



# CAMPMASTER

## Development of European Curriculum in the Field of Sustainable Camping Resort Management

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### IO1 – LEARNING OUTCOMES AND MODULES OF THE MASTER STUDY PROGRAMME SUSTAINABLE CAMPING RESORT MANAGEMENT

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## 1. Introduction

This document is the so-called Intellectual Output 1 (IO1) of the CAMPMASTER's project. As stated in the project's proposal, this aims to define the learning outcomes and modules of the future Master's Program on Sustainable Camping resort management. This task of defining this basic information for the future program is done together with the main groups of interest (i.e. industry, policy-makers, students, etc.) and framework for competencies, knowledge and skills of a camping resort manager is provided.

In other words, learning outcomes and modules of the study program on Sustainable camping resort management will be described and these will be defined out of competencies, knowledge and skills that arise from the different analyses. This document is the basis for Intellectual Output 2 (IO2), the CAMPMASTER Curriculum Handbook, which will include all courses and syllabi and the main learning material, including teaching methods. As discussed in the proposal, this first work package starts with the agreement on the methodology to be followed to define these learning outcomes. Then, the analysis is carried out in different phases and with different groups of interest and the results are drawn from these analyses. Thus, the following steps are followed:

- O1.A1 To agree on the overall methodology to be adopted during the curriculum development and prepare Implementation CAMPMASTER Guidelines.
- O1.A2 To analyze the best international master tourism and hospitality graduate study programs and their learning outcomes.
- O1.A3. CAMPMASTER learning needs design: to design processes of identification of learning gaps and to establish mechanisms to answer learning needs with tailored, on-demand learning opportunities. Creating the questionnaire for students and a camping industry professionals survey about learning needs, skills gaps and expected graduate competences.
- O1.A4. CAMPMASTER learning needs research and analysis: to conduct the survey among a minimum of 100 camping industry professionals, 60 students and 10 policy makers.
- Survey analysis and interpretation of results.
- O1.A5. Preparation of the first draft of the learning outcomes document, based on the survey results.

Actions O1.A6 (CAMPMASTER Focus Groups) and O1.A7 (Final Version of Learning Outcomes) aim at reviewing and giving feedback to this document and the final learning outcomes and modules suggested, here. Due to COVID19 situation, as these included face-to-face focus groups, these have been postponed and these will be described and included in another document.

As described in the proposal of the project, the innovation of this IO1 is that the defined learning outcomes of the study program will be derived from the needs of the industry, based on learning needs of current camping professionals, but also students and policy-makers will participate in the process. So, perceived skills gaps of tourism graduates will be asked, for example. This will contribute to increasing the employability of students and their



competencies, and deliver the professionals of the future. Thereby, this will also increase the competitiveness of the entire camping industry.

After this introduction, the structure of this document is as follows: first, the analyses of the current master's programs on sustainability and tourism or hospitality management is developed; second, rationale, methodology and results for surveys and interviews to students, policy-makers and industry professionals are given; third, the main stakeholders who may have a role in designing and implementing the master's program are identified and analyzed; fourth, conclusions are drawn and learning outcomes and modules are recommended for the future master's degree.

In the first section about the analysis of current master's programs, the general characteristics about price, duration, size of the groups, etc. are provided first. Then, subjects and modules about campsites management and sustainable management are analyzed in detail. Next, learning outcomes that derive from these programs are analyzed and listed and, finally, most common career profiles from these master's degrees are also detailed.

In the second section about surveys and interviews, there is a first part to justify why we consult these main groups of interest (i.e. students, professionals and policy-makers) and what do we consult (i.e. needs, gaps, learning methodologies, etc.). Then, the methodological approach to develop and analyze these surveys and interviews is provided. This includes the definition of tools and methods, the definition of the sample and the steps followed to both collect and analyze data from these surveys and interviews. After this methodological framework, the results of these interviews and surveys are described in detail. These are divided into the insights from students, industry and policy-makers, so the three main groups consulted. Then, some comparative results between these groups are given in order to see congruencies or incongruencies of needs and expectations.

After surveys and interviews, the main stakeholders to be considered in the future steps of the project to plan and implement the master's program are identified and described. Information about their role, the entity type, country of operation, etc. is considered.

Finally, a conclusion with the main results and aspects to consider is defined. This conclusion includes the final recommended list of learning outcomes and modules that needs to be reviewed by the main groups of interest and the partners of the project.

This document includes an appendix with the whole range of documents needed to develop it: industry survey, students survey, industry interview, policy-makers interview, internal instructions for surveys and interviews, transcripts of industry interviews, and transcripts of policy-makers interviews.



## 2. Analysis of the current masters' programs

Aiming to set the first guidelines of the future program about Sustainable Management of Campsites Resorts, a first analysis of the current offer is provided. Thus, this section aims at offering a first view to what specific master's programs of hospitality and tourism management and sustainability are offered, their contents, modules, learning outcomes, etc. In order to do so, well-known websites with master's degrees offer are analyzed (e.g. masterportal.com, masterstudies.com, emagister.com, universia.com, etc.) and master's programs are searched using the following keywords and their combinations: 'campsites', 'tourism management', 'hospitality management' and 'sustainable management'. A total of 203 master's degrees is analyzed. Some of them correspond to the same program offered in more than one campus, so a final amount of 177 different programs is analyzed. These programs are offered worldwide. In particular, they are offered in 38 different countries:

Table 1: Sample and countries of the master's programs.

Nº	Country	Nº programs	%
1	Italy	37	18.23%
2	United States	30	14.78%
3	Spain	18	8.87%
4	Switzerland	16	7.88%
5	Croatia	14	6.90%
6	Germany	11	5.42%
7	United Kingdom	11	5.42%
8	Sweden	8	3.94%
9	Austria	6	2.96%
10	France	6	2.96%
11	Slovenia	6	2.96%
12	China	5	2.46%
13	Australia	4	1.97%
14	Finland	4	1.97%
15	Belgium	2	0.99%
16	Singapore	2	0.99%
17	South Korea	2	0.99%
18	Argentina	1	0.49%
19	Cyprus	1	0.49%
20	Denmark	1	0.49%
21	India	1	0.49%
22	Macau	1	0.49%
23	Madagascar	1	0.49%
24	Malaysia	1	0.49%
25	Mauritius	1	0.49%
26	Mexico	1	0.49%
27	Montenegro	1	0.49%
28	Morocco	1	0.49%
29	Norway	1	0.49%
30	Philippines	1	0.49%
31	Poland	1	0.49%
32	Portugal	1	0.49%
33	Senegal	1	0.49%
34	South Africa	1	0.49%
35	Thailand	1	0.49%
36	The Netherlands	1	0.49%
37	Tunisia	1	0.49%
38	United Arab Emirates	1	0.49%



### 2.1. General Characteristics

27% of the master's degrees analyzed are included in the Shanghai Academic Ranking of World Universities, 47% are included in the QS World University Ranking, 27% are included in CEOWORLD Magazine Ranking and more than half of them (51%) are included in other rankings due to their reputation and performance. Of these master's degrees, 61% are private and 39% are public. If we consider their officiality, 52% are considered official degrees while 48% are non-official programs:

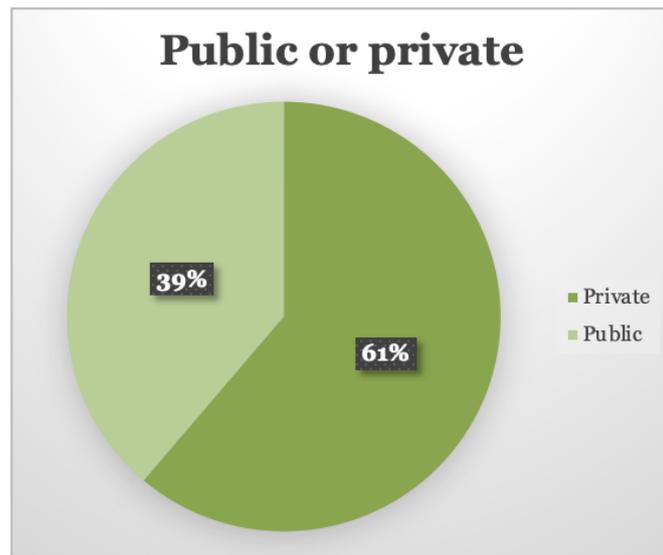


Figure 1: Public or private master's degrees.

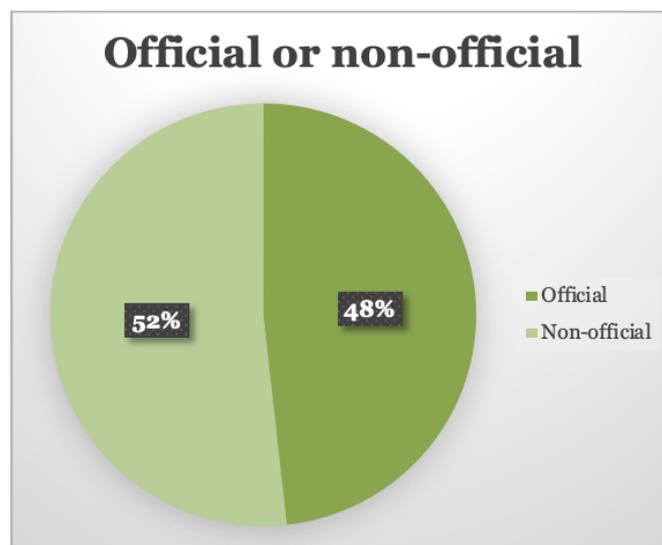


Figure 2: Official or non-official master's degrees.

Most of them (83%) are offered in **English**. The second most used language is Spanish (15%) and there are other less frequent languages like French. In terms of the number of students, most of the groups of students of the master's degrees allow **less than 30 students** (50%).



The three groups of master's degrees with groups with more than 30 students (i.e. with between 30 and 69 students, between 70 and 99 students, and more than 100 students) represent a 17% each. These results show that these programs are essentially planned to be implemented in small groups for a better personalization and attention to the students.

It is noteworthy that the majority of the masters analyzed are **MSc** (52%), followed by **MBA** (21%) and, with lower percentages, MA, MS, Executive Masters, MIB, MSE and, in rare cases, combinations of two Master's types (MS & MBA), Bachelor's Degree and Master's Degree combinations (BBA & MSC) and Master's degrees with doctorate programs (MSC & PhD).

Regarding prices, the price of the master's degrees is between **1,500€ and 6,000€ per year** for national or European students in case the master's degree is in the EU. For international or overseas students, the price per year ranges from **12,000€ to 20,000€**. If we consider the price per credit, it costs mainly between 200€ and 800€ (in 45% of the cases). In a more expensive range, 30% of the master's degrees have prices from 800.01€ to 1,500€ per credit. In the cheapest range of prices, so from 45€ to 200€, there is a 15% of the sample. And, finally, in the most expensive range of price per credit, so more than 1,500€, there is a 10% of the sample. The total price of the master's programs that stands out the most in the results obtained has been: with 23%, the range between 30,000.01€ and 50,000.00€; with 21%, the range between 15,000.01€ and 30,000.00€; and with the same percentage (21%) there is the range between 6,000.01€ and 15,000.00€.

More than half of the masters analyzed, 58%, consist of **between 60 and 70 ECTS** credits. The master's degrees with between 71 and 85 ECTS credits (17%) follow in a great distance, and these are followed by the group between 86 and 100 ECTS credits (15%) and by the master's degrees with more than 100 ECTS (8%) and less than 60 ECTS (2%). Accordingly, more than half of the master's degrees have a duration of **1 year** (51%), 19% of the masters last 2 years (22%), 11% have a duration of 1.5 years and intervals between these three previous durations (1 year, 1.5 years and 2 years).

Regarding the learning environment options, it has been analyzed whether the programs offer **on campus**, **blended** and **online** learning or not. Some of them offer more than one modality for the same program. First, more than half of the sample, 56% of the master's degrees, have the on-campus modality, which is the most prominent modality among the three main ones analyzed. The master's degrees in hotel management are committed to training students in the face-to-face/on-campus mode due to the necessary practicality that is shown in the training content and in the promotion strategy of each master's degree. Second, blended modality is not very common in the analyzed programs, since only 34% of them opt for this option, although with the Covid-19 situation, some of the universities that offer the analyzed masters have needed to adapt their studies to blended or online options. Third, online modality is not very common in the analyzed studies either, since only 35% of them choose this option, although with the Covid-19 situation, some of the universities that offer the analyzed masters have also needed to adapt their studies to a completely virtual environment.

In terms of students' dedication, on the one hand, 99% of the master's programs analyzed base their training on the full-time modality. A large part of the private universities only offers this option, since they seek a comprehensive immersion of the students in the training



scenario, both theoretical and practical, as it happens in the cases in which the universities are Hotel Schools, as they give a high importance to in-campus, face-to-face and full-time modalities. On the other hand, more than half of the universities offer the possibility of taking the part-time master's degree, 53% compared to 47% that do not offer this option. It should be noted that master's degrees with part-time option are usually found more easily in public universities than in private ones.

## 2.2. Subjects

Only 7% of the master's programs analyzed include one or more subjects in the modules of the master's degrees about **other types of accommodation management** rather than hotels, which corroborates the opportunity to offer university studies in a master's level that offers a focus on campsites. The subjects that show a trend to deal with the theme of **campsites management** in an indirect or minimum way in the master's degrees analyzed are the following: 'Trends in the Lodging Industry'; 'Seminar in Lodging Management'; '(Elective) Advanced Lodging Management'; '(Elective) International Lodging Management'; '(Elective) Contemporary Problems in the Lodging Industry'; 'Entrepreneurial Lodging'; 'The Management of Lodging Operations'. In spite of the previous subject names, any of them is only focused on accommodation in campsites.

Only 22% of the master's programs analyzed include one or more subjects about **sustainable management**, which also confirms the opportunity to offer a university studies with this focus in a future master's degree. The subjects that deal with sustainability in the masters analyzed are the following: 'Quality and environmental management'; 'New challenges and opportunities: sustainable tourism, tourism innovation, new customer trends and new tourism products'; 'Sustainable Tourism Management (Elective course/Optional)'; 'Renewable energy and sustainability'; 'Planning and Quality Management in Hotel Establishments. Implementation of the 'Q' for Quality'; 'Strategic direction and sustainability'; 'Seminar: Sustainable Tourism: Policies & Ethics'; 'Tourism Management and the Natural Environment (Optional)'; 'Business Sustainability in Hospitality and Tourism'; 'Sustainable Tourism Management; Sustainable Event Operations and Management'; 'Sustainability and the Environment'; 'Optional: Sustaining Humans & their Environments'; 'Sustainability and Human Rights in the Business World'; 'Innovation for Sustainable Tourism Development'; 'Business and Society, Sustainability, Responsible Leadership Seminar'; 'Environmentalism & Ecotourism'; 'Sustainability'; 'Sustainability in the Hospitality Industry'.

## 2.3. Learning outcomes

The most common learning outcomes of the master's degrees analyzed are linked to the following skills and knowledge items:

- Theoretical knowledge and practical skills in hotel management (training of good hotel managers).
- Communication skills and soft-skills.
- Team management.
- Human resources management in the hospitality industry.



