



Feasibility and Implementation Plan for Integrating Glamping into an Existing Campsite in Lefkada, Greece

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<p>This product-based thesis evaluates the feasibility of integrating a high-end glamping concept into Poros Beach Camping & Bungalows, a traditional family-owned campsite in Lefkada, Greece, established in 1974. The primary aim of the project is to develop a practical business plan that modernizes the campsite's offerings, breaks the current revenue plateau caused by physical space limitations, and attracts a new demographic of higher-paying "non-campers" without compromising the site's authentic heritage. To support this, the theoretical framework explores shifting consumer preferences toward the experience economy and experiential tourism, while also examining the strategic upscaling and unique generational dynamics involved in modernizing a risk-averse family business.</p> <p>The study employs a qualitative research methodology, utilizing the Business Model Canvas as the primary strategic tool to visually map the proposed structural and financial changes. Data was collected and analyzed through a triangulation approach: benchmarking local and national luxury competitors, reviewing historical internal business records alongside ELSTAT tourism data, and conducting a direct topographical site assessment of the Mikros Gialos property .</p> <p>The main findings reveal that installing 15m² A-frame wooden cabins is technically and financially viable. By opting for shared "boutique" bathroom facilities rather than private plumbing, the business avoids soil sealing and protects the mature olive groves, aligning with modern sustainable tourism practices. Financial calculations demonstrate that replacing standard camper pitches with glamping units effectively doubles the nightly revenue on the same physical footprint. Financial calculations show that the capital expenditure for the glamping units enables a rapid break-even, typically achieved within two summer seasons. The thesis concludes that strategic upscaling through glamping is a highly effective method to ensure the business's competitiveness. It successfully balances modern luxury with environmental preservation, ultimately securing the campsite's financial future for the next generation of management.</p>
Key words Glamping, Upscaling, Family Business, Business Model Canvas, Lefkada

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1 Introduction

This product-based thesis focuses on developing a business plan to assess the feasibility of implementing a glamping concept within the existing camping business, Poros Beach Camping & Bungalows. The idea for this thesis originates from the author's personal and professional background in the camping and hospitality sector, combined with observed changes in consumer behavior and industry trends.

The author's family has been active in the camping sector since the 1960s, and the author represents the third generation involved in the hospitality industry. The motivation behind this thesis is to upscale and further develop the existing family business. While the overall number of visitors does not necessarily increase each year, customer expectations regarding comfort, experience, and quality continue to rise. These developments highlight the need for strategic adaptation to remain competitive.

The camping industry has traditionally offered similar types of accommodation and experiences for decades, while the broader tourism and hospitality industries have undergone significant transformation. Increased environmental awareness, shifting guest preferences, and growing demand for meaningful, comfortable travel experiences are shaping the industry's direction (O'Neill et al. 2010). Challenges such as overtourism, seasonality, and sustainability are particularly pronounced in destinations that rely heavily on natural resources. In response, alternative accommodation forms have emerged that aim to satisfy guest expectations without compromising environmental responsibility.

One such alternative is glamping, a concept that combines the experiential, nature-oriented elements of camping with the comfort and amenities of traditional accommodation, appealing to a much larger audience. As Milohnić, Bonifacić, and Violić (2019, 465) argue, glamping transforms the traditional camping perception into a 'luxury product,' successfully attracting high-income travelers who seek exclusivity and contact with nature without sacrificing quality. The growing popularity of glamping is largely driven by its ability to offer immersive and sustainable experiences while maintaining a high level of comfort. This development creates new opportunities for existing campsites to diversify their offerings, extend their operating season, and attract a broader customer base.

The focus of this thesis is the development of a glamping product within an existing campsite located in Lefkada, Greece. Lefkada is a small island in the Ionian Sea with a strong tourism profile, a long history in the camping industry, and a significant reliance on its natural environment, as it comprises both coastal areas and mountain regions accessible by road. The thesis examines how

a glamping concept can be integrated into the existing business model to align with market demand, sustainability principles, and the campsite's long-term development goals. This product-based approach aims not only to analyze theoretical concepts but also to apply them to create a solid hospitality product for future use.

1.1 Aims and objectives

The primary aim of this product-based thesis is to provide a business plan that assesses the feasibility of introducing glamping at the family-owned campsite, Poros Beach Camping & Bungalows. The goal is to modernize existing amenities and services and to investigate the potential to increase revenue streams without losing the campsite's authentic character.

This study continues with a practical assessment of how global glamping trends can be realistically adapted to the landscape and topography of the campsite. The author's goal is to develop a service concept that offers high-end comfort while staying true to the family business's traditional values and heritage. The main objective is to create a business plan that can be used by the management of Poros Beach Camping and Bungalows in the future, as well as for professional growth in business development to effectively upscale the family business.

