales

### **Marketing & Communication Manager:**

- To promote nationally and internationally the Glamping
- Establish marketing campaigns with the aim of attracting a larger audience
- Understanding the needs of clients and being able to assess customer feedback
- To carry out marketing campaigns in accordance with the company's philosophy and values.
- To carry out marketing and advertising campaigns in order to create interest among potential customers within the segment is targeted

Regarding Financial Department:

### **Financial Employee (Outsourced consultancy)**

- To ensure that minimum standards of service quality are met
- To carry out time planning and schedules for employees of the same department
- Ensure that workers perform their tasks properly in accordance with company policy
- Supervise the financial plans of the complex
- Carry out calculations of the capital required to reach the desired outcome
- Developing financial strategies with the aim of achieving greater profit
- In charge of keeping a register of all the purchases made by the glamping

In terms of Maintenance Department:

**Maintenance Manager:**

- Lead and supervise a team
- To ensure that minimum standards of service quality are met
- To carry out time planning and schedules for employees of the same department
- Ordering the stock needed for the department
- Ensure that workers perform their tasks properly in accordance with company policy

**Maintenance Employees:**

- In charge of repairing all those elements of the Glamping that are not in proper condition.
- To carry out continuous maintenance of the facilities and installations of the Glamping.
- Supervise the maintenance tasks that other external companies carry out in the complex

In terms of Store Management:

**Store Management Manager:**

- Ordering each of the stock that the Glamping departments need
- To have the storehouse in perfect condition and ordered
- Predicting a sufficient stock in the warehouse due to possible incidents and unexpected circumstances
- To have a constant communication with the suppliers and to ask for their respective invoices
- Once they have the invoice from the supplier, they should be sent to the finance department.
- In charge of updating the Glamping stock program

**Glamping Manager (Carla Llata Caparrós and Mercè Gisbert Ametller):**

- Directing, coordinating and supervising all staff in the complex
- Making the annual budgets
- Paying the salaries of all glamping workers
- To have a personalized and close treatment with the clients
- Offer a warm welcome and fund farewell
- Dealing with possible incidents and solve it as efficiently as possible
- To be always available to the staff for anything they may need
- Offer incentives and compensation to hotel staff in order to achieve better results.
- Being a leading example for glamping workers