- Leadership capacity in hospitality companies.
- Business development skills.
- Knowledge on international hotel management.
- Conflict resolution.
- Practical knowledge of the tourism and hotel industries.
- Decision-making.
- Development of the entrepreneurial spirit.
- Competences for the management of the food and beverage department.
- Competences in business, hotel and tourism research methodologies.
- Competences in critical analysis.
- Hospitality marketing skills and knowledge.

This list of current learning skills, knowledge items and learning outcomes of the master's degrees can provide a first insight to what is important to include in a master's degree program about sustainable campsites management. However, these will be adapted according to the specific characteristics of the campsites industry, which may differ from the common characteristics of other mainstream accommodations services, such as hotels.

#### 2.4. Career profiles

The main career profiles that students may pursue after completing the master's studies analyzed are: hotel manager, tourism manager, director of food and beverage department, restaurant manager, marketing director, operational director, sales or commercial manager, event manager or organizer, guest services manager, tourism or hotel analyst, general manager, quality manager or tourism businesses developer. The following word cloud provides a pictorial view of the most frequent career profiles words, with the ones with higher frequency of occurrence in a bigger font size:



Figure 3: Word Cloud about career profiles.



### 3. Rationale and Theoretical Justification of Surveys and Interviews

#### 3.1. Who do we consult?

In order to have a holistic view of the learning process, it is important to consider the whole range of education stakeholders involved in this process. Consultation to all these groups will allow a more complete view of this process to, finally, create an educational program about Campsites Resorts Sustainable Management that fits the needs and expectations of all.

First, as the main actors in the education process, we need to consider **students**. As a general trend in the educational programs recently, students are the center of the education process and educational methodologies and programs are student-centered.

Second, due to the industry-related nature of tourism and campsite education, it is crucial to consult the **industry professionals** to create such an educational program. These experts include campsite managers and staff, association members and representatives, etc. All these people will provide a good and deep insight to the industry as they are the ones who are experiencing it daily. Industry professionals must acknowledge how tourism courses continually and appropriately develop skills and competencies (O'Leary & Deegan, 2005). Educators and the industry must work together to plan and implement recruitment and retaining strategies and tactics for qualified students (Richardson, 2008). Thus, their participation and active involvement in this study is also important to do so.

Third, there is a need to address policy-making as part of the processes where future campsite managers need to be involved in. Currently, policy-related decision-making entities do not actively involve industry professionals in the process. Consequently, there is a need to know more about these processes, how everything is decided, and how these future campsites graduates can participate and improve the process. So, the third group to consult are **policy-makers**.

In any way, there is a need to take a holistic approach when creating and implementing educational programs. In order to take this approach, stakeholders' needs must be acknowledged and met (Christou & Sigala, 2002).

#### 3.2. What do we ask for?

##### 3.2.1. Learning Methodologies

As it happens with the tourism activity, campsites sector is a multidisciplinary and multifaceted area of study and practice. Tourism educational programs, in general, include a wide range of teaching and learning methods.

Due to Chomsky's cognitivist view, the learning and teaching paradigms and approaches have moved from teacher-centered and authoritative scenarios to dynamic and student-centered scenarios. So, in general, students need to be involved in high cognitive activities in order to learn and acquire knowledge and skills required.

According to this range of views of the teaching environment, teaching methodologies range from teacher-centered methodologies, such as traditional lectures, to more learner-centered methodologies, such as project-based learning approaches.

Lectures have been widely used at the university level as an example of content-driven approach to teaching. Although this trend is common in many areas, it is not the single



one used in the universities. For example, collaborative projects, discussions, simulations, case studies, etc. are more active methodologies used in learning scenarios.

Due to the close link with the industry, tourism and hospitality teaching methods are more diversified and they include practical activities such as the internships. However, Deale & Jacques (2010) point out that lectures are still the most used teaching methodology in tourism, followed by discussions and guest lectures. In spite of the more or less extended use of these previous methodologies, Deale & Jacques (2010) highlight the less common use of panels, symposia and forums.

In addition to lectures, Aynalem, Adebbe, Guadie & Bires (2015) consider other methods used in the tourism classrooms, such as questioning, individual presentations, demonstrations, brainstorming, case studies and group discussion. According to this study (Aynalem, Adebbe, Guadie & Bires, 2015), students prefer field trips, discussions problem-solving and brainstorming rather than independent study or lectures. Consequently, students wish to be involved in the learning process and interact with the other educational stakeholders.

Students choose to follow a specific tourism program due to different motivational dimensions: self-actualization, job opportunities, field attractiveness, ease of study, and scholastic achievement (Lee, Kim, & Lo, 2008). These motivations can be enhanced, for example, through the proper selection and implementation of learning methodologies.

### ***3.2.2. Competencies, knowledge and skills***

Due to its practical nature, tourism programs must offer a vocational approach to their curricula (Hyland, 2001). When defining curricula of tourism programs, 'we must concentrate on knowledge on individuals, teams and organizations and on abilities and capacities about know-how and skills to make and act upon judgements' (Hyland, 2001). An important part of these curricula are the competencies and subcompetencies included. These can be defined as the combination of knowledge with skills and abilities to use this knowledge according to the situation and task required.

Richardson (2008) defined the need to give tourism and hospitality students an overview of the types of careers available in the industry and the working conditions. Thus, they would have a first contact with the real profiles needed. Specifically, it is important to give realistic information about the career they will form in order to minimize the gap between expectations and perceptions (Kusluvan and Kusluvan, 2000). According to it, a good description of knowledge, skills and competencies of the educational program will provide students with a good starting point to select the program that fits best their interests and will shape their career and the profiles according to the reality.

This information will, in turn, reduce the number of graduates that fail to enter the industry once they finish their studies.

Jackson (2010) presents a complete list of industry-relevant competencies that have been identified by employers:



1. Task requirements at a graduate level: Application and use of technology; Problem solving; Decision management; Operating in organizational environment; Multi-tasking.
2. Task requirements at a higher level: Project-management; Meeting management; Coaching.
3. Threshold competencies: Ethics and responsibility; Written communication; Information management; Operating globally; Intellectual ability (understand situation, diagnosis problem, etc.); Lifelong learning; Disciplinary expertise (technical, product, needs, IT systems, etc.); Business acumen (commercial competence and market awareness); Work experience; Numeracy (ability to use numbers accurately); Professionalism/work ethics (attitude, commitment, self-motivation, etc.); Accountability (accepting responsibility); Life experience (gap years, participation in student organizations, etc.).
4. Distinguishing competencies: Oral communication; Team-working; Organizational skills (plan, schedule, maintain deadlines, etc.); Interpersonal skills (communication, conflict resolution, ability to receive feedback, emotional intelligence, etc.); Continuous improvement management (focus on opportunity); Meta-cognition (strategies for learning, knowledge on how to learn, etc.); Autonomy; Critical thinking; Leadership skills; Initiative; Adaptability and change management; Emotional intelligence; Political skill (understand others, use knowledge to influence others, etc.); Self-efficacy (understanding of one's identity and capabilities); Reliability; Stress tolerance (to retain effectiveness under pressure); Attention to detail; Entrepreneurship; Creativity.

### 3.2.3. *Policy-making processes*

Policy-making processes may be of special interest when creating and implementing educational programs. On the one hand, teachers should force policy makers and budget planners to consider teaching and learning issues (Aynalem et al., 2015). On the other hand, policy-makers should consider the sector and educational stakeholders in their decision-making processes.

Tourism policies can be defined as a list of guidelines to give priority to specific objectives and actions when meeting the needs of a particular destination area and they regulate the actions of the government and the private sector (Amoah & Baum, 1997). Thus, policy-makers must be involved in the creation of a curriculum for the future professionals of the campsites' sector and, at the same time, future professional must acquire knowledge on these processes, roles and tasks to have a broad view of the industry.

The first step towards policy formulation is the identification of priorities on a national, regional or local scale (Amoah & Baum, 1997). In the process, private and public sector interests are difficult to align. Local, regional and national governments and international public authorities have the responsibility for the allocation of funds and resources for sectors such as the campsites industry. Under these circumstances, policy-makers will be analyzed from these local, regional, national and international level in order to have a deep insight in their tasks and roles.



## 4. Methodological Framework of Surveys and Interviews

### 4.1. Overview of the Sample

As specified above, the subjects of study are part of three main groups of interest when creating a curriculum for an educational program: students, industry professionals and policy-makers. The overview of this sample is the following:

Table 2: Overview of the sample.

	Students	Industry Professionals	Policy-makers
Interviews	-	24	12
Surveys	92	165	-

As it will be stated in the following sections, industry professionals have been approached both through surveys and interviews, with the objectives of having extended conclusions from them but also addressing details of some of the key points to plan the master's degree outcomes.

#### 4.1.1. Surveys to the Students

A total of 92 tourism university students have answered the survey (See Appendix II). More than three quarters are female (76.1%). Their age ranges from 20 to 38 years old, with an average of 24,36 years old. They are mostly students of 4<sup>th</sup> Year of Tourism Bachelor's Degree (48.9%) and 1<sup>st</sup> Year Master's Degree (28.3%), as they are the prioritized target of the Master's Degree that will be created. More than a half of them would be interested in a Master's Degree of Sustainable Campsites Resort Management (55.4%).

Table 3: Students' surveys sample description.

Variable	Category	Distribution
Gender	Male	22 (23.9%)
	Female	70 (76.1%)
Age	Mean	24.36
	Median	24
	Minimum	20
	Maximum	38
Current Year	1 <sup>st</sup> Year Bachelor's	1 (1.1%)
	2 <sup>nd</sup> Year Bachelor's	1 (1.1%)
	3 <sup>rd</sup> Year Bachelor's	0 (0%)
	4 <sup>th</sup> Year Bachelor's	45 (48.9%)
	1 <sup>st</sup> Year Master's	26 (28.3%)
	2 <sup>nd</sup> Year Master's	19 (20.7%)
Interest Master's Degree Campsites and Sustainability	Yes	51 (55.4%)
	No	41 (44.6%)

#### 4.1.2. Surveys to the industry

A total of 165 industry professionals have answered the survey (See Appendix I). More than a half are male (58.8%) and the average age is 44.17 years old. Most of them have undergraduate studies (54.4%) in tourism, business, economics, etc. and a 19.7% have a master's degree (e.g. MBA, economics, hospitality management, etc.). They have a wide experience in the sector, with a 35.6% of them with more than 20 years working in the



industry. The origin of these professionals is mainly Croatia (38.4%), Spain (27.2%) and The Netherlands (21.4%), where the master's degree will mainly take place.

Table 4: Industry surveys' sample description.

Variable	Category	Distribution
Gender	Male	97 (58.8%)
	Female	68 (41.2%)
Age	Mean	44.17
	Median	45
	18-29	10 (6.2%)
	30-45	75 (46.6%)
	46-60	68 (42.2%)
	61 or above	8 (5.0%)
Academic Degree	High School	5 (3.4%)
	Vocational Degree	30 (20.4%)
	Undergraduate Studies	80 (54.4%)
	Master's Degree	29 (19.7%)
	PhD	3 (2.0%)
Size of the company	2-9 employees	23 (13.9%)
	10-49 employees	68 (41.2%)
	50 employees or more	74 (44.8%)
Years of experience in the sector	Mean	17.46
	Median	15
	0-5 years	26 (16.3%)
	6-10 years	30 (18.8%)
	11-15 years	25 (15.2%)
	16-20 years	22 (13.8%)
	21 years or more	57 (35.6%)
Place of occupation	Austria	3 (1.9%)
	Croatia	61 (38.4%)
	Denmark	1 (0.6%)
	France	3 (1.9%)
	Germany	7 (4.4%)
	Italy	4 (2.5%)
	Netherlands	34 (21.4%)
	Portugal	1 (0.6%)
	Slovenia	2 (1.3%)
	Spain	43 (27.2%)



#### 4.1.3. Interviews to the industry

There is a total of 24 interviews to industry professionals (See Appendix III). As it happens with the industry profiles from the survey, the interviewees are mainly male (70.8%). All of them have an extensive experience in the industry. Their profiles are quite diverse, which is good for the purposes of the current study, as different approaches are considered (e.g. campsite managers, journalists, providers, etc.). The companies that they own or work for are very different in terms of the size, ranging from unipersonal entities to big international companies with 7000 workers.

Most of them have pursued degrees linked to economics or business administration. Only of a small proportion has tourism-related studies. They work in different European countries, such as Croatia, The Netherlands, Germany, Spain, etc.

Some of them act as private sector representatives and workers while having a position in a professional association or federation, so they can provide good answers to the policy-making processes, too.

Table 5: Description of the industry interviewees (Part 1).

ID	Gender	Occupation	Type of Company	Size of company (nº employees)	Years of Experience	Academic Degrees	Country Occupation
I_11	Male	Camping Portal Manager	Private Entrepreneur	1	15	Bachelor's Economics	Slovenia
I_12	Male	Cluster Manager	Campsites' Cluster	7000	11	Bachelor's Economics	Croatia
I_13	Male	Sales Representative	Provider	3600	6	Bachelor's Hospitality Management	Spain
I_14	Male	Journalist	Campsites' Magazine	1	15	Bachelor's Information Sciences	Spain
I_15	Male	Camping Owner and Vicepresident Federation	Campsite and Federation	50	30	-	France
I_16	Male	Operational Manager	Campsites	700	20	Master's Business Informatics	Croatia
I_17	Male	Owner	Provider	-	20	MBA	The Netherlands
I_18	Male	Consultant and Relations Manager	Consultancy and Automobile Club	1	+30	Bachelor's in Business Administration	The Netherlands
I_19	Female	Assistant Director	Campsite	5 (off-season) /20 (high-season)	15	-	France



Table 6: Description of the industry interviewees (Part 2).

ID	Gender	Occupation	Type of Company	Size of company (n° employees)	Years of Experience	Academic Degrees	Country Occupation
I_I10	Female	Campsite and Hotel Owner	Campsite, hotel, holiday park	125	21	-	Denmark
I_I11	Female	Operational Manager	Campsite	300	12	Master's Degree Public Relations	Italy
I_I12	Male	Owner	Marketing	3 (+20 freelance)	20	-	The Netherlands
I_I13	Male	CEO	Campsites	140	+40	High School	The Netherlands
I_I14	Female	CEO	Campsite and Caravan Dealership	200	10	Master's Degree in Management and Marketing	Germany
I_I15	Male	Director F&B and President	Campsite and Association	-	15	Master's Degree in Tourism Management	Spain
I_I16	Male	Owner and President	Campsite and Association	-	12	Bachelor's Degree in Advertising	Spain
I_I17	Male	CEO	Provider	28	+20	MBA	Spain
I_I18	Male	Manager	Campsite	33 (peak-season) / 17 (average)	35	Bachelor's Degree in Tourism	Spain
I_I19	Male	Owner	Campsites Chain	-	47	MBA	Italy
I_I20	Female	Sales Manager	Provider	3600	20	Bachelor's Degree in Business and Marketing	Spain
I_I21	Female	Director	Communication	6	19	Bachelor's Degree in Journalism	Spain
I_I22	Male	Owner and President	Campsites and Federation	-	+30	-	Spain
I_I23	Male	Owner	Provider	10	30	Bachelor's Degree in Architecture	Spain
I_I24	Female	Manager and President	Campsite and Association	-	10	IT Engineering	Spain



#### 4.1.4. Interviews to policy-makers

The sample of the policy-makers includes 12 interviewees (See Appendix IV). They act at all geographical levels (i.e. local, regional, national and international). They have different occupations: directors of tourism boards, mayors, consultants, presidents of associations, etc. Two thirds of them are male. They work in Croatia, Spain and Germany.