The objective of this thesis is to provide an overview of relevant theoretical concepts related to glamping, experiential tourism, sustainability, and hospitality product development, and to apply these concepts in practice. Through qualitative research involving market benchmarking, direct site observations, and analysis of internal business operations, this thesis aims to demonstrate how theoretical insights can support the development of a glamping concept tailored to the needs and characteristics of an existing campsite.

1.2 Method in brief

This project utilizes a qualitative research approach to ensure that the resulting business plan is grounded in current market realities and technical feasibility. To ensure the business plan is realistic, the author triangulated the research process by examining three main areas: current luxury market trends in the Ionian, historical booking data from existing operations, and the property's physical attributes in Mikros Gialos. The first area involves benchmarking research of successful glamping operators in the Mediterranean. This provided substantial data about service standards and pricing strategies. Following the benchmarking research, the author relied on direct participant observation and historical business data from Poros Beach's existing operations to evaluate guest preferences and operational constraints. Finally, a site-specific topography analysis of the Mikros Gialos area was conducted. This assessment ensures minimal environmental impact by identifying locations for glamping units that require the least invasive construction methods, thereby

preserving the natural habitat and the campsite's authentic landscape that guests have enjoyed for over 50 years.

During the drafting and editing phases of this thesis, artificial intelligence (specifically, Google's Gemini) was utilized as an editorial and formatting assistant. The tool was used to refine academic English, ensure structural coherence, and assist with formatting the final document. All primary research, local benchmarking, financial calculations, site assessments, and strategic conclusions remain the original, independent work of the author.

1.3 Key definitions

The first key definition is Glamping. According to Brooker and Joppe (2014, 335–351), glamping represents a "new luxury" in which the focus shifts from material wealth to the quality of the experience and proximity to nature. Juhász-Dóra and Gazdag (2024, 119–125) define glamping as a complex package of services with the purpose of providing safety, privacy, and comfort in exceptional natural locations. In the context of Poros Beach Camping & Bungalows, this involves moving toward a service model that balances the rustic appeal of Lefkada with high-end, semi-permanent accommodation.

Strategic upscaling, in the hospitality sector, involves the systematic improvement of a business model to target higher-value market segments and increase operational efficiency. According to Getz and Carlsen (2005, 237–258), family businesses in tourism often face the challenge of balancing traditional "lifestyle" goals with the need for modern, competitive growth. In this thesis, upscaling is defined as the transition of Poros Beach Camping & Bungalows from a traditional campsite to a diversified, premium destination. Moreover, Peters and Kallmuenzer (2018, 21–40) emphasize that for family firms in the hospitality industry, growth is driven by the ability to innovate while managing the risks associated with the family legacy.

Experiential tourism focuses on creating meaningful, personal connections between the traveler and the destination. According to Pine and Gilmore (2011, 17), businesses must create "memorable events" for their customers. By introducing glamping, the author aims to create an experience that leverages the family campsite's unique 1960s heritage and the natural landscape of the Ionian Sea.

1.4 Case Company: Poros Beach Camping & Bungalows

Poros Beach Camping & Bungalows is a historic, family-owned hospitality enterprise located in the Mikros Gialos bay of Lefkada. Established in 1974, it was only the second campsite to open on the island, giving it a deeply rooted legacy in the local tourism sector. The property spans approximately 4.2 acres and has a maximum capacity of 60 standard rental pitches, which accommodate a mix of traditional tents and campervans.

A major physical advantage of the property is its dense natural canopy, providing approximately 80% natural shade across the pitches, which is a highly sought-after feature in the Greek summer climate. Being just 60 meters from the beach gives the campsite a massive geographic advantage that is hard for competitors to match. Over its 50 years of operation, the business has continuously developed its infrastructure to serve its guests, currently offering comprehensive on-site amenities including a swimming pool, a fully stocked supermarket, communal barbecue facilities, and children's recreational areas.

To give a clear picture of the current market, the business relies on historical company knowledge and recent internal data reported to the Hellenic Statistical Authority (ELSTAT). The campsite's customer base has actually evolved over the years. Before 2015, the campsite's clientele was almost exclusively Italian tourists. Today, the 60 standard pitches attract a wider European mix, primarily German and Swiss travelers arriving in campervans, as well as Greek holidaymakers. While international guests tend to stay for longer periods, Greek customers usually book for shorter times (Poros Beach Internal Data, 2026). Because space is physically limited to these 60 spots, the only way for the business to grow its income without buying more land is to offer a higher-end product, such as glamping.

Because the campsite is limited to 4.2 acres, it cannot physically expand to add more than 60 pitches. Therefore, after 50 years of traditional operation, the only way for the third generation of management to increase revenue is to upscale the existing space through glamping.

Camping Prices

Operating Period: 15 April – 15 October

	15/04 – 30/06	01/07 – 31/08	01/09 – 15/10
Adult's overnight	8,00€	10,00€	8,00€
Child's overnight (<12years)	5,00€	7,00€	5,00€
Car	6,00€	6,00€	6,00€
Small tent (2×2,5)	7,00€	7,00€	7,00€
Medium tent (3×3)	9,00€	9,00€	9,00€
Big tent – Trailertent	12,00€	12,00€	12,00€
Vw Bus – Camper (-5m)	9,00€	9,00€	9,00€
Camper – Caravan > 5m	12,00€	12,00€	12,00€
Motorcycle	Free	5,00€	Free
Use of electricity	8,00€	8,00€	8,00€
Camper Air Condition	10,00€	10,00€	10,00€
Laundry use	7,00€	7,00€	7,00€
Rent of fridge	10,00€	10,00€	10,00€

Figure 1. Current pricing structure for Poros Beach Camping & Bungalows (Poros Beach, 2026).

1.5 Thesis Process and Timeline

This thesis was developed over an eight-week period during the spring of 2026. Because a realistic business plan was required for the family campsite before the upcoming summer season, the project could not rely solely on prolonged theoretical research. Instead, the focus was placed on practical application and completing the project efficiently so the business could implement it immediately. Table 2 below illustrates how the author managed the project timeline from February to April.

Weeks 1–2 (Mid-to-Late February):	Brainstorming the topic, selecting the family business as the case company, and conducting an initial literature review on the glamping trend.
Weeks 3–4 (Early March):	Familiarizing with the Business Model Canvas framework and gathering the primary academic literature.
Weeks 5–6 (Mid-to-Late March):	Benchmarking competitors in the Ionian region for pricing analysis, evaluating Booking.com commission structures, and conducting a physical site assessment to see how the cabins would fit among the olive trees. Final price quotes were also secured from Oikos Decor during this phase.
Weeks 7–8 (April):	Finalizing the financial calculations, assembling the business plan, and writing the final thesis document.

2 Theoretical Framework

This chapter establishes the theoretical foundation for the proposed business plan. It begins by exploring the evolution of the glamping market and how shifting consumer preferences toward the experience economy are impacting traditional outdoor hospitality. Next, it examines the dynamics of family-owned tourism businesses, specifically focusing on the challenges of strategic upscaling and generational transitions. Finally, it introduces the Business Model Canvas as the primary strategic management tool used to structure and communicate the new glamping concept to stakeholders.

2.1 The Glamping Market and Shifting Consumer Preferences

Historically, the traditional camping sector has operated within a narrow niche, appealing primarily to a demographic willing to invest in specialized equipment, learn specific outdoor skills, and accept lower levels of comfort. However, contemporary consumer preferences in the hospitality industry have shifted toward the experience economy, where businesses must focus on creating meaningful and "memorable events" rather than just providing a basic service (Pine & Gilmore 2011, 17).

The emergence of glamping directly addresses these changing demands by lowering the barriers to entry associated with outdoor tourism. The financial impact of this shift is significant. According to industry analysis by Grand View Research (2024), the global glamping market is experiencing rapid expansion, with projections estimating the total market size to reach nearly USD 7.87 billion by 2033. When examining the market share distribution, demographic data illustrates that the 18 to 32 age group accounts for the largest segment, generating approximately 44% of total global glamping revenue (Grand View Research 2024). This demonstrates that younger demographics, specifically Millennials and Generation Z, are heavily driving the demand for unique, comfortable, and experience-based travel.

By providing pre-assembled, aesthetically pleasing accommodations equipped with modern amenities, glamping successfully bridges the gap between nature-based tourism and luxury hospitality. This aligns with Brooker and Joppe (2014, 335), who describe glamping as a "new luxury" where the value shifts from material wealth to the quality of the experience and proximity to nature. By removing the prerequisite of owning camping equipment, campsites can capture this younger, high-spending demographic, successfully transitioning away from a restricted niche and securing a much larger percentage of the general tourism market.

2.2 Strategic Upscaling and Generational Dynamics in Family Business

A major challenge for traditional campsites like Poros Beach is the physical limit on capacity. Over the years, the business has made steady improvements, such as modernizing safety measures and upgrading sanitary facilities. However, the traditional camping model eventually hits a revenue plateau when operating at full capacity, because it is impossible to drastically raise prices (for example, by 200%) on standard camping pitches without losing the core customer base.

To break this plateau, the business must shift its focus. Upscaling through a glamping concept offers a solution by creating a premium service projected to safely increase revenue by approximately 30%. However, implementing these changes in a family business can be complicated. As Getz and Carlsen (2005, 237) note, family businesses in tourism often face a conflict between maintaining traditional "lifestyle" goals and pursuing modern, competitive growth.