Table 7: Description of the policy-making interviewees.

ID	Gender	Occupation	Entity	Entity Scope	Country Occupation
PM_I1	Female	Director Tourist Board	Municipality Baška	Local	Croatia
PM_I2	Female	Director Tourist Board	Island of Krk	Regional	Croatia
PM_I3	Male	Mayor	Sant Pere Pescador Town Hall	Local	Spain
PM_I4	Female	Coordinator Catalan Tourism Lobby	PIMEC Tourism	Regional	Spain
PM_I5	Male	Mayor	Torroella de Montgrí Town Hall	Local	Spain
PM_I6	Male	Destination Management Consultant	DCB Turisme i Desenvolupament	Regional	Spain
PM_I7	Male	CEO Catalan Tourism Board	Catalan Tourism Board	Regional	Spain
PM_I8	Male	President	Umbrella Association BVCD	National	Germany
PM_I9	Male	President	German Caravan & Camper Dealer Association	National	Germany
PM_I10	Female	General Manager	Federal State DMO	International	Germany
PM_I11	Male	Managing Partner	Online Portal	International	Germany
PM_I12	Male	General Manager	Online Portal	International	Germany

#### 4.2. Data collection

As stated above, data was collected from different subject groups of interest: students, industry professionals and policy-makers. Data was collected in 3 months (December 2020 and January and February 2021). All the project partners were involved in the data collection process to reach as many respondents as possible in the surveys and as diverse profiles as possible in the interviews. Project partners were provided with a leaflet with instructions on how to develop both surveys and interviews (see Appendix V).

First, surveys for both students and professionals were designed and distributed. Students' survey was distributed through partner universities to the current students, mainly on their last year of the bachelor's degree or already on a master's degree. This survey included, a part from the sociodemographic characteristics of these students, questions on skills and learning methods desired in a master's degree about Sustainable Campsites Resort Management. Industry survey was distributed through partner associations in order to reach affiliates and other contacts. This survey mainly includes questions about the current and desired knowledge in the industry in order to identify gaps for the further development of the curriculum.



Table 8: Items consulted to each group of interest.

Group of interest	Topics	Data Collection Method	Description
Students	Skills	Survey	From 1 to 5, degree of importance to be developed and addressed in the master's degree.
	Approaches and methods	Survey	From 1 to 5, degree of importance to be implemented in the master's degree.
Industry	Knowledge	Survey	From 1 to 5, level of presence of knowledge items (present) and level of need to work on them (future).
		Interview	Which knowledge should be included in the master's degree.
	Skills	Survey	From 1 to 5, degree of importance to be developed and addressed in the master's degree.
		Interview	How prepared are the recent graduates? What competencies and skills need to be improved?
	Profile of the current campsite managers	Interview	Definition and description of the current profiles (education, experience, etc.).
	Relationship industry-university	Interview	How can the industry be more involved in the academic career of the students? How can university fit more the changing needs of the industry?
	Approaches and methods	Interview	How would you transfer the knowledge to the students? What practices would you suggest?
Policy-makers	Stakeholders' identification	Interview	Who has a role in sustainable tourism development policy-making? Do campsites managers have a role in the process?
	Process of sustainable strategy agreement	Interview	How is the sustainable development strategy agreed? Who has the most influence? How is the destination working on improving sustainable tourism development?
	Involvement of campsites' managers	Interview	Do you think campsites managers can provide new insights in sustainable development and strategies? Would you involve them?
	Knowledge to participate in policy-making	Interview	What do these campsites' managers need to know to participate in sustainable tourism policy-making?
	Quality development	Interview	Does quality development in campsites contribute to quality development in the destination?

Second, virtual in-depth interviews are developed in order to get more qualitative answers about different topics of interest. Industry professionals are asked about the level of preparation of current graduates, the competencies and skills that need to be improved, the profile of the current campsite managers, the relationship university-industry, and the learning approaches and methods. Finally, policy-makers are asked about who has a role in



the policy-making process, how are sustainable strategies agreed, how are and can campsites managers be involved, what is the knowledge needed to participate in these processes and how the involvement of campsites managers can improve quality management of the whole destinations.

### 4.3. Data analysis

Surveys are analyzed using a statistical approach. SPSS Version 23 is used to compute descriptive statistics (frequencies, means, etc.) and bivariate analyses to explore the relationship between different variables (t-test, etc.).

Interviews are first transcribed and translated to English. They are analyzed through manual content analysis. Units of content may be single clauses or sentences or more than one sentence. These units of content are classified into one and only one category. The theoretical foundation of codes and classifications emerges from the theoretical background provided. These codes and categories are developed and modified according to current study and each topic. Frequencies of categories are analyzed and discussed with specific examples of utterances from the interviews.

## 5. Results of Surveys and Interviews

### 5.1. Students

#### 5.1.1. Skills

From 1 to 5, where means 'not important at all' and 5 means 'very important', students were asked about the degree of importance of a range of skills to be developed in a Master's Degree in Sustainable Camping Resort Management.

Table 9: Skills' importance means from students.

Skill	Mean
... to solve out problems.	4.57
... make decisions.	4.46
... communicate properly.	4.43
... take responsibility of actions.	4.37
... adaptability.	4.29
... critical-thinking and suggestion of ideas / solutions / recommendations.	4.24
... manage projects.	4.21
... work in teams.	4.19
... creativity.	4.16
... stress tolerance.	4.14
... entrepreneurship.	4.11
... attention to detail.	4.07
... use technology to develop daily tasks.	4.03
... autonomy.	3.83
... multi-tasking.	3.79
... coaching.	3.76

The most important skill highlighted by students is problem-solving, followed by 'decision-making' and 'communication'. These skills are linked to daily tasks in the campsites industry, so these students highly expect to enhance their competencies linked to these issues in a master's degree with these characteristics.



### 5.1.2. Approaches and methods

Students were asked to evaluate the importance of implementation of a range of methodologies in a Master's Degree about Sustainable Campsites Resort Management, from 1 to 5, where 1 means 'not important at all' and 5 means 'very important'.

Table 10: Learning methods importance means from students.

Method	Mean
Field Trips	4.54
Problem-solving	4.45
Case Studies	4.39
Discussion	4.25
Guest Lectures / Speakers	4.23
Workshops	4.22
Demonstrations	4.09
Small group activities	4.09
Brainstorming	3.98
Individual activities	3.93
Games / simulations	3.85
Lectures	3.83
Independent study	3.70
Role play	3.52

Students think that the most suitable learning methodology to learn about the campsites industry are field trips. In addition, problem-solving, case studies, discussion, guest lectures, etc. are other preferred learning methodologies. All of them are learning methodologies that require an active involvement of both students and the industry. As seen in previous studies, teaching methodologies teacher-centered methodologies are less and less prioritized and we are moving to a more learner-centered scenario.

In addition, the best learning scenarios must include students and industry contact. As it has been explained, due to the close link with the industry, tourism and hospitality teaching methods include more practical approaches such as the ones that have been prioritized by students: field trips, case studies, etc.



## 5.2. Industry

### 5.2.1. Knowledge

For a series of knowledge items, industry professionals were asked to answer about current gaps and future needs in the industry. For the evaluation of the current situation, the presence of knowledge items in the industry was evaluated from 1 to 5, where 1 means 'not present at all' and 5 means 'totally present'. For the future situation, the importance and need to enhance knowledge items among campsites industry professionals is evaluated from 1 to 5, where 1 means 'not important at all' and 5 means 'very important'.

Table 11: Current presence, future needs and gaps of knowledge items.

Knowledge about...	Presence	Need	Gap (diff.)
...relationships and sales management in camping resorts	3.51	4.61	-1,104***
... strategic management and management functions, such as human potential, leadership, controlling, organization, etc.	3.23	4.61	-1,378***
...financial management, financial reporting and revenue management	3.40	4.55	-1,153***
...operation management in different departments in campsites	3.57	4.53	-0,957***
...contemporary strategic marketing, context and trends	3.21	4.52	-1,311***
...sustainable investment and master planning in camping resorts	3.13	4.51	-1,382***
...sustainable management of energy resources in campsites	3.15	4.42	-1,270***
... characteristics of the international market demand	3.24	4.41	-1,171***
... sustainable management within Europe's green deal	2.71	4.34	-1,632***
... legal standards linked to campsites management	3.15	4.32	-1,176***
...health, safety and security linked to risk management in camping resorts	3.20	4.30	-1,110***
... destination management including destinations finance, organizations, stakeholders and destination economic management	2.95	4.22	-1,267***
... ethical principles to manage and run a campsite	3.10	4.20	-1,104***
...accounting principles in campsites	3.28	4.14	-0,864***
... the context & stakeholders of camping industry in Europe	2.92	4.09	-1,170***

\*\*\* p-value < 0,001

According to the industry professionals, the most present knowledge items in the current industry campsites' managers are: operational management, relationship and sales management, financial management, accounting, etc. The items that are less present are: sustainable management, context and stakeholders, destination management, etc. In the future, professionals think that the industry needs enhancement of the following items: relationships and sales management, strategic management, financial management, operation management, etc.



If we compare the current knowledge and the future needs, we can see a statistically significant difference in all of the evaluated items. If we explore the widest gaps, we can see sustainable management is one of the need areas, as the difference between the current knowledge and the future needs is the widest one. On a second and third places, we find sustainable investment and master planning and strategic management, respectively. There is also a big difference between current knowledge and future needs in the following areas: contemporary strategic marketing, sustainable management of energy resources, etc.

Other knowledge items that were highlighted in the open question that followed these items are: knowledge about specific utilities, energy infrastructure, maintenance, circular economy, social networks, human resources management, cooperation, legislation, etc.

### 5.2.2. Skills

Industry professionals were asked to evaluate the degree of importance of different skills for future campsites managers. This was evaluated from 1 to 5, where 1 means 'not important at all' and 5 means 'very important'.

Table 12: Skills' importance according to industry professionals.

Skill	Mean
... take responsibility of actions.	4.71
... to solve out problems.	4.68
... communicate properly.	4.62
... work in teams.	4.61
... make decisions.	4.58
... adaptability.	4.52
... use technology to develop daily tasks.	4.49
... critical-thinking and suggestion of ideas / solutions / recommendations.	4.49
... stress tolerance.	4.48
... attention to detail.	4.32
... entrepreneurship.	4.30
... manage projects.	4.25
... creativity.	4.23
... multi-tasking.	4.21
... autonomy.	4.16
... coaching.	4.14

According to the industry professionals, the most important skills to be found in future campsites' managers are linked to: responsibility, problem-solving, communication skills, teamwork, decision-making, adaptability, etc.

They also provided some specifications about these skills in an open question that followed this one. These important specific skills that were added refer to: trustfulness, friendliness, patience, versatility, empathy, languages, self-knowledge, flexibility, enthusiasm, social responsibility, etc.



### 5.2.3. *Insight in knowledge and skills*

Industry professionals have highlighted, in the interviews (see transcripts in Appendix VI), that campsites are like villages or towns, so management of these accommodation services include a wide range of knowledge items and skills. As a consequence, campsite managers need to know about everything but, at the same time, they need to be good at choosing the best team and group of experts to adapt to this flexibility of tasks on a daily basis. The following table summarizes the most frequent knowledge items and skills identified in the industry interviews, with the number of people who have addressed the topic in their answers:

Table 13: knowledge and skills frequency of occurrence in industry interviews.

Skills & Knowledge	Frequency of occurrence
Human Resources Management	15
Marketing	9
Autonomy, multitasking, flexibility, problem-solving	9
Market Analysis & Trends / Guest Relations / Sales	9
Financial Management (investment, etc.) + pricing	8
Communication and Languages	7
IT & Digitalization	5
Leadership	5
Legal Management	5
Planning & Design	5
Decision Management	4
Sustainable Management	4
Strategic Management	3
Business Management	2
Product Development / Project Management	2
Quality Management	2

The most important items of knowledge addressed in the interviews are human resources and marketing. About skills, the most mentioned ones are: autonomy, flexibility, problem-solving, etc. Starting with Human Resources Management, as stated above, managers should surround themselves by a group of experts and take the leadership of this team:

*‘They need to construct a solid and good team, which works constantly and is the manager’s eyes’ (I\_111).*

According to the results of the interviews to the industry, good campsites managers should address Human Resources Management by: building confidence and empathy in the team, being close to this team, recruiting and retaining the best profiles for the campsite, ensuring stability in a seasonal environment, avoiding staff turnover, federating the team around the same goal, creating positive attitudes, transferring commitment, uniting, etc. They should be the leaders and promote good leadership models and examples:

*‘Leadership because you manage a human team that wants someone in front of them to feel safe’ (I\_124).*



*'To ensure this good working environment, you need a good leader and good leadership practices' (I\_122).*

Focusing on marketing knowledge, interviewees agree on the fact that future campsite managers should be aware of the demand changes and trends and how to tackle them. Guest experience is crucial in campsites management:

*'The camping experience is the result of interaction between the campsite and the guest. Service is co-creation with your guest, manage the entire guest journey, try to exceed your guest's expectations' (I\_17).*

In particular, marketing should focus on the following elements: understand new trends and satisfy expectations, online and digital marketing, retention practices, data management and monitoring, marketing budgeting, etc. Good marketing actions are adapted to the environment and the campsite, focusing on the type, the size, region, etc. of the campsite:

*'At the end of the day you can tell them what to do, but they need to understand it, they need to contextualize it, they need to understand it within real business dynamics' (I\_117).*

Specific knowledge about financial management, investment and pricing is also addressed by the interviewees, highlighting the following aspects:

*'The importance of cost benefit analyses, cost management and finance' (I\_16).*

*'Price calculation and long-term financial strategy' (I\_18).*

*'The importance of continuing to invest and innovate should be discussed' (I\_119).*

*'Price policies. Revenue Management. The sector is used to fixed prices. To improve price strategies' (I\_121).*

Despite the fact that it is something important in any sector with human contact, languages and communication skills and knowledge are also highlighted to be promoted among future campsites managers. In particular, the following aspects are mentioned: both verbal and non-verbal communication should be addressed, knowledge of specific languages, both written and oral skills, both comprehension and expression, etc. However, some of the interviewees refer to the fact that these skills should be found in future campsites managers but maybe they should not be part of the curriculum of the master's degree but optional courses or modules to complement their training and education programs.

IT and digital was already important some years ago in both design or curriculum development and in delivery of the educational programs (Christou & Sigala, 2002). According to the results, it would also be important in a master's degree in Sustainable Campsites Resorts Management and should include elements about digitalization trends, technological knowledge to answer future needs, etc. Interviewees highlight the fact that digitalization will become more and more important in a post-COVID19 era where less contact and social distancing measures will be needed.