As the older generation of management reaches their 60s, they are naturally more risk-averse, often preferring the stability of the business they have run for decades over taking new financial risks. Therefore, upscaling must be handled carefully. As Peters and Kallmuenzer (2018, 21) emphasize, successful growth in hospitality family firms depends on the ability to innovate while simultaneously managing the risks associated with the family legacy. Consequently, any plan to upgrade the campsite must be presented clearly to show that glamping is a safe, necessary step to ensure the business's future without losing its historical character.

2.3 The Business Model Canvas as a Strategic Tool

To develop the glamping concept for Poros Beach Camping & Bungalows, this thesis utilizes the Business Model Canvas (BMC). Created by Osterwalder and Pigneur (2010, 14–15), the BMC is a strategic management tool that allows businesses to visualize, design, and pivot their business models on a single page.

Rather than relying on a traditional, text-heavy business plan, the BMC was chosen because it aligns with a straightforward, practical approach to business development. The visual nature of the canvas makes it an ideal tool for a family business setting. It breaks down complex strategic changes into nine easily understandable building blocks, such as customer segments, value propositions, and revenue streams.

This format is particularly beneficial when presenting the upscaling strategy to non-academic stakeholders, specifically the older generation of management. By providing a clear, visual aid, the BMC ensures that the new glamping concept can be communicated effectively, allowing all

generations involved in the family business to understand the proposed changes without getting lost in overly complex financial projections.

3 Methodology

This sub-chapter outlines the specific qualitative methods utilized to gather data for the glamping business plan. Because formal guest surveys were not conducted, the research relied on a combination of market benchmarking, internal data analysis, and participant observation.

Benchmarking is a critically important tool in the hospitality industry, serving as a basis for comparison and a reference point against which a business can evaluate its own practices (Wöber 2002; Fuchs 2004). As a qualitative method, it involves systematically analyzing competitors to identify industry standards and service gaps. In this thesis, benchmarking was applied by reviewing both national luxury operators and local glamping competitors in the Lefkada region.

Additionally, internal data analysis (reviewing ELSTAT reports and historical booking data) and direct participant observation were utilized. Because the author is integrated into the daily operations of the family business, participant observation allowed for a realistic, grounded evaluation of the campsite's topography and local environment.

3.1 Market Observations

At the national level, high-end projects like Domes Resorts showed that their model targets very high-net-worth individuals. Replicating this extreme level of luxury would not fit the relaxed, traditional atmosphere of Poros Beach. Locally, the glamping competition in Lefkada is currently limited, leaving a gap in the market. For example, Nirikos Camping offers new glamping amenities but is located far away from the sea, giving Poros Beach a major location advantage. Another local setup, Metaxaki Glamping, consists of just a single tent, meaning it does not operate on a scale to be a direct business rival. This local research confirmed a strong opportunity for Poros Beach to offer a multi-unit seaside glamping experience using solid A-frame cabins, filling the gap between basic camping and ultra-luxury resorts.

The journey to the campsite provides a transition from the busy tourist hubs of Lefkada into the quiet of Mikros Gialos. Guests typically pass through the coastal villages of Episkopos, Nydri, and Vlycho before descending toward the bay. While the winding road down to the campsite can be challenging for larger campervans, the majestic view of the Ionian Sea serves as a powerful natural marketing tool, preparing guests for the campsite's secluded experience.

3.2 Site and Topographical Observations

To determine the feasibility of installing the glamping units, a site-specific assessment of the Mikros Gialos property was conducted. Integrating environmental sustainability into the business model is a crucial factor for the success and long-term viability of glamping ventures in Greece (Bouzis & Kapiki 2025). The selected area within Poros Beach Camping consists of flat, compacted soil currently utilized for standard camper van pitches. This topography allows the installation of the 15-square-meter A-frame cabins without the need for heavy land grading.

A key physical characteristic of the site is the presence of mature olive trees. The compact footprint of the A-frame structures allows them to be seamlessly integrated between the existing trees, providing natural shade while preserving the natural habitat. However, installing private bathrooms in each A-frame would require extensive underground drilling to lay water pipes. As Bouzis and Kapiki (2025) note, minimizing environmental impact and preserving local ecosystems is foundational to authentic glamping. Therefore, to protect the olive groves and minimize infrastructure disruption, the strategic decision was made to omit private plumbing and rely on the campsite's modernized shared sanitary facilities. This approach drastically reduces capital expenditure and aligns with the sustainable, low-impact purpose of the project.

The topographical strategy specifically aligns with environmental sustainability principles by choosing low-impact infrastructure. By utilizing the natural canopy of the olive trees for 80% shade and opting for A-frame structures that do not require permanent concrete foundations, the project minimizes soil sealing and cooling energy consumption. This approach ensures that the business expansion respects the local ecosystem of Mikros Gialos while meeting modern expectations for 'Green Tourism' and Corporate Social Responsibility (CSR).

A major advantage of the location is that Mikros Gialos is a "walking village," where everything is within walking distance of the campsite gates. To enhance the guest experience, the business maintains strong ties with the local community and frequently recommends nearby landmarks, such as the Zolithros taverna, to international visitors. This hyper-local approach ensures that glamping guests feel integrated into the village rather than isolated in a resort.

3.3 Process of Developing the Product

The final glamping business plan was built by applying the site observations and market data to the Business Model Canvas (BMC).

First, the target audience and value proposition were defined. Because the topographical observations showed that private plumbing would ruin the olive trees, the value proposition had to

pivot. The author focused the concept on an eco-friendly "boutique" experience aimed at younger, non-camping travelers looking for aesthetics and nature.

Next, the financial structure was developed. The author gathered supplier quotes for the cabins and calculated the new operational costs, specifically the need for dedicated housekeeping. These figures were used to run a break-even analysis. This step determined the exact nightly rate needed to make the project profitable while staying competitive in the local Ionian market.

Finally, practical operations were mapped out, such as local partnerships and digital marketing channels on social media and OTAs. All of these elements were combined to create the final business plan, which is presented in Appendix 1.

4 Discussion and Conclusion

This chapter evaluates the feasibility of the proposed glamping business plan, assesses the operational risks, and reflects on the professional learning process throughout the project.

4.1 Project Evaluation and Risk Assessment

While transitioning from traditional camping to a glamping model requires capital investment, an analytical review of the proposed business plan indicates that introducing A-frame cabins is a calculated, strategic upgrade rather than a high-risk gamble. The primary financial risk lies in the capital expenditure of approximately 8,000.00€ per unit and the introduction of new operational costs, specifically dedicated housekeeping. However, this risk is heavily mitigated by the low break-even threshold achieved at the projected nightly rate of 120.00€ to 130.00€.

In addition, building the operational expenditure (OPEX) model provided a harsh reality check regarding human resources. Transitioning to a glamping model introduces the absolute necessity of dedicated housekeeping staff. However, as the Greek tourism industry currently faces a severe, documented labor shortage following the pandemic (Smith 2025), recruiting and retaining reliable staff in a remote destination like Mikros Gialos presents a massive operational risk. To mitigate the labor risk, the business will explore 'multi-role' training for existing staff members or offer accommodation on-site to attract workers from outside Lefkada. The theoretical cost of a maid (estimated at 1,500.00€ per month) is only half the challenge; the physical ability to staff the position is the other. This highlighted the vulnerability of service-heavy business models and reinforced the necessity of the strategic pricing model (120.00€ to 130.00€) designed to absorb these inflated operational pressures. Ultimately, this thesis demonstrated that successful business upscaling requires constantly balancing aesthetic desires with harsh infrastructural, financial, and human resource realities.

The primary qualitative risk is guest dissatisfaction regarding the shared bathrooms at a €130 price point. The author identifies that the only way to mitigate this risk is through transparent communication. Marketing materials on Booking.com and Instagram must explicitly state that private bathrooms were sacrificed to preserve the campsite's historic olive grove. This frames the lack of plumbing as an intentional, sustainable choice rather than a lack of investment.

4.2 Seasonality Expansion and Digital Marketing

Beyond weather resilience, the upgraded accommodations offer a direct solution to one of the hospitality industry's greatest challenges: seasonality. Traditional camping in Greece is heavily restricted to the peak summer months. However, the insulated, structurally sound A-frame cabins allow Poros Beach to comfortably and safely host guests earlier in the spring and later into the autumn. This capability effectively expands the operational and profitable season of the family business without requiring a massive overhaul of the campsite's core infrastructure.

Crucially, this physical upgrade aligns with a necessary shift in marketing demographics. To fill these extended seasons, the business must attract younger demographics, specifically Millennials and Generation Z, who desire proximity to nature but do not typically own camping equipment. As Verma, Dhodi, and Dhodi (2023) highlight in their research on digital tourism, platforms like Instagram have become the primary tools for Generation Z when searching for, evaluating, and selecting travel destinations and accommodations. Younger travelers heavily prioritize visually appealing, unique experiences over traditional, standardized hotel stays. By offering an aesthetic, Scandinavian-style A-frame cabin, Poros Beach creates a highly marketable product tailored perfectly for social media algorithms. This visual appeal drives direct, organic marketing from a demographic that traditionally would never have searched for a standard camping pitch.

4.3 Own Learning and Professional Development

Developing this business plan for Poros Beach gave the author a real look at how hospitality management works in practice, especially the gap between "luxury" ideas and what is actually possible on the ground. Three main lessons about the family business and the local environment in Lefkada stood out:

Handling Generational Changes in Lefkada: The author learned about the reality of running a family company like Poros Beach. It became clear that the older generation is often hesitant to take on new risks or change a model that has worked in Lefkada for decades. The author had to learn how to explain that upscaling to glamping is a way to protect the 50-year legacy of the business for the future.