If we focus on the specific knowledge about product development and characteristics, industry interviewees highlight the importance of focusing on product development steps and quality management:

*'Running a development project. Understanding trends in the camping product development' (I\_16).*

*'Concept of quality. Nobody tells you that, sometimes copying hotels with similar profiles. It's studied and worth a look' (I\_115).*

*'Quality standards. There is a need to focus on quality, to invest, to renovate, etc. To understand why certifications are important (I\_121)*

Linked to this concept of a sustainable and quality-based products, specifically, sustainability management is addressed as one of the axes of the future program:

*'Another success factor: management control with ratios of what the world of camping should be like and the ideal consumption of plot, bungalows, etc. To have some standards for whether I spend a lot, a little. I would talk about indicators. Ideal operating margin. Establish scales, efficiency ratios' (I\_115).*

*'Know if to start with smaller environmental labels, certifications, etc. Knowledge of the environment. For example, if you are located next to natural park' (I\_118).*

Apart from this product development knowledge, it is also necessary to have general insights on business management, strategic management and decision management:

*'Not only write a strategic plan but also implement so much field experience needed, at least 9 months or so' (I\_18).*

*'The tasks that arise must be selected and prioritized as far as possible' (I\_114).*

*'How to manage a campsite. To learn about good management examples, best business models (I\_122).*

Besides the knowledge while operating the campsite, it is also important to have knowledge to contribute in the planning and investment steps. Particularly, knowledge on planning and design is mentioned:

*'Lot distribution. There is always the need of external help to plan and design this' (I\_13).*

*'Knowledge of architectural planning and works, bureaucratic part, etc. Distances what would be ideal. Aspects to build, health aspects, construction guidelines to save money, to have more knowledge efficiency and space optimization' (I\_115).*

*'Some things linked to architecture and design, distribution. They need to be updated on these new trends on distribution. Standard distribution without any sense are obsolete' (I\_120).*

In addition, both while planning and operating campsites resorts, it is important to have knowledge about legal aspects:



*'Legal and administrative aspects. Find out which official bodies control each step and part of the campsite, permits, licenses, etc. Because this task usually has to be externalized to other companies' (I\_14).*

*'Knowledge about regulation and laws and the interpretation of them' (I\_123).*

*'Legal knowledge to know how to interpret litigations, appeals, etc. Know how to understand communications from entities such as councils' (I\_124).*

Finally, there is a wide range of skills needed among future campsites managers, highlighting some like multi-tasking, autonomy, problem-solving, self-criticism, etc. The following statements by the interviewees consider them as an example:

*'Autonomy, responsibility, enthusiasm and motivation are important. To develop initiative to solve the problems and be proactive, motivated and having the big picture' (I\_16).*

*'A self-critical behavior is also necessary: even if it is tough to admit mistakes, it is of great importance to revise any wrong decision to correct the team's work' (I\_111).*

*'Flexibility, independence and decisiveness are very important' (I\_114).*

#### **5.2.4. Comparison of skills' perception from students and industry**

The objective of this section is to compare students and industry skills priority, as it is important to create a program that both meets industry and students' expectations and needs. It is interesting to see that the industry and students agree in the most and least important skills to be enhanced in a master's degree about Campsites Resorts and Sustainable Management, with some differences (Table 13). First, the two groups of interest agree in the fact that responsibility, problem-solving and communication skills are the skills to be prioritized. Second, they agree in classifying multi-tasking, autonomy and coaching at the end of this list. However, these skills still have high scores in the importance scale (approximately 4 out of 5). Third, there are some differences of priority in the two groups. For example, the use of technology to develop daily task is crucial for the industry (mean = 4.49) but not as important for students (mean = 4.03). These differences may come from the fact that students have already integrated technology use in their daily tasks and in their life. In other words, technology is already part of their students' life and they have interiorized this need while continuously improving this aspect in any task they need to develop, not only in the ones that are part of a master's degree. It means that they have other ways to keep improving these technological skills and they may think that a master's degree of these characteristics should not mainly focus on that. Reversely, project management is more important for students than the industry, while teamwork is more important for the industry than the students. In this sense, they highlight different ways to achieve objectives but the belonging to a group of professionals where common values, tasks, attitudes, etc. are shared is equally important for all of them.



Table 14: Comparison of industry and students' skills priorities.

Skill	Mean Students	Mean industry	Diff. mean	Rank Students	Rank Industry	Diff. Rank
... take responsibility of actions.	4.37	4.71	-0,34	4	1	▲ 3
... to solve out problems.	4.57	4.68	-0,11	1	2	▼ 1
... communicate properly.	4.43	4.62	+0,19	3	3	=
... work in teams.	4.19	4.61	+0,42	8	4	▲ 4
... make decisions.	4.46	4.58	+0,12	2	5	▼ 3
... adaptability.	4.29	4.52	+0,23	5	6	▼ 1
... use technology to develop daily tasks.	4.03	4.49	+0,46	13	7	▲ 6
... critical-thinking and suggestion of ideas / solutions / recommendations.	4.24	4.49	+0,25	6	8	▼ 2
... stress tolerance.	4.14	4.48	+0,34	10	9	▲ 1
... attention to detail.	4.07	4.32	+0,25	12	10	▲ 2
... entrepreneurship.	4.11	4.30	+0,19	11	11	=
... manage projects.	4.21	4.25	+0,04	7	12	▼ 5
... creativity.	4.16	4.23	+0,07	9	13	▼ 4
... multi-tasking.	3.79	4.21	+0,42	15	14	▲ 1
... autonomy.	3.83	4.16	+0,33	14	15	▼ 1
... coaching.	3.76	4.14	+0,38	16	16	=

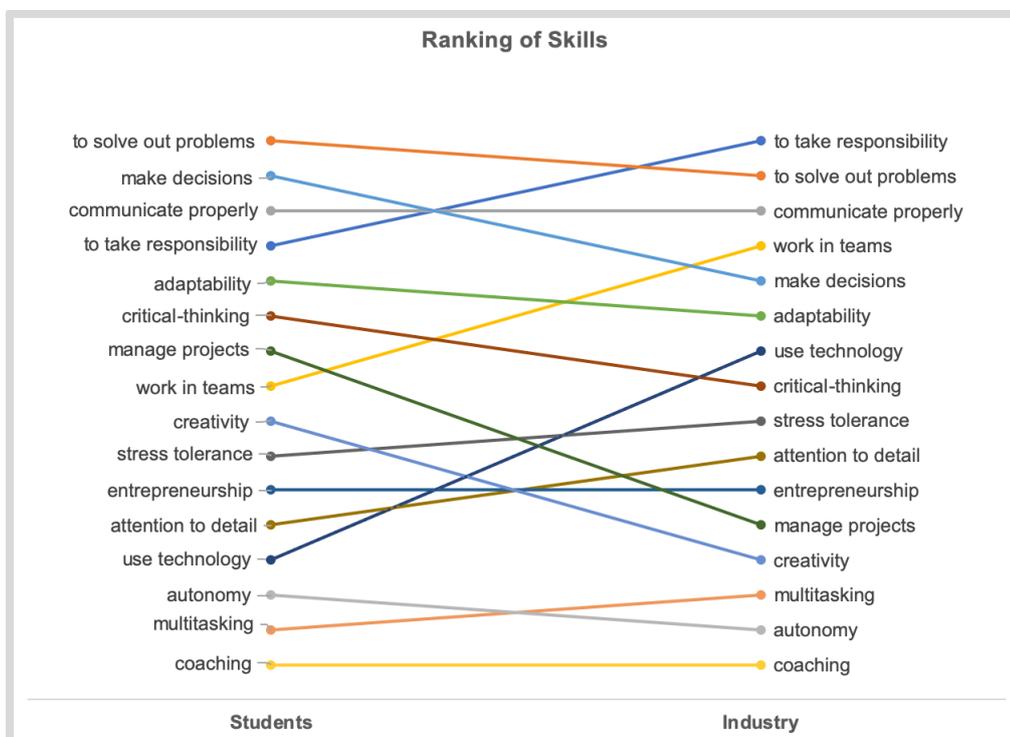


Figure 4: Graphical comparison of industry and Student perceptions of skills.



### 5.2.5. Profile of current campsites managers

The most common profiles of current campsites managers are quite diverse. First, in terms of education, they have university academic backgrounds in economics, tourism, sports, etc. Others hold elementary or high school degrees. Respondents highlight the fact that managers, specifically, normally hold a bachelor's or master's degree but not about campsites or hospitality management, as the offer is not that specific for the type of facilities they are managing. Second, they highlight the fact that current campsites managers have knowledge about languages and a quite diverse experience. In addition, they describe three clear different management profiles in the industry: the lifelong owners of the campsites, which includes first, second and sometimes third generations of families who have inherited land in good locations to develop this type of businesses; company-based management profiles, with mainly multinational companies that are specialized in managing campsites and which select and recruit human resources to manage and operate different typologies of campsites; and the investment companies, which are more the ones who buy, refurbish and sell campsites in short periods of time and do not operate and manage these campsites, but they act more like real state investors.

In conclusion, there is a wide range of managers profiles and these have changed in the last decades to meet the needs of the demand. So, they are more and more trained and educated and they are willing to find learning opportunities to be updated and be aware of the latest trends and changes in the industry:

*'It is evolving. It depends on the approach and type of the campsite. There is incorporation of talent.'* (I\_115)

If we focus on the perception on whether they are prepared or not to manage a campsite, there is a general feeling that the current training and educational programs are too much theoretical and lack of a practical approach:

*'Most part of them have learnt theoretical knowledge but they have lack of practical experience'* (I\_12)

*'They are not prepared enough. Sometimes they have some knowledge but there is no connection to reality of the business'* (I\_16).

*'They do not have a clear knowledge about the needs and changes in the market'* (I\_123).

So, they think that, if a future program is created with this in mind, the future graduates will be valued by the industry and will not have any problem to find job opportunities:

*'The role of director is very necessary and there are not a lot of good managers. I don't know any good camping manager who has job problems'* (I\_117).



### 5.2.6. *Relationship industry-university*

Tourism education stakeholders have an important role to guarantee balance exists between preferences and needs of the industry and students (O'Leary & Deegan, 2005). While the industry must address job opportunities and conditions in order to ensure the perception students have of the industry is a positive one (Richardson, 2009), educational centers must be in close contact with the industry and consult their needs and expectations.

From the industry point of view, the most frequently mentioned actions to be involved in the education of these future campsites managers are: scholarships, internships, field trips, guest lectures, mentoring programs, simulations with software, workshops, etc. Industry has shown a real interest in participating in students' training and education through many different ways. They have mentioned specific programs to offer internships and scholarships to pay for the tuition fees of the master's degree or to pay for the work training stays in their different campsites, associations, etc. In addition, they have discussed the specific knowledge and added value they could offer by participating in different lectures from different subjects as guest lecturers, organizers of workshops, by receiving students in their campsites and explaining the operation of a campsite on the field and showing them the reality of the facilities, etc. Finally, some specialized providers have offered their services, as: simulations with campsites management software, visits to bungalow providers facilities, etc.

From the university point of view, there is a general perception on the importance to give priority to praxis. Specific proposals are also linked to the role of university lecturers to find the best industry guests for each subject or module. In addition, they think that university should carry out research about the industry through projects, reports and other analyses. These documents would be important for the industry to set future guidelines, regulations, strategies, etc. Finally, interviewees also highlight the importance of having university representatives in the fairs, conferences and other professional events.

### 5.2.7. *Approaches and methods*

A further area that needs development is continuing education for managers on how to manage and lead a changing workforce (Richardson, 2008). Teaching methodologies may have a role in how to then act as leaders and role models for this taskforce. Following the recommendations seen in the previous sections, interviewees highlight the importance to have a really practical program:

*'Inclusion of students into campsite's work – fully practical' (I\_11).*

Accordingly, the most frequently mentioned learning methods to be implemented in a program about sustainability and campsites resorts management are: case studies, field trips, internships and participation to fairs.

First, case studies are the most mentioned method to implement. Interviewees think that the process to select the best case studies must be developed with a lot of detail and the



industry can participate in giving recommendations. In addition, they think that these case studies must be quite diverse in terms of the size and type of the campsites, geographical areas or tourism destinations, etc. This wide range of case studies will give a better view to the reality of the industry:

*'Case studies are necessary, as every company has its own reality and personalized situations' (I\_111).*

*'Case studies – giving them tasks and project from beginning to the end' (I\_16).*

Second, field trips are also part of these most mentioned methodologies. Interviewees highlight the importance of taking students to campsites, both when they are planning the season and in different seasons (i.e. low, medium, high). They also state that it is important to consciously select the locations of these field trips according to the objectives and needs of each subject, module or group. They think that it would be a great opportunity to interact with the industry professionals:

*'By a lot of practice, not just fieldtrips where they go visit campsites without really working, just for one day to see how it looks like. They should do both. A lot of interactions with people from the business' (I\_19).*

*'To see and analyze different types of businesses. From the smallest ones to the biggest ones with infrastructures like water parks' (I\_120).*

*'Visit to the reference campsites. Visit a working campsite. Periodically. See the areas where the campsite is more advanced. Veneto, Croatia, etc. Also, Holland and Germany. Talk directly with employers, directors, etc.' (I\_14).*

*'To know how top campsites work. To visit these campsites through the federation or associations' (I\_121).*

Third, internships should also be planned and organized in a strategic way. Days and months of these internships should be scheduled beforehand in a way that students can see different workloads and tasks according to the day of the week and the month of the year. So, scheduling these internships will also be a crucial task while creating and running the master's program. As stated in the following piece of one of the interviews, it is also important that students see different tasks and departments, know about different problems and how to solve them, select good mentors in every campsite, etc.:

*'Training in the university is important but also are internships in the campsites. At the campsite, it is very important to live it. Being able to do internships at campsites that are up to date is equally or more important than the work that is done in the university. The reality of campsites is lived in a campsite. Theory and practice are different. Theoretical knowledge must be combined with practical knowledge. It is important to be able to practice during the high season but also when planning the campsite activity for this season. Going to a campsite and following and internship now is good to learn planning management but not the day to day if you are not doing it during high season. One of the most complex days is Saturday. Therefore, it is the day that problems are generated.*



*Internships must be adapted to reality. It must be a very transversal master's degree. With the part of going through many departments of the company. To get to know the company and the activity well. The most important part is this internship, the selection of leaders in each area, knowing how to identify them (I\_122).*

Fourth, the participation to professional fairs with a national but also international scope has been mentioned by most of the interviewees. They think it is a good way to interact and understand the world of campsites and all the stakeholders involved. They believe it is a good opportunity for both lecturers and students because they directly see the latest trends and updates in the industry. Some tasks of the future program can be linked to these fairs too:

*'Fairs to be in contact with car associations, for example. They have analysed the market' (I\_118).*

*'To visit some fairs to discover and get knowledge about international offer, providers (bracelets, slides, etc.)' (I\_120).*

### 5.3. Policy-makers

#### 5.3.1. Stakeholders' identification

When asking policy-makers about who has a role in sustainable tourism development policy-making processes in different regions and countries in the interviews (see transcripts in Appendix VII), they highlight: regional governmental authorities, municipalities and mayors, regional tourist boards, natural parks authorities, governmental departments (industry, sustainability and environment, etc.), some professional associations and federations (ADAC, BVCD, etc.), and, less frequently, campsites entrepreneurs. As interviewees are from different countries and regions, these stakeholders involved in the policy-making processes may vary:

*'It is remarkable to point out that the great dynamism and the general quality of the Catalan tourism sector have favoured formulas of collaborative governance with city councils, other local, territorial administrations and, very especially, with the private sector, that through its associative representatives: federations, associations, and unions, enable spaces for participation in which it converges to the ecosystem of public and private actors that make up the country's tourism activity' (PM\_14).*

*'Associations, in particular the BVCD, influence them by setting framework conditions. For example, the classification system for campsites triggers the further development of quality. By promoting environmental management systems (through associated organization Ecocamping), sustainable management at campsites is promoted' (PM\_18).*

*'Decision-makers are the ministries and the funding agencies. Also, German Tourism Association and the marketing organizations of the federal states contribute. They can partially influence politics (PM\_110).*



They also highlight the importance to start changes and decisions from a local level and then follow a bottom-up process to apply strategies and implement guidelines or policies in other regions or at a higher level like with regional or national scope:

*‘Municipalities, mayors, politicians, but also associations (like Eco Kvarner) if they are strong. They decide about development of urbanism and space management in municipalities. Development in tourism often depends on the power of destination management at a municipality level’ (PM\_12).*

When identifying these stakeholders involved in the process, some of them highlight the fact that this process is quite complex and it should include a wide range of actors. However, the reality is far away from it:

*‘It should be a transformational process which involves everybody. But, in reality, this isn’t like this. Those involved are the Governmental Department of Territories and Sustainability. But, the tourism department is also involved, as all the other government departments should (PM\_17).*

*‘In particular, a strategy drawn up by the various stakeholders in the tourism industry with specific implementation goals would help. The obstacles are conflicts of interest of the stakeholders involved’ (PM\_111).*

As most of the interviewees did not mention campsites managers in this process, they were directly asked whether these managers have a role in the process and the answers were quite diverse. On the one hand, some of them think they have a role in the process:

*‘Sure, like all-important companies in destination – in sustainable development of the destination they are involved like tourist board members’ (PM\_11).*

*‘Completely, they are those who know best the preferences of their clients, who want to discover the environment and enjoy this surrounding. Nowadays, campsites are those who are aware of the importance of their surroundings’ (PM\_16).*

*‘To what extent the campsite managers will play a role in political decision-making processes, we cannot judge. In case of questions or concerns to the camping industry, the interest groups are usually consulted. Federal association of Campsite owners in Germany BVCD, regional Association BVCD-NRW e.V. In local structures, the regional tourism organizations work together with the businesses and develop concepts or work out targets’ (PM\_110)*

On the other hand, others think that they are currently more or less active actors in the process, and they all agree there is a need to integrate them more in it:

*‘They basically have a role, but we still need specialization and more specific knowledge against climate change, even though they are affected’ (PM\_13).*

*‘The sustainable development of tourism destinations cannot be understood without the absolute involvement and integration of the knowledge of the companies and entities that make up the tourism sector. The knowledge of tourism managers and in particular*



*in the camping sector, due to the high value given to sustainability, makes them a basic link or link with tourism management bodies and tourists themselves. In short, they are the chain of information transmission that allows us to know the evolution of demand and in particular the products and services that offer an authentic, sustainable and satisfying experience to customers, and in turn are those who implement tourism policies. which contribute to the achievement of these goals' (PM\_14).*

*'They should, but often they don't. So people who are responsible for campsites, who have a huge impact in the territory, should be obligatory' (PM\_17).*

Something to highlight is that some of the interviewees see a more indirect participation in the process by these campsites' managers:

*'Not directly but indirectly through influence of their companies' (PM\_12).*

*'Almost all innovations come from the campsite entrepreneurs or campsite managers themselves. They have the experience with their guests, know their wishes and develop ideas from this knowledge. As well in regard to the implementation of measures for better sustainability, e.g. resource savings and energy efficiency, they know their businesses best and know what could or could not work for them. Here, too, the exchange of experience with colleagues is important. It is mediated by the associations via experience sharing groups or also through the trade press. Targeted energy consultations with specialists who can contribute transferable know-how from other sectors can also help' (PM\_18).*

### **5.3.2. Process of sustainable strategy agreement**

Interviewees are then asked about how sustainable strategy is agreed and who has an influential role besides public governmental authorities. Again, there is a complex network of involved entities that lead to also complex and critical processes:

*'The sustainable governance of destinations appeals to all of us: Government, local and territorial administrations, private agents, civil society and knowledge centers and has become one of the biggest challenges undertaken in the tourism industry' (PM\_14).*

*'The companies involved, first and foremost the players on the spot, who are, after all, the decision-makers in the end when it comes to implementing any strategy' (PM\_111).*

There is the need, however, to consult and involve the demand in the process, as they are the main drivers that lead to changes, modifications and adaptations of the offer and the whole sector policies and strategies:

*'The demand and the desires of the markets are those who force the governmental and political authorities to develop these sustainable policies' (PM\_16).*

And, again, the importance to involve the professionals of the sector is highlighted:

*'In my perception, camping tourism is primarily shaped in the regions/provinces. Therefore, my impression is that the state associations of camping entrepreneurs play an important role' (PM\_19).*



Finally, they again mention the fact that it is a bottom-up process that starts a local or regional level to be broadened to a national level:

*'In my perception, camping tourism is primarily shaped in the regions/provinces. Therefore, my impression is that the state associations of camping entrepreneurs play an important role, but also individual, particularly committed camping entrepreneurs as well as associations of camping companies significantly influence the development by setting trends/standards that other companies follow. Classification/certification programs also play a role' (PM\_19).*

### 5.3.3. Good practices

As it has been mentioned in previous sections, it is important to identify the best practices in order to involve the active stakeholders in these destinations to specific master's degrees activities, such as the field trips, the case studies, the internships, etc. These good practices are identified in: specific destinations or natural areas (e.g. Island of Krk, La Platera), specific entities (e.g. Consorci Vies Verdes, NRW Tourismus, etc.), specific campsites (e.g. Albanyà Park, Cerdanya Park, etc.), or specific programs, awards or certifications (e.g. label by Ecocamping and ADAC Camping Awards). In conclusion, these good practices should be quite diverse and include a wide range of objects and subject of study.

### 5.3.4. Involvement of campsites managers in policy-making and knowledge needed

All the interviewees agree in the fact that campsites managers should be involved in policy-making processes and they highlight the following knowledge items needed:

- Urban planning and policies and master planning
- European projects, labels and certifications.
- Decision-making.
- Trends and competition.
- Holistic knowledge about destinations.

The master's program about sustainability and campsites management should include this knowledge in its curriculum in order to prepare good professionals but also active participants in the processes of policy-making.

### 5.3.5. Quality development

Finally, policy-makers were asked whether they think quality management in campsites contribute in the quality management of whole destinations. They all agree in this way of the process, so quality development starts in campsites or other tourism companies operating in the destination and it has a direct effect on quality development of the destination. They think these are directly related processes:

*'Of course, the more quality has the campsite betters the destination. A good sustainable managed campsite brings added value to the destination' (PM\_15).*

*'This is cause-reaction. Finally, if the tourism system isn't fed by quality companies, there is no quality destination. If we want to talk about excellence, reputation, etc. we need*



*private companies who offer those, because a destination doesn't offer any services that can be valued. So, we need quality services to improve these aspects' (PM\_17).*

*'In any case, better quality campsites also improve the quality of the destination' (PM\_18).*

*'Every quality development, no matter how small, in a business or in a segment makes a valuable contribution to quality development in NRW tourism' (PM\_110).*

*'The two developments are interrelated and, in my view, cannot be viewed separately' (PM\_111).*

*'Absolutely. In quite a few destinations, camping tourism is a major driver of innovation and turnover for the destination' (PM\_112).*

Again, demand needs are the drivers of these processes. So, as tourists are more and more aware of sustainability and quality development and they are more conscious about its importance, the sector needs to react accordingly to offer these standards that are perceived as added value factors or quality-based add-ons:

*'The quality of the tourist and their requirements/desires each time asks more sustainable quality. As public institution we can offer infrastructure but it requires good will and collaboration of the private sector as campsites to achieve a higher quality destination' (PM\_13).*



## 6. Stakeholders analysis

After the analyses of interviews and surveys, a list of important stakeholders to consider while creating, planning and running the future master's degree program are considered. The main information about the stakeholders' analysis is summarized in the following tables:

Table 15: Stakeholders analysis. Part 1.

Partner Proposal	Name	Acronym	Country	Address	Web Address	Main info about Stakeholder	Main activity	Number of members	Organization structure	Main branding strategy	Describe main influence as stakeholder
FMTU	<b>Croatian association of campers</b> (Udruga kampista Hrvatske)	UKH	Croatia	Pionirska 1a, 52440 Poreč, Croatia	<a href="http://www.camping.hr">www.camping.hr</a>	Main Association of legal subjects offering camping services and other similar activities, with the purpose of preserving and promotion the common economic, professional, scientific and other interests of its members in Croatia. 90% of Croatia's camping offerings are members of CCU.	Representation of members interest and promotion of Croatia camping.	250	Non -profit organization	Association	Regular information, education lobbying for industry have main influence on public opinion and government.
	<b>Austrian auto, moto &amp; touring club</b> (Osterreichischer Auto-, Moto- und Touring Club)	OAMTC	Austria	Baumgas se 129, 1030 Wien, Austria	<a href="http://www.oeamtc.at">www.oeamtc.at</a>	Biggest and main automobile club in Austria. Organised in regional clubs. Main activities in road assistance na insurance. Automobile club have members who are also members of Camping club (OECC)	Road assistance	2,5 million	Club	Automobile club	Lobbying for automobile industry services, camping influence for club members but also all automobile users and club members.
	<b>Austrian association of campers</b> (Osterreichischer Camping Club)	OCC	Austria	Baumgas se 129, 1030 Wien, Austria	<a href="http://www.campingclub.at">www.campingclub.at</a>	Established in 1951. Austrian camping club is biggest camping interest organisation in Austria. Member of FICC and F.I.A:(Federation Internationale de l Aumomobile.	Protection fo members, interests of campers protection, distribution of camping cards, Camping revue and travel service, Travel consulting	Unknown	Club	Camping club	Through travel consulting (web, social media, magazine) influence on the camper about choosing destinations, travel advices make influence also on club members



Table 16: Stakeholders analysis. Part 2.

Partner Proposal	Name	Acronym	Country	Address	Web Address	Main info about Stakeholder	Main activity	Number of members	Organization structure	Main branding strategy	Describe main influence as stakeholder
FMTU	<b>Camping und Caravanning Club Austria</b>	CCA	Austria	Camping und Caravanningclub Austria-CCA, 1210 Wien, Bruenner Strasse 170	<a href="http://www.cca-camping.at">www.cca-camping.at</a>	Second important camping club in Austria - independent from automobile association. Members of FICC, partners with ARBO.	Travel assistance card, camping service	Unknown	Club	Camping club	Influence to members and camping interested persons through promotion of different camping grounds or camping service
	<b>Avtokampi.si</b>	Avtokampi.si	Slovenia	Črtomiraova 19, 1000Ljubljana, Slovenia	<a href="http://www.avtokampi.si">www.avtokampi.si</a>	Web portal in ownership of private company Avtokampi d.o.o. Popular web site for Slovenian campers, more than 600 described campsites, actual information, 70000 subscribers for Newsletter.	Information for campers, promotion of campsites	7000 subscribers of NL	Commercial project	Avtokampi	Main influence to Slovenian campers through information and promotion
	<b>Gospodarska zbornica Slovenije - camping section</b>	Udruga kampova	Slovenia	Turistično gostinska zbornica Slovenije - Združenje kampov, Dimičeva 13, 1000 Ljubljana	<a href="http://www.tgzs.si/zdrzeni-e-kampov">www.tgzs.si/zdrzeni-e-kampov</a>	Slovenian camping association by Slovenian chamber of commerce.	Protection of interest of campsite owner, camping industry lobbying, legislation, promotion	24	Association	Camping Association	Lobbying through Chamber of commerce, influence on Government, promotion of Slovenian camping product - influence on European market



Table 17: Stakeholders analysis. Part 3.

Partner Proposal	Name	Acronym	Country	Address	Web Address	Main info about Stakeholder	Main activity	Number of members	Organization structure	Main branding strategy	Describe main influence as stakeholder
UdG	<b>Alannia Resorts – Spanish group of 4 TOP campsites</b>	Alannia	Spain	AVDA DEL PUERTO 15 (03140 GUARDA MAR DEL SEGURA) ALICANTE	<a href="https://alanniaresorts.com/en/">https://alanniaresorts.com/en/</a>	The Alannia Resorts chain is managed by the Marjal group and in which Corpfin participates, it has six camping sites on the Mediterranean coast. The group is specialized in resorts that offer services beyond the traditional camping, such as entertainment, restaurants, sports, wellness, spa and water areas. In addition, the establishment will have sustainability as a central axis according to the company.	Campsites Chain	4 campsites	Limited Company	Alannia is the brand they have created for the chain of vacation resorts. The goal is to export 20-year know-how through our standards to new complexes. This unification of standards will be transferred to all our establishments and we will promote a unified brand strategy to become the first chain of camping-resorts in the Mediterranean.	Internships, good practices, field trips. Interesting topics: sustainability, innovation
	<b>Sandaya: 37 high quality campsites in a French group</b>	Sandaya	France	531, avenue Georges Frêche 34830 CLAPIERS - FRANCE	<a href="https://www.sandaya.co.uk">https://www.sandaya.co.uk</a>	Sandaya is today a group with 4- and 5-star campsites throughout Europe. Sandaya both owns and manages its campsites. And although each Sandaya campsite has its own individual identity, they have all been carefully selected for the beauty of their setting and the fabulous “dolce vita” offered by their location. On holiday with Sandaya, customers are able to enjoy top-of-the-range facilities and accommodation, that meet all their expectations of a 4- or 5-star campsite. They offer quick and direct access to the sea, but they are also located in regions with a rich cultural and natural heritage. This means that every one of holiday-makers is free to put together their own holiday program and do exactly what they want to do, alternating relaxation, sport, exploration and discovery.	Campsites Chain	37 campsites	Limited Company Holding (in different countries)	Sandaya has a differentiated business offering being the only ‘sizeable’ French campsite operator with a pure ‘integrated branded ownership’ business model and an established premium family positioning. The company has a proven know-how of campsites acquisition, integration and operation (11 acquisitions closed in the last 5 years). Sandaya operates in a growing market, with a dynamic ‘premiumization’ trend, highly fragmented, with significant barriers to entry. The investment thesis consists in creating a leading operator of premium campsites in Europe. The plan is to increase international distribution to optimize off-peak occupancy and pricing. The international roll-out plans the acquisition of campsites in new geographies (Spain, Italy). The company has also the potential to rapidly grow its online distribution channel.	Internships, good practices, field trips. Topics: international expansion



Table 18: Stakeholders analysis. Part 4.