Balancing Luxury with the Environment of Mikros Gialos: A major turning point was realizing that "luxury" isn't always about adding more features. Initial project goals included private bathroom facilities, but site research in Mikros Gialos proved this was not feasible. This would have also made the startup costs (CAPEX) way too high. The author learned that keeping the land at Poros Beach

natural is actually a better "luxury" for glamping guests and is a key part of developing managerial maturity.

Learning from a Tight Schedule: Completing the entire project in an eight-week timeframe was a massive lesson in project management. While the author finished the plan before the summer season, the rush showed that real business growth needs long-term planning. For any future upgrades at the campsite, the author now knows it is necessary to start the planning phase much earlier to avoid the stress of a condensed timeline.

4.4 Limitations of the Business Plan

While the proposed glamping business plan relies on accurate current market data and verified supplier pricing, certain limitations must be acknowledged. First, the financial projections are based strictly on the economic conditions of 2026. If the management of Poros Beach Camping delays the execution of the project by one or two years, macroeconomic factors such as inflation could negatively affect the capital expenditure (CAPEX) for the cabins and the operational expenditure (OPEX) for labor.

Second, the marketing strategy relies heavily on Online Travel Agencies (OTAs), specifically Booking.com. This introduces a level of dependency risk. Any unilateral changes made by these platforms to their commission fee structures or search algorithms could directly impact the projected profit margins. Finally, while the topographical assessment confirms the cabins fit physically on the land, the plan operates on the assumption that standard local building permits for semi-permanent wooden structures will be approved without significant delays by the Lefkada municipal authorities, which can occasionally be an unpredictable bureaucratic process.

4.5 Conclusion

In conclusion, the objective of this thesis was to evaluate the feasibility of upscaling a traditional family-owned campsite through the integration of a modern glamping concept. By utilizing the Business Model Canvas, benchmarking local competitors, and conducting a site-specific topographical analysis, the research demonstrates that introducing A-frame wooden cabins is a highly viable strategic move for Poros Beach Camping & Bungalows. The proposed plan successfully balances the need for increased revenue generation with the preservation of the campsite's natural environment and 50-year heritage. Ultimately, transitioning from a volume-based traditional camping model to a value-based experiential glamping model offers the necessary competitive advantage to secure the business's profitability and market relevance for the next generation of management.

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Appendices

Appendix 1. The Glamping Business Plan

Value Proposition and Target Audience

Based on the Business Model Canvas framework, the first step of the plan is defining the target audience and the value proposition. The new A-frame wooden cabins are specifically designed to attract travelers who want the experience of being close to nature but do not own any camping gear.

This target customer is looking for convenience and a unique holiday experience. Instead of buying, packing, and setting up tents and sleeping bags, these guests can arrive at the campsite and immediately settle into a ready-made, aesthetically pleasing cabin. By offering this product, Poros Beach can expand its customer base to include regular hotel or Airbnb users who want the social, relaxed vibe of a campsite but require the physical comfort and security of a solid structure.

Pricing Strategy and Revenue Projections

Transitioning from standard camping to a glamping model requires a calculated shift in pricing. Currently, during the high season, a standard pitch at Poros Beach accommodating a camper van with four adults and an electricity connection generates 60.00€ per night. The strategic goal of integrating the Oikos Decor A-frame cabin is to double this revenue stream on the exact same physical footprint, setting the target nightly rate between 120.00€ and 130.00€ during the peak season.

This specific price point represents a strategic competitive pricing approach. As Canina and Enz (2008) demonstrate in their research on hospitality pricing, setting rates at a competitive "sweet spot"—rather than overpricing to match ultra-luxury resorts—often yields higher overall occupancy rates and better long-term financial performance. At 120.00€ to 130.00€, the A-frame cabin remains significantly more affordable than local luxury hotels, making it highly attractive to the target demographic. Simultaneously, this rate easily absorbs the new operational expenditures (such as daily maid service) and distribution costs (such as 15-20% OTA commissions from Booking.com), ensuring the net revenue remains far above the 60.00€ camper baseline.

To justify the premium price point without private bathrooms, the value proposition focuses on "Environmental Luxury". Modern travelers in the 18–32 demographic often prioritize sustainability and unique aesthetics over traditional hotel amenities. By branding the shared facilities as a "Boutique

Bathroom" experience—maintained to hotel cleanliness standards—the business turns a traditional camping constraint into a social, eco-friendly feature that aligns with the "Green Tourism" trend.

Financial Comparison and Break-Even Analysis

To understand the financial impact of this shift, the author compared the net income of a standard camper pitch against the proposed A-frame cabin. This calculation considers that while the cabin earns more, it also has higher costs like Booking.com commissions and extra cleaning labor.

Table 2. Nightly Revenue Comparison (High-Season)

Category	Standard camping pitch	A-frame glamping cabin
Nightly Rate (Gross)	60.00€	130.00€
OTA Commission (20%)	0.00€ (Direct Booking)	-26.00€
Cleaning/Laundry Cost	0.00€ (Self-service)	-5.00€ (Estimated)
Net Revenue per Night	60.00€	99.00€

To evaluate the feasibility, the author calculates the Break-Even Point (BEP) for the investment. This is found by dividing the total Capital Expenditure (CAPEX) per unit by the marginal nightly profit (Profit per night) gained by switching from a pitch to a cabin.

$$\text{CAPEX} = 8,000\text{€}$$

$$\text{Profit per night} = 39\text{€} \text{ (99€ net cabin revenue minus 60€ net pitch revenue)}$$

This results in a BEP of approximately 205 nights. Given the high season at Poros Beach typically sees 90–100 days of full occupancy, the investment is projected to pay for itself within two summer seasons.

The numerical data in this section have been presented as accurate reflections of current market quotes; however, certain values may be modified by a constant in the final published version to protect competitive trade secrets.

Marketing and Distribution Channels

To successfully attract the target demographic of non-campers, the business must utilize modern digital distribution channels. The primary sales channels for the A-frame cabins will be a combination of direct social media marketing (specifically Instagram, leveraging the visual aesthetics of the cabin) and Online Travel Agencies (OTAs), predominantly Booking.com.

While OTAs are essential for visibility and reaching a global audience that does not traditionally search for campsites, they represent a high operational cost. As Manousakis and Mattas (2020) highlight, the dominant position of OTAs in the hospitality market requires independent businesses to pay substantial commission margins, often ranging from 15% to 20% per reservation. Therefore, the higher 120.00€ to 130.00€ price point is also a necessary financial buffer. Rather than relying strictly on standard cost-plus calculations, this strategy adopts a value-based pricing model, ensuring that the final rate reflects the unique environmental and aesthetic experience provided to the guest (Hinterhuber & Liozu 2017). It ensures that even after Booking.com deducts its commission and associated taxes, the net revenue generated by the A-frame remains significantly higher than the 60.00€ ceiling of a standard camper pitch, securing the profitability of the upscaling project.

Cost Structure (CAPEX and OPEX)

A critical element of the Business Model Canvas is defining the Cost Structure, which is divided into Capital Expenditure (CAPEX) and Operational Expenditure (OPEX).

The primary advantage of the proposed glamping model is its highly accessible CAPEX. The base cost for the Oikos Decor 15-square-meter A-frame wooden cabin is 5,000.00€. When accounting for necessary interior outfitting—including bedding, a mini-fridge, and an essential air conditioning unit—the total estimated capital investment remains under 8,000.00€ per unit. This low initial investment allows for a rapid Return on Investment (ROI) even at the competitive 120.00€ nightly rate.

However, shifting to a glamping model fundamentally changes the OPEX. Standard camper pitches require minimal daily labor, as guests manage their own cleaning. In contrast, the glamping value proposition requires hotel-level cleanliness. As Jones and Siag (2009) note, the housekeeping function is one of the most significant operational costs in hospitality. To maintain the premium standard of the A-frame cabins, Poros Beach will incur a new semi-fixed labor cost, specifically the hiring of an additional dedicated maid at an estimated cost of 1,500.00€ per month during the operational season. The business plan's financial viability relies on the 120.00€ nightly rate consistently covering this new labor overhead.

To keep the project authentic and support the island's economy, the business could collaborate with local specialists for the cabin interiors. For example, Wood and Dreams, a local lumber and woodworking business in Lefkada, could assist in creating custom furniture tailored to the specific 15m² dimensions of the A-frame units.

The Business Model Canvas

To summarize the strategic framework of this upscaling project, the nine core elements of the proposed business plan are visualized in the Business Model Canvas below.