Partner Proposal	Name	Acronym	Country	Address	Web Address	Main info about Stakeholder	Main activity	Number of members	Organization structure	Main branding strategy	Describe main influence as stakeholder
UdG	<b>Capfun: 130 high quality campings around Europe</b>	Capfun	France	73 Parc de l'Argile 06370 Mouans Sartoux France	<a href="https://www.capfun.co.uk">https://www.capfun.co.uk</a>	84 campsites. The FranceLoc adventure continues under CapFun, new brand. This year, 14 new campsites are added to offer. New destinations added.	Campsites Chain	84 campsites	Limited Company	Focus on fun and focus on our values. Originality: Our carabouillesque universe is filled with legends! You will discover unusual accommodations and atypical playgrounds! Innovation, Quality, Conviviality.	Internships, good practices, field trips.
	<b>Yelloh Village: 93 franchised campings in south Europe</b>	Yelloh Village	France	7 chemin du Môle - BP 68 - F. 30 220 Aigues-Mortes	<a href="https://www.yellohvillage.co.uk/?ga=2.184915305.1558728653.1615539028-841776211.1615539028">https://www.yellohvillage.co.uk/?ga=2.184915305.1558728653.1615539028-841776211.1615539028</a>	Yelloh! Village brings together 93 camping-villages situated in some of the loveliest locations in France, Spain and Portugal. Yelloh! Village operates as a chain of franchisees run by leading professionals in the sector, and is recognized as the foremost network of high-end camping-villages. Featuring sea, ocean, countryside, mountains and more, the group's campsites fulfil all desires and requirements when it comes to holidays. While establishing itself as one of the world's top operators in the camping sector, Yelloh! Village places comfort, quality, facilities and entertainment at the core of its values. The Yelloh! Village group is a network of dynamic campsites which caters to all your holiday yearnings. So as to meet all requirements, Yelloh! Village is looking eventually to incorporate a hundred or so upmarket campsites. It currently comprises 93 camping-villages, with 85 campsites in France, 6 in Spain and 2 in Portugal.	Campsites Chain	93 campsites	Owned and operated by EUR OPE PLEI N AIR SAS. Franchise	Since it was set up, Yelloh! Village has used advertising as a major part of its strategy, and it is now the biggest investor in France's HPA sector on TV media in France, as well as the second-biggest such investor in the Netherlands. With its first advertisement appearing in cinemas in France in 2010, Yelloh! Village has since then constantly appeared on TV screens in France. Yelloh! Village campsites are independent and all different in terms of cultures, experience, and passions, yet united by a single requirement: to provide the best through commitment on a day-to-day basis by Yelloh campsite owners and all their staff to strive for delighted holidaymakers. The brand's signature "The finest open-air hotels" is accompanied by a new slogan: Crafting Happiness, underlining a new marketing concept.	Internships, good practices, field trips. Topics: franchise.



Table 19: Stakeholders analysis. Part 5.

Partner Proposal	Name	Acronym	Country	Address	Web Address	Main info about Stakeholder	Main activity	Number of members	Organization structure	Main branding strategy	Describe main influence as stakeholder
UdG	VCC: 8 campsites in Italy and 1 in the Netherlands	Vacanze col cuore	Italy	VIA ROVAROLI DI SOTTO 73/75, MANERBA DEL GARDA , BRESCIA, 25080 Italy	<a href="https://www.vacanzecolcuore.com/en/">https://www.vacanzecolcuore.com/en/</a>	Vacanze col Cuore is a Dutch Italian family owned company managing camping and glamping resorts in Italy and The Netherlands. Vacanze col Cuore has as main objective to provide our guests the best possible open-air holiday experience. Because of this we have a high focus on quality, hospitality and we really believe in glamping, based on eco sustainability, respect for the nature and privacy combine with the best services you could find in a resort. Our holiday resorts are: ITALY Weekend Glamping Resort in San Felice del Benaco Park Residence il Gabbiano in Moniga del Garda Orlando in Chianti Glamping Resort in Cavriglia Vallicella Glamping Resort in Scarlino Vacanze glamping Boutique in San Felice del Benaco Sivos camping boutique in Manerba del Garda Lago Idro camping boutique in Anfo THE NETHERLANDS Papillon Country Resort in Denekamp	Campsites Chain	9 campsites	Limited Company	2018 marks the start of the new organization, which brought a rebranding of the existing facilities and the addition of 3 new resorts to the group. The name chosen for this new group of campsites is "Vacanze col Cuore" holiday with the heart, to indicate the passion and love that the entire family van de Loo and its employees bring to let guests experience unique outdoor holidays. Our Glamping philosophy applies to all facilities of the group. The growth of the group is also accompanied by a significant increase in staff, for the 2019 season there were 190 people employed in the companies from the Vacanze col Cuore group. What we are most pleased with, is that from the beginning we have decided to work with young people and create a team that is as international as possible. Giving everyone the opportunity to be confronted with different cultures and customs and to learn from each other. Our ultimate goal would be to try to organize the work in such a way that we can get the most out of the seasonal work perspective, rewarding our employees with permanent contracts.	Internships, good practices, field trips. Topic: family business beginnings.



Table 20: Stakeholders analysis. Part 6.

Partner Proposal	Name	Acronym	Country	Address	Web Address	Main info about Stakeholder	Main activity	Number of members	Organization structure	Main branding strategy	Describe main influence as stakeholder
BUAS	Sector association	RECRON	Netherlands	Storkstraat 24 3833 LB Leusden	<a href="https://www.hiswarecron.nl/">https://www.hiswarecron.nl/</a>	HISWA-RECRON is the entrepreneurial organization of companies in water sports and recreation. HISWA-RECRON supports, connects and promotes its members: water sports companies and recreation companies in the Netherlands. As an entrepreneurial organization, we represent the interests of these companies on a regional, national and international level. HISWA-RECRON: Is a result- and customer-oriented network organization with personal attention to members; Is the spokesperson and advocate for leisure, recreation, yacht building and water sports; Is a knowledge center for entrepreneurs, but also for government and education; Is a quality brand for government, entrepreneurs, consumers and employees; Works on the professionalization of the labor market.	Lobby and advocacy, representing campsites sector	Over 2.500 member all SMEs in leisure, campsites and marinas	Membership association	Advocacy Collective and individual advocacy at regional, provincial, national and international levels Network organization A strong authority with a network of more than 2,500 entrepreneurs Knowledgebase Share knowledge through the database for specific information and advice	Internships, lobby, placements and case studies, field trips.
	ACSI - camping specialist and tour operator	ACSI	Netherlands	Geurdeland 9 6673 DR Andelst The Netherlands	<a href="https://www.acsi.eu/en/">https://www.acsi.eu/en/</a>	ACSI is Europe's leading camp site specialist. The trusted green camp site guides full of information for campers have been around since 1965. A way of life for camping enthusiasts and camp site owners alike! ACSI offers general information about camping and camping accommodation package holidays in Europe. Plus of course Europe's most visited camping website. ACSI is prepared for the future! First came the camp site guides. These are unique in that all camp sites included are visited every year by an inspector. ACSI does not award ratings to camp sites, it just gives objective information and quality standards. Campers themselves can rate the sites because only they know which amenities they require and what they consider to be a good camp site. ACSI provides a complete range of products and services to campers. There is a wide range of printed camp site guides containing all camp sites and extras such as the integrated route planner.	Private business, campsites rating, publishing, booking site	9700 campsites can be booked in 30 countries	Private limited company	Sector knowledge expert in campsites development and management	internships, data, placements and company assignments



Table 21: Stakeholders analysis. Part 7.

Partner Proposal	Name	Acronym	Country	Address	Web Address	Main info about Stakeholder	Main activity	Number of members	Organization structure	Main branding strategy	Describe main influence as stakeholder
BUAS	<b>Royal Dutch Touring Club ANWB (Koninklijke Nederlandse Toeristenbond ANWB)</b>	ANWB	Netherlands	Wassenaarse weg 220 2596 EC Den Haag	<a href="https://www.anwb.nl/">https://www.anwb.nl/</a>	Royal Dutch Tourist Association ANWB The Royal Dutch Touring Association ANWB is an association that represents the interests of its members in the areas of mobility, holidays and leisure with a unique mix of influencing and service activities. In this work, the ANWB wants to contribute to the sustainable development of society.	Membership based organization, lobby, advocacy, tour operating, campsites	Over 4,5 million Dutch people are a member of ANWB, it is the largest Dutch association	membership based organization	Based on its goals, mission and vision, the ANWB undertakes a wide range of activities in the world of mobility, holidays and leisure in the sphere of influencing, products and services, information and advice. The ANWB reaches its members through the network of more than eighty ANWB stores, the website anwb.nl and the Member Service Center.	Internships, data, strategic advice, lobby and advocacy, case studies, data and research
	<b>Camping &amp; Caravaning Club (Federation Francophone des Clubs de Camping et de Caravaning de Belgique)</b>	F.F.3C.B	Belgium	rue des Chats 104 1082 BRUXELLES Tél & fax : 02.465.98.80 GSM : 0477/944534	<a href="http://users.belgacombusin.ess.net/cd085838/ff3cb/">http://users.belgacombusin.ess.net/cd085838/ff3cb/</a>	The FF3C.B brings together, on the one hand, camping, caravanning and motorhome clubs (for the moment ten clubs) and autonomous campers whose membership is direct with the federation. The federation aims to: the development of the human personality, not only culturally, but also by promoting rapprochement between campers at the international level, in practice between campers from neighboring countries in general, we ensure the defense of the camper and the promotion of the campsite. The federation, for the sake of the protection of the camper, brings its collaboration to the development and to the respect of the legislative provisions as regards the hotel trade. its action is located in the Walloon Region and the Brussels Region.	Membership based organization, lobby, advocacy, tour operating, campsites		membership based organization		



Table 22: Stakeholders analysis. Part 8.

Partner Proposal	Name	Acronym	Country	Address	Web Address	Main info about Stakeholder	Main activity	Number of members	Organization structure	Main branding strategy	Describe main influence as stakeholder
BUAS	Nederlands Bureau voor Toerisme & Congressen (Visit Holland)	NBTC	Netherlands	Nederlands Bureau voor Toerisme & Congressen Prinses Catharina-Amaliastraat 5 2496 XD The Hague	<a href="https://www.nbtc.nl/en/home.htm">https://www.nbtc.nl/en/home.htm</a>	NBTC is all about the development, branding and marketing of the Netherlands as a destination. As the destination management organization of the Netherlands, NBTC provides a national vision for tourism based on relevant knowledge and insights. We use this vision to connect, facilitate and support cities, regions, business owners and other parties. To make our country a livable, popular and valuable destination for visitors, companies and residents.	Public Private Partnership, funded by ministry of economic affairs. Responsible for policy advice, destination marketing and management of the country and the brand Visit Holland	No members,	Foundation		Internships, research data, collaboration in research



Table 23: Stakeholders analysis. Part 9.

Partner Proposal	Name	Acronym	Country	Address	Web Address	Main info about Stakeholder	Main activity	Number of members	Organization structure	Main branding strategy	Describe main influence as stakeholder
KUH	European Federations of Campsite Organization	EFCO	European Organizations	6 Pullman Court, Great Western Road, Gloucester GL1 3ND, United Kingdom	<a href="http://www.efcohma.eu">www.efcohma.eu</a>	Representative body of the campsite, holiday and caravan parks industry at the European level. EFCO&HPA's first and main objective is to promote and defend the interests of the industry through representation to the European Authorities (Council, Commission and Parliament). The aim of the organization is to ensure that the interests of the sector are understood and considered in the important European decision-making process, enabling the continuing viable operation of the industry.	lobbying, advice, legislation	23 national associations	Association	lobbying at the EU level	Representation of the industry aimed towards the European Authorities (Council, Commission and Parliament)
	European Caravan Federation	ECF		Hamburger Allee 14, 60486 Frankfurt, Germany	<a href="http://www.e-c-f.com">www.e-c-f.com</a>	The umbrella organization representing the national organizations of the European Caravanning Industry. Its members are involved in the production, the sales and the use of touring caravans, motor caravans and mobile homes and the supply of specialist parts and services to the industry.	lobbying, advice, legislation	13 caravanning federations and numerous national members of the caravanning industry within the EU member states	Association	industry lobbying	Representation of the interests of all organizations commercially involved in the caravanning business, particularly manufacturers
	Federation Internationale du Camping et Caravanning	FICC		Rue Belliard 20 bte 15, BE – 1040 Bruxelles	<a href="http://www.ficc.org">www.ficc.org</a>	F.I.C.C. constantly promotes camping as a growing form of tourism. It helps affiliated Federations and Clubs as well as campers who hold the International Camping Card issued by the F.I.C.C.: International classification of campsites, I.S.O. and C.E.N. standardization of equipment, hygiene and safety, finding solutions to problems and putting them into practice, making campers aware of environmental protection and the need to respect cultural heritage	Membership representation and camping rallies	77 Federations and Clubs from 39 countries	Association	Representing and education members	Protecting the interests of campers and caravanners at international level



Table 24: Stakeholders analysis. Part 10.

Partner Proposal	Name	Acronym	Country	Address	Web Address	Main info about Stakeholder	Main activity	Number of members	Organization structure	Main branding strategy	Describe main influence as stakeholder
KUH	ECOCAMPING	ECOCAMPING	Germany	Blarerstraße 56 D-78462 Konstanz	<a href="http://www.ecocamping.de">www.ecocamping.de</a>	Ecocamping promotes nature conservation, environmental protection, safety and quality in the camping industry. Its core activities include introducing the Ecocamping environmental and quality management system in campsites, advising and training campsite entrepreneurs and personnel, and bestowing the Ecocamping award on successful campsites and their marketing.	promotion and education	225 campsites in six countries	GmbH - company with limited liability	Education members on ecology topics	Working on sustainability with a great number of campsites
	Italian campsites association	FAITA Federcamping	Germany	Via Cola di Rienzo, 285 - 00192 ROMA	<a href="http://www.faita.it">www.faita.it</a>	FAITA FederCamping represents and protects the interests and rights of Open-Air Tourism Receptive Enterprises (camping and tourist villages)	lobbying, advice, legislation	Most of the 2350 Italian companies in the sector through 18 regional associations	Association	lobbying at the national level	Protecting the interests of camping operators at the national level
	Italian association of campers (FEDDERCAMPEGGIO)	Confederazione italiana campeggiatori	Italy	Via Vittorio Emanuele 11 - 50041 Calenzano (FI)	<a href="http://www.federcampeggio.it">www.federcampeggio.it</a>	The Italian Confederation of Campers is a non-profit organization, founded on 2 July 1950, which is responsible for promoting initiatives for a harmonious development of the practice of camping, in any shape and age, in the context of a correct use of the territory and of the environment	Membership representation and camping rallies	190 clubs, 15 regional federations	Association	Representing and education members	Protecting the interests of campers and caravanners at the national level



Table 25: Stakeholders analysis. Part 11.

Partner Proposal	Name	Acronym	Country	Address	Web Address	Main info about Stakeholder	Main activity	Number of members	Organization structure	Main branding strategy	Describe main influence as stakeholder
LEADING	<b>Federal Association of the Camping Economy in Germany</b> (Bundesverband der Campingwirtschaft in Deutschland e.V. (BVCD e.V.))	BVCD	Germany	Spandauer Burgwall 22a 13581 Berlin	<a href="http://bvcd.de">bvcd.de</a>	Umbrella association of the campsite owner associations of the federal states of Germany. Responsible for classification and lobbying. By means of separate service company issuer of a national camping guide.	classification, political influence, education and conferences	13 associations	club by German law, elected president, hired general manager and administration staff	lobbying in politics, PR and marketing, raising quality and services	classification, politics, law and legal issues
	<b>Allgemeiner deutscher Automobil Club / PiNCAMP</b>	ADAC PiNCAMP	Germany	Hansastr. 19, 80686 München	<a href="http://pincamp.de">pincamp.de</a>	camping department of biggest German consumer organization ADAC. printed and online camping guide, APPs, camper rental, travel service, booking and legal advice for consumers, insurances	information and booking, travel services	19 million	limited company	information, expertise, simplicity	Europe's most respected competence in campsite classification
	<b>Camping.info</b>	Camping.info	Germany	Oranienburger Str 27, 10117 Berlin	<a href="http://camping.info">camping.info</a>	originally Austria-founded, now German, biggest independent camping portal based on consumer reviews, printed and online camping guides	information and booking	200000	limited company	user-review based information, booking	community based first-hand information



Table 26: Stakeholders analysis. Part 12.

Partner Proposal	Name	Acronym	Country	Address	Web Address	Main info about Stakeholder	Main activity	Number of members	Organization structure	Main branding strategy	Describe main influence as stakeholder
LEADING	<b>German Camping Club</b> (Deutscher Camping Club)	DCC	Germany	Mandstr. 28, 80802 München	<a href="http://camping-club.de">camping-club.de</a>	Germany's oldest camper-(consumer)-association. issuer of camping guide, printed magazine, Camping-APP and runs also a handful of campsites. Official German FICC body	own classification system, information, club events		club by German law, elected board, hired administration staff		classification, legal issues, FICC issues
	<b>Reisemobil Union</b>	RU	Germany	Rossdorfer Str. 24, 60385 Frankfurt/M.	<a href="http://reisemobil-union.de">reisemobil-union.de</a>	Largest German interest group of Motorhome Drivers (consumer club), over 30 years old, aiming to a special infrastructure apart from campsites (overnight areas, traffic rights)	lobbying, events	1500	club by German law, elected board, voluntary work, paid PR office	extended rights for campervans and motorhomes, extended infrastructure	during the boom of motorized camping vehicles growing influence, free camping advocate
	<b>German motorhome and caravan manufacturer association</b> (Caravaning Industrie Verband e.V.)	CIVD	Germany	Hamburger Allee 14, 60486 Frankfurt/M.	<a href="http://civd.de">civd.de</a>	manufacturer and supplier organization of Europe's biggest caravan producing country. Member of European Caravan Federation, organizer of world's largest public trade fair "Caravan Salon"	lobbying, advice, legislation, PR and marketing campaigns	184	club by German law, elected board and hired general manager and admin staff	economic growth, industrial lobbying	enormous impact in vehicle development, forcing campsites to react



Table 27: Stakeholders analysis. Part 13.

Partner Proposal	Name	Acronym	Country	Address	Web Address	Main info about Stakeholder	Main activity	Number of members	Organization structure	Main branding strategy	Describe main influence as stakeholder
CAG	<b>Catalan Camping Federation</b> (Federació Catalana de Càmpings)	FCC	Spain	Carrer bonastruc de porta 15, 17001 Girona	<a href="http://campingsdecatalunya.org">campingsdecatalunya.org</a>	Catalan Campsite Business lobby which involves the whole camping industry of Catalonia. The entity is based in Girona with Miquel Gotanegra as chairman. Their main purposes are the defense of campsite interests in the Catalan Government and its institutions.	lobbying & events	208	Federation (group of associations)	economic growth, industrial lobbying	Unified voice in campsite industry in Catalonia, one of Europe's most know campsite destination
	<b>Mediterranean Camping Federation</b> (Confederació de Càmpings del Mediterrani)	CCM	Spain	Rambla Nova 115, 43001 - Tarragona	<a href="https://campingsdelmediterraneo.org/en/">https://campingsdelmediterraneo.org/en/</a>	Campings del Mediterráneo focuses its work on the regulatory updates and harmonization consistent with the reality of our companies in the 21st century.	lobbying, media & events	300	Confederation (group of federations)	Represent, at the national and international level, the interests of the entrepreneurs of the campsites in the Mediterranean area and serve as interlocutors for public and private Administrations and bodies. Recognition of the personality of the Mediterranean campsites. Increasing the notoriety of the campsite sector in the Mediterranean area.	Media speaker for the Mediterranean campsite industry
	<b>Spanish Camping Federation</b> (Federación Española de Empresarios de Camping)	FEEC	Spain	C/ Orense, nº 32. 28020 Madrid	<a href="https://fedcamping.com/">https://fedcamping.com/</a>	National Spanish business entity for lobbying towards the Spanish government	lobbying, media, events & promotion	approx. 900	Federation (group of associations)	economic growth, industrial lobbying	Increase of the quality of Spanish campsite offer.



Table 28: Stakeholders analysis. Part 14.

Partner Proposal	Name	Acronym	Country	Address	Web Address	Main info about Stakeholder	Main activity	Number of members	Organization structure	Main branding strategy	Describe main influence as stakeholder
CAG	<b>French Camping Federation</b> (Federation Nationale du Hotellerie au Plein Aire)	FNHPA	Spain	105 Rue la Fayette, 75010 Paris	<a href="http://fnhpa-pro.fr/">http://fnhpa-pro.fr/</a>	The FNHPA is the only professional union representing campsite managers in France	Lobbying, media, events & technical consultant	7967	Confederation (group of federations)	Represent and defend: a representative body of outdoor hotel professionals, the FNHPA is the privileged interlocutor of institutional and social partners in the sector. It provides practical solutions for the development of the sector and its sustainability; Support professionals in the legal, fiscal, economic, administrative, planning and development fields; Train and inform managers; Promote and develop the profession as a whole by participating in outdoor hotel trade shows and ensuring relations with the media.	Its members are major players in the development and enrichment of territories, providing, even in the most isolated areas of France, a lasting activity, creating jobs and resources for the local fabric. If a campsite closes, a significant part of a territory's activity disappears.
	<b>French Campers Federation</b> (Federation des campeurs, caravaniers et camping-caristes)	FFCC	Spain	78 rue de Rivoli 75004 PARIS	<a href="https://ffcc.fr/">https://ffcc.fr/</a>	Created in 1938 and recognized as being of public utility since 1973, the FFCC helps you to prepare and live your holidays in the open air! Originally, the FFCC, an association under the 1901 law, was the result of the grouping of 9 national camper clubs which contributed to the launch and development of camping in France.	Several fundamental principles guide the actions of the FFCC. Always concerned with helping outdoor tourists enjoy their holidays well, she is committed to fulfilling her role of monitoring their needs to provide them with the services they expect.	70 affiliated clubs	Federation (group of associations)	The activities of the FFCC evolve along with the accommodation offer and the expectations of outdoor tourists. In addition to representing them, it offers local authorities and private individuals its services to develop the reception of motorhomes in France (CACC).	It is the privileged interlocutor of public authorities and tourism professionals who work on the development of camping and motorhomes. As a result, it intervenes either to defend the interest of outdoor tourists on a specific subject, or by sitting within the organization itself.



## 7. Conclusion and recommendations

The main aim of this document is to define what knowledge, skills and competences must a future camping manager have gained upon graduation. Therefore, the main learning outcomes and modules for the master's program about sustainable campsites resorts management are provided. First, the main conclusions of this document are drawn and, then, in separate subsections, the suggested learning outcomes and modules are provided.

In terms of knowledge items, the industry gives a crucial importance to Human Resources Management and Sustainable Management. These are also the main need areas identified, as they have the widest gaps if we compare the current knowledge in the sector and the future needs. Stakeholders think it is important to be updated in terms of market trends and characteristics, so students will need this knowledge, too. Specifically, marketing, guest relations and sales knowledge is also highlighted in the analyses, as well as other issues like financial management, IT, legal management, strategic management and design and urban planning. Thus, it is obvious that a future campsite manager will need a wide range of knowledge to be prepared to enter and work in the market.

In terms skills, the different groups consulted agree on the fact that these are the most important skills to be enhanced as they will be needed to work in the campsites sector and in sustainable management of campsites resorts: problem-solving, decision-making, leadership, responsibility, communication skills, teamwork and adaptability and flexibility. These are transversal skills that need to be addressed in the future master's program.

In terms of the learning modules, as the suggested ones will address, the most interesting and useful ones according the groups of interest are: case studies, field trips, internships, problem-based learning, guest lectures and discussions. These are all very practical learning methodologies. Results show the importance to avoid traditional and more passive learning methodologies and the need to involve students actively in the learning process. This is especially important in sectors where the praxis is crucial and needs to be lived like it happens in the campsites sector.

The main results from the current master's degrees offer highlight the importance of including a master's degree on sustainable campsites management. There is a wide offer on hospitality management and these more general master's degrees are mainly focused on preparing future hotel managers or department managers in hotels. These programs barely include subjects on campsites management (usually included as part of other subjects) and sustainable management. In terms of the characteristics, the main similar offer normally deals with small groups of less than 30 students, they last between 12 and 18 months and mainly offer on campus learning environments. Most of them are also full-time and only half of them offer part-time options.

These main results come together with a series of recommendations. Professionals highlight the importance of properly promoting and disseminating both the project and the future program in fairs, conference and other professional meetings. They recommend to consider blended or virtual learning scenarios mainly due to the COVID-19 effect on learning reality. They advocate for a good analysis of the profile of the potential students as they think it will be the basis for a good promotion and dissemination of the program. They also suggest to consider flexible



modules and subjects in order to broaden these potential profiles. They also recommend to consciously plan and implement internships and scholarships and subsidized training. Industry professionals show a real interest in offering these opportunities and in being involved in the future steps of the project and the program. So, they also suggest a further and direct participation of the industry through guest lecturers, field trips, simulations with software, etc.

### 7.1. Suggested learning outcomes

From all these analyses, 16 learning outcomes of the master program on Sustainable camping resort management are suggested (Table 29). These are divided into the following four groups of study outcomes: Knowledge and understanding, Intellectual Skills, Practical Skills and Transferable Skills.

Table 29: Suggested learning outcomes.

<b>A. Knowledge and understanding</b>	
<i>Student will be able to demonstrate:</i>	
A1	advanced knowledge and understanding of the tourism phenomenon, and the political, social, economic and technological contexts that influence tourism and its future.
A2	a proactive, research-informed and reflective approach to destination management issues.
A3	a comprehensive integration of theories in complex practical situations.
A4	knowledge and understanding of stakeholders, organizations, and how their business functions and processes are managed.
<b>B. Intellectual Skills</b>	
<i>A Student will be able to demonstrate:</i>	
B1	critically assess aspects and implications of international tourism environments
B2	integrate and synthesize evidence from a range of sources to support findings, proposed solutions and suggested interventions
B3	successfully explore international and intercultural contexts of a destination and its actors, and apply this knowledge into strategies for tourism management.
B4	respond to strategic issues by making decisions in complex and unpredictable situations.
<b>C. Practical Skills</b>	
<i>A Student will be able to demonstrate:</i>	
C1	demonstrate confidence and competence in the use of information technologies, including working effectively in an online environment.
C2	conduct research into tourism issues, either individually or as part of a team.
C3	use appropriate skills to communicate effectively in academic and professional situations.
C4	prepare and present academic and professional reports.
<b>D. Transferable Skills</b>	
<i>A Student will be able to demonstrate:</i>	
D1	demonstrate self-direction and originality in assessing and solving problems by formulating, implementing and reviewing personal research agendas.
D2	develop and reinforce attitudes and skills for lifelong learning in changing and complex environments.
D3	deploy a range of interpersonal skills including effective listening, negotiating, persuasions and presentation by demonstrating openness and sensitivity to diversity in terms of other people cultures and environments.
D4	manage their own motivation, tasks and ambitions in entrepreneurial, innovative and professionally appropriate ways.



## 7.2. Suggested modules

Finally, the following table (Table 30) includes a general list of the suggested modules. This list arises from all the previous analyses but still needs to be reviewed and may be modified in the next steps of the project:

Table 30: Suggested modules.

1	Camping Resorts Management in Europe: Context and Trends
2	Operations Management in Camping Resorts
3	Sales Management in Camping Resorts
4	Sustainability Standards and Certification in Camping Resorts
5	Financial Reporting in Camping Resorts
6	Investment Management in Camping Resorts
7	Contemporary Marketing, Context and Trends
8	Destination Stakeholders and Management
9	Destination Development, Finance and Organization
10	Leadership
11	Sustainable Development of Tourism
12	Financial Management of Tourism Products
13	Quantitative Techniques and Tourismology
14	Destination Economic Management
15	Management Skills
16	Revenue and Yield Management
17	Leisure and Campsites
18	Strategic Management in Campsites
19	Strategic Marketing



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## 9. Appendix

### I. Industry Survey

Link to the Google forms:

<https://docs.google.com/forms/d/e/1FAIpQLSdfFAoDVFT3Gly2ddVAxOl4zYa4OLP7R6gy-fzmH7aTKW8dQg/viewform>

The beginning of the survey is, as an example:



CAMPMASTER  
EUROPEAN  
CURRICULUM

With the support of the  
Erasmus+ Programme  
of the European Union



## CAMPMASTER Project - Survey Industry Professionals

Dear Sir/Madame,

CAMPMASTER is a project led by Rijeka University, together with Breda University, University of Girona, The Leading Camping & caravanning Parks of Europe, and Camping Associations from the participating regions. The main aim of this project is to develop a European Curriculum in the Field of Sustainable Camping Resort Management.

The purpose of this survey is to better explore the needs, gaps and competencies that future graduates in this field should acquire. Thus, the information that you provide here, as camping professionals, will be used to design a curriculum that meets the needs of the industry.

If you agree to participate, we kindly ask you to complete the following survey.

**For each knowledge item described below, evaluate the current situation (GAPS) and the future situation (NEEDS) as follows:**

**CURRENT SITUATION (GAPS):** To what extent do you find the following knowledge among the current professionals in the Campsites Industry (from 1 to 5, 1 means 'not present at all' and 5 means 'totally present')?

**FUTURE SITUATION (NEEDS):** To what extent do you think the following knowledge important to be found in future professionals in the Campsites Industry (from 1 to 5, where 1 means 'not important at all' and 5 means 'very important')?

KNOWLEDGE ABOUT...	1	2	3	4	5
... the context & stakeholders of camping industry in Europe (GAPS)	<input type="radio"/>				
... the context & stakeholders of camping industry in Europe (NEEDS)	<input type="radio"/>				



## II. Students Survey

Link to the Google forms:

[https://docs.google.com/forms/d/e/1FAIpQLSfyrsmQAZdeb\\_gvqXKvWfiVWma-ga00EvbtmKkJb\\_oJFovWVg/viewform](https://docs.google.com/forms/d/e/1FAIpQLSfyrsmQAZdeb_gvqXKvWfiVWma-ga00EvbtmKkJb_oJFovWVg/viewform)

The beginning of the survey is, as an example:



CAMPMASTER  
EUROPEAN  
CURRICULUM

With the support of the  
Erasmus+ Programme  
of the European Union



### CAMPMASTER Project - Survey Students

Dear participant,

CAMPMASTER is a project led by Rijeka University, together with Breda University, University of Girona, The Leading Camping & caravanning Parks of Europe, and Camping Associations from the participating regions. The main aim of this project is to develop a European Master's Degree in the Field of Sustainable Camping Resort Management.

The purpose of this survey is to better explore master's degree skills and methods perceived as relevant by students. Thus, the information that you provide here, as university students, will be used to design a curriculum that meets the needs of the future students.