<p>Key Partners</p> <ul style="list-style-type: none"> • First-Generation Management (Family): The current owners are the most critical partners, providing the physical land, existing sanitary infrastructure, and the established brand reputation of Poros Beach. • Oikos Decor: The primary supplier manufacturing the A-frame wooden cabins. • Booking.com (OTAs): The primary digital distribution partner to reach the non-camper market. • Local Contractors: Plumbers and electricians for the initial site setup. 	<p>Key Activities</p> <ul style="list-style-type: none"> • Daily housekeeping and cabin maintenance. • Managing OTA listings and social media presence. • Guest check-in and customer service. <p>Key Resources</p> <ul style="list-style-type: none"> • Nightly accommodation rate of 120.00€ to 130.00€ (High Season). • Extended season revenue (Spring/Autumn bookings due to insulated cabins). 	<p>Value Proposition</p> <ul style="list-style-type: none"> • High-end, Scandinavian-style wooden A-frame cabins (15m²). • Proximity to nature and the sea with zero setup required. • Weather-proof and secure compared to standard canvas tents. • Highly competitive pricing (120€-130€) compared to local luxury hotels. 	<p>Customer Segments</p> <ul style="list-style-type: none"> • Millennials and Gen Z travelers. • "Non-campers" who do not own tents or gear. • Travelers seeking aesthetic, social-media-friendly accommodations. <p>Channels</p> <ul style="list-style-type: none"> • Online Travel Agencies (OTAs), primarily Booking.com. • Visual social media marketing (Instagram/TikTok). • The existing Poros Beach Camping website. 	<p>Customer Relationships</p> <ul style="list-style-type: none"> • Automated, seamless digital booking process. • High-level, on-site hospitality (hotel-style reception). • Daily housekeeping services.
<p>Cost Structure</p> <ul style="list-style-type: none"> • CAPEX: ~8,000€ per unit (5,000€ cabin shell + 3,000€ interior/AC/beds). • OPEX (Labor): 1,500€/month for a dedicated maid. • OPEX (Distribution): 15%-20% commission fees to Booking.com. 		<p>Revenue streams</p> <ul style="list-style-type: none"> • Online Travel Agencies (OTAs), primarily Booking.com. • Visual social media marketing (Instagram/TikTok). • The existing Poros Beach Camping website. 		

Appendix 2. Oikos Decor 15m² A-Frame Cabin Specifications

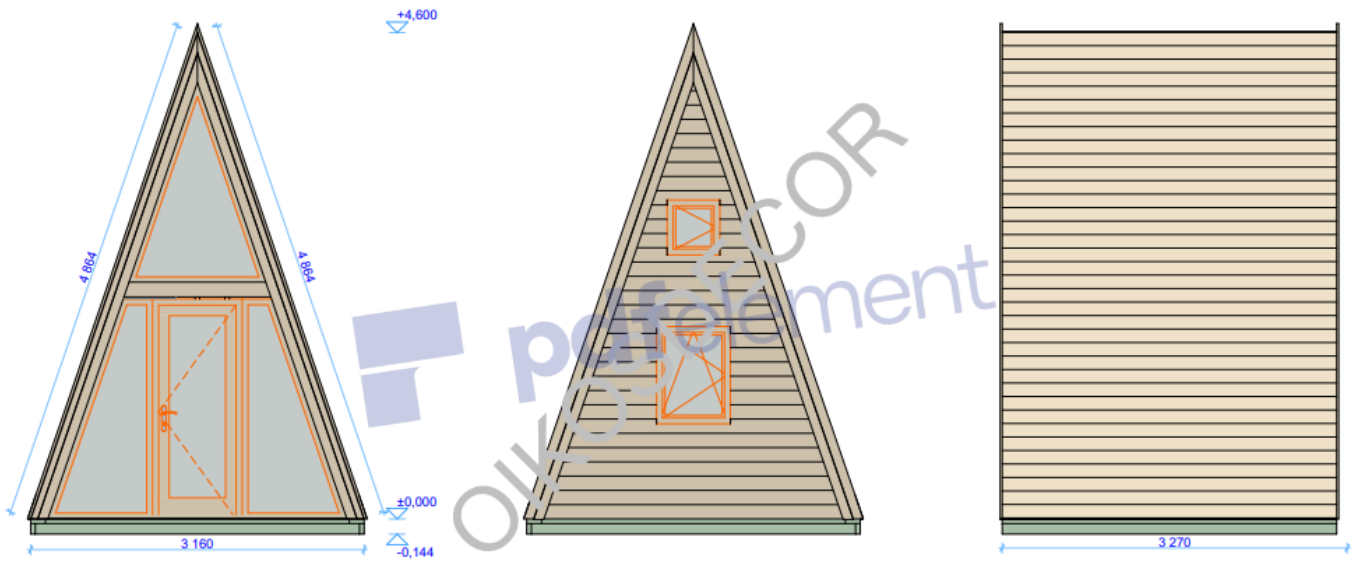
Remove Watermark Now

Front Elevation

1:50 Back Elevation

1:50 Left Elevation

1:50



Thickness:	Project name:	Project ID:	Year:	Page:
	A frame-2		2021	3

Image source: Oikos decor 2026.



Image source: Author's physical assessment of the A-frame cabin.

Appendix 3. Topographical Satellite Map of Poros Beach



Image source: Google Earth 2026.

Appendix 4. Field Photography of the Proposed Glamping Site

The photographs below illustrate the specific olive grove, as well as the flat soil designated for the A-frame cabin installation at Poros Beach Camping & Bungalows.



Image source: Author 2026.