If you agree to participate, we kindly ask you to complete the following survey.

#### SKILLS DEVELOPED IN THE MASTER'S DEGREE

1) From 1 to 5, where 1 means 'not important at all' and 5 means 'very important', to what extent do you think the following skills are important to be fostered in a master's degree in Sustainable Camping Resort Management?

	1 NOT IMPORTANT	2	3	4	5 VERY IMPORTANT
Use of technology to develop daily tasks.	<input type="radio"/>				
Problem-solving.	<input type="radio"/>				
Decision-making.	<input type="radio"/>				
Multi-tasking.	<input type="radio"/>				
Project management.	<input type="radio"/>				
Coaching.	<input type="radio"/>				
Communication skills.	<input type="radio"/>				
Responsibility.	<input type="radio"/>				



### III. Industry Interview

## INTERVIEW FOR THE INDUSTRY

INTERVIEWEE PROFILE	
ID Interviewee	
Age	
Gender	
Occupation / Job Title	
Type of Company	
Size of Company (employees)	
Place of occupation (city, country)	
Years of experience in the industry	
Academic Degree/s	

#### Questions of the interview:

Thinking about the hospitality industry and, specifically, campsites and campsites management:

#### **(PROFILE)**

1. What is the most common profile of the people working in the different positions in the campsite (manager, reception, recreation, etc.)? [ask about level of education, type of degree, years of experience, etc.]

#### **(KNOWLEDGE AND SKILLS)**

2. How prepared are the people that have recently graduated from University to face daily tasks as campsites staff? And campsites managers?
3. What competencies or skills are still missing among managers in the campsites industry?
4. (if not answered before) What competencies or skills of the future graduates at master level need to be promoted and improved in the university context?
5. (if the interviewee only thinks about task-based competencies) In terms of personal competencies, such as autonomy, critical-thinking, etc. what do you think is still missing among managers working in the industry? And what should be improved?
6. (if the interviewee focuses on personal competencies) In terms of technical and task-based competencies, such as decision management, multi-tasking, etc. what do you think is still missing among managers in the campsites industry? And what should be improved?

#### **(RELATIONSHIP INDUSTRY-UNIVERSITY)**

7. How do you think the industry can be more involved in the academic career of these students?
8. How do you think the university can fit more the changing needs of the industry?

#### **(KNOWLEDGE)**

9. What contents/knowledge should be included in a Master's Degree about Campsite Management in order to fill these gaps in the industry?
10. How would you transfer this knowledge to the students? Would you suggest case studies, field trips, etc.?



#### IV. Policy-makers Interview

### INTERVIEW FOR THE POLICY-MAKERS

INTERVIEWEE PROFILE	
ID Interviewee	
Gender	
Occupation / Job Title	
Entity	
Entity scope (local, regional, national, etc.)	
Place of occupation (city, country)	

#### Questions of the interview:

Thinking about the hospitality industry and, specifically, campsites and campsites management:

1. Who has a role in sustainable tourism development policy-making in your destination? What entities/associations/federations/private companies?
2. (If the interviewee does not provide campsites /campsites managers in the list in question 1) Do the campsites managers have a role in sustainable tourism development in your destination?
3. How is the strategy about sustainable development agreed? Who has the most influence to decide about it besides governmental and political authorities?
4. (If not answered in question 3) How is \_\_\_\_\_ (the destination) currently working on improving sustainable tourism development? Can you give us examples of good practices on sustainable development?
5. Do you think that campsites managers can provide new insights in sustainable development and sustainable strategy of the destination?
6. Would you involve these managers in the process of policy-making? Would you use their experience and knowledge?
7. What do you think these campsites managers should know in order to fit the needs in sustainable tourism policy-making in your destination?
8. Do you think that quality development in campsites sector contributes to the quality development of the destination?



## V. Instructions surveys and interviews

### INSTRUCTIONS FOR SURVEYS AND INTERVIEWS

This document includes some guidelines for all partners in order to develop the surveys and the interviews with common standards in the project. First, steps to follow before, during and after launching or developing the surveys and interviews are given. Second, deadlines for these steps are provided. Third, an illustrative calendar with these deadlines and steps is presented.

#### Steps to follow

##### Steps to follow BEFORE launching the surveys / developing the interviews

- a. You have a FOLDER named 'Campmaster Surveys and Interviews *LANGUAGE*' in a Folder in 'O1 Learning Outcomes'.
- b. In the folder with your corresponding language, you have the different surveys and interviews for the groups of interest.
- c. Review the final versions of the surveys and interviews.
- d. Translate the corresponding google Forms or Word documents into your languages (DO NOT START TRANSLATING BEFORE DEADLINE OF FEEDBACK):
  - i. Google Forms 'CAMPMASTER Industry Survey *LANGUAGE*'.
  - ii. Google Forms 'CAMPMASTER Students Surveys *LANGUAGE*'.
  - iii. Word Document 'CAMPMASTER Industry Interview *LANGUAGE*'.
  - iv. Word Document 'CAMPMASTER Policy-makers Interview Language'.

##### Steps to follow WHILE launching the surveys and interviews:

###### While launching the SURVEYS.

- a. It is important to notice that we need a minimum of: 100 industry surveys, 60 students' surveys. The distribution of the MINIMUM industry and students' surveys per partner is the following:

Partner	Industry Surveys	Students Surveys
FTHM	17	20
BUAS	17	20
UdG	17	20
KUH	17	-
CAG	17	-
LEADING	17	-

- b. Identify contacts (associations, federations, etc.) to distribute the industry survey.
- c. Distribute the survey of the among industry partners and associates in each region. Each region association will decide on the best way to do so (RECOMMENDATION: email first contact with the associates and partners, and follow-up as explained in the next steps).
- d. First follow-up of the surveys: after one week approximately after the first contact (see deadlines), develop a follow-up of the survey.



- e. Second follow-up of the surveys: after holidays (see deadlines), develop a follow-up of the survey.

**While launching the INTERVIEWS.**

- a. It is important to notice that we need a minimum of 10 policy makers interviews. The distribution of the MINIMUM policy-makers and industry interviews per partners is as follows:

Partner	Industry Interviews	Policy-makers interviews
FTHM	5	2
BUAS	5	2
UdG	5	2
KUH	5	2
CAG	5	2
LEADING	5	2

- b. Identify contacts (associations, federations, etc.) to interview.
- c. Conduct de interviews with the selected policy-makers and industry professionals (IMPORTANT: remember to record them or take notes as part of the registration).

**Steps to follow AFTER launching the survey / interviews**

- a. Upload interview records and main transcripts (only most important sencences) in English on Google Drive > O1 Learning Outcomes > Interviews Policy-makers. There is a template to do so in file ‘Summary\_interview\_policy\_makers’ or ‘Summary\_interview\_industry’.
- b. UdG will access to surveys responses and interview records to analyze them.



## Deadlines

	TASK	Deadline	RESPONSIBLE OF THE ACTION
BEFORE	Give feedback about surveys and interviews.	Wednesday, 2 <sup>nd</sup> December 2020	FTHM, BUAS, UdG.
	Translate Surveys and Interviews into your languages	Monday, 7 <sup>th</sup> December 2020	Croat: FTHM. Dutch: BUAS. German: LEADING. Catalan: UdG.
WHILE SURVEYS	First contact and distribution of the survey to the <u>industry</u> (recommended: email)	Tuesday, 8 <sup>th</sup> December 2020	Croatia: KUH. Netherlands: BUAS, Dutch Camping Association. Spain: CAG. Germany: LEADING.
	First contact and distribute the survey to the <u>students</u> (recommended: email)	Wednesday, 9 <sup>th</sup> December 2020	Croatia: FTHM. Netherlands: BUAS. Spain: UdG.
	Post newsletters to distribute and promote the survey among <u>industry</u> professionals	Friday, 11 <sup>th</sup> December 2020	Spain: CAG. Germany: LEADING. Croatia: KUH. Netherlands: BUAS, RECRON.
	First follow-up of the <u>industry</u> surveys (send email, phone calls, etc.)	Friday, 18 <sup>th</sup> December 2020	Croatia: KUH. Netherlands: BUAS, Dutch Camping Association. Spain: CAG. Germany: LEADING.
	First follow-up of the <u>students'</u> surveys (send email, phone calls, etc.)	Wednesday, 16 <sup>th</sup> December 2020	Croatia: FTHM. Netherlands: BUAS. Spain: UdG.
	Second follow-up of the <u>industry</u> surveys	Monday, 4 <sup>th</sup> January 2021	Spain: CAG. Germany: LEADING.



	(send email, phone calls, etc.)		Croatia: <b>KUH</b> . Netherlands: <b>BUAS</b> , <b>RECRON</b> .
WHILE INTERVIEWS	Identify and contact desired entities ( <u>policy-makers and industry professionals</u> ) to interview in your country.	Monday, 14 <sup>th</sup> December 2020	All partners.
	Conduct interviews to the <u>policy-makers and industry professionals</u> .	Friday, 29 <sup>th</sup> January 2021	All partners.
AFTER	Access survey responses.	1 <sup>st</sup> February 2021	UdG.
	Upload Google Drive transcripts highlights ( <u>policy-makers and industry</u> ).	15 <sup>th</sup> February 2021	All partners.



## Schedule

◀ November		~ December 2020 ~					January ▶
Sun	Mon	Tue	Wed	Thu	Fri	Sat	
		1	2 Give feedback about surveys and interviews. FTHM, BUAS, UdG.	3	4	5	
6	7 Translate Surveys and Interviews into your languages FTHM, BUAS, UdG.	8 First contact and distribute the survey to the <u>industry</u> (recommended: email) CAG, LEADING, KUH, BUAS, RECRON	9 First contact and distribute the survey to the <u>students</u> (recommended: email) FTHM, BUAS, UdG.	10	11 Post newsletters to distribute and promote the survey among <u>industry</u> professionals CAG, LEADING, KUH, BUAS, RECRON	12	
13	14 Identify and contact desired interviewees to interview in your country.  All partners.	15	16 First follow-up of the <u>students</u> surveys (send email, phone calls, etc.) FTHM, BUAS, UdG.	17	18 First follow-up of the <u>industry</u> surveys (send email, phone calls, etc.) CAG, LEADING, KUH, BUAS, RECRON	19	
20	21	22	23	24	25	26	
27	28	29	30	31	Notes:		



◀ December		~ January 2021 ~					February ▶
Sun	Mon	Tue	Wed	Thu	Fri	Sat	
					1	2	
3	4 Second follow-up of the industry surveys (send email, phone calls, etc.) CAG, LEADING, KUH, BUAS, RECRON	5	6	7	8	9	
10	11	12	13	14	15	16	
17	18	19	20	21	22	23	
24	25	26	27	28	29 Conduct interviews with policy-makers and industry.  All partners.	30	
31	<b>Notes:</b>						



◀ January	~ February 2021 ~						March ▶
Sun	Mon	Tue	Wed	Thu	Fri	Sat	
	1	2	3	4	5	6	
7	8	9	10	11	12	13	
14	15 Upload interview records and main transcripts in English.  All partners.	16	17	18	19	20	
21	22	23	24	25	26	27	
28	<b>Notes:</b>						



## VI. Transcripts of Industry Interviews

### Q1. PROFILE OF CURRENT CAMPSITES MANAGERS

ID	
I_I1	Managers: University of Economy Reception personnel: secondary school of tourism, faculty of tourism, Sport facilities: ideally sport faculty, in practice students of different faculties
I_I2	Reception - high school, bachelor of tourism and economics, students , 3 – 4 y Housekeeping - elementary school, high school, students 2 – 7y Sport / Animation - Students & high school, 1 – 4 y F&B – high school, bachelor degree , students 5- 10y Maintenance – high school, bachelor degree , 10 - 20 y Managers - degree in economics and tourism , 8 – 20 y
I_I3	The profile that has been in the sector for many years is the one of people who have inherited the campsite. It is the most common profile. There is the generational change, now with more studies. There is another profile of campsites chains, big companies with people with high-level skills.
I_I4	As an observer, I have seen a positive evolution campsite management staff training from about 25-30 years ago to now. Before, the owners were managing the campsites and had no more training than their experience. It's different now, the people who enter the market, if they are the children of these first managers, their parents have already invested in their training in languages and management not only about campsites, but generic management. There is a big difference in first generations, who are self-taught to subsequent generations who already have experience in campsites industry and training thanks to parents. Now they have more knowledge about online management, online marketing, social media. It is a very family run business. Most businesses are family run businesses. Natural evolution is from parents to children. There are also companies of several owners that can act differently.
I_I5	2 categories: old experience 'self-educated' generation, new generation, better educated who had a huge experience in other companies and decide for the campsite business as a perfect professional option.
I_I6	Managers are mostly Bachelors and Master or MBA. Department managers are mostly High school or Baccalarius They are mostly Bachelor Usually more than 20 years Mostly internally promoted staff – internal recruiting and education
I_I7	Trend is: to feel the luxury luxe from home on your campsite. At a campsite you need to feel like coming home. The manager should be a centipede. Needs to know from strategic to operational details (including many technical matters). Requires competences from strategy formation to repairing a lawn mower. What to pay attention to in a master? You have to learn a lot in practice. Requests to make a choice otherwise too fragmented.
I_I8	Managers are grown with the company, more 'business orientation'. We need more professional managers, but they should not be managers, they should embody and represent the soul of the campsite
I_I9	There is the common profile we find and the common profile we are looking for. I would say that we are more and more looking for people who are flexible. Flexible in their knowledge but also in their mind. Capable to take on responsibilities and make choices and decisions. At this moment we look in the profiles for enthusiasm and the all-round experiences a



	<p>person can have. Missing experience in a campsite is not necessarily a bad point as you can then teach the person exactly how you want them to act and interact. It is always a good point if the person camps himself or has at least some (positive) experience in that domain.</p> <p>The ideal profile would be a person who has experience in different kind of areas (or different campsites) if possible in relation to people. Someone who is capable to think by himself with a solving problems kind of mindset and a good capacity of communicating.</p>
I_I10	Bachelor hospitality management.
I_I11	<p>If we take into consideration the different profiles of the people working in our campsite, we can confirm that the chosen staff members speak more than one foreign language. For any position, languages are necessary to communicate with Guests coming from different lands. Managers need to have a proper degree to have enough knowledge to rule and work with the staff members, but we are also confident to say that the most important attitude is learned working on site: experience is the feature which is most required. It is useful to comprehend the different situations and solve the problems which occur every day. A daily problem-solving is the task which our staff must face every day to guarantee the perfect and most personalized experience for our Guests.</p>
I_I12	<p>Camping manager (or management team) has a number of roles:</p> <ul style="list-style-type: none"> <li>☑ Operational manager: spider in the web, managing people, keeping processes running, quality control ('in the reception')</li> <li>☑ Business manager: monitor key figures, input / expenditure; investment plans; purchasing policy; staff recruitment ('in the office above the reception')</li> <li>☑ Innovator &amp; marketer: product innovation and marketing</li> <li>☑ Connector / external relations: maintain contact with the environment; governments, neighbors, other companies</li> </ul>
I_I13	<p>At ACSI we have two Directors</p> <ul style="list-style-type: none"> <li>- finance and operations</li> <li>- communications / innovation/ marketing</li> </ul> <p>And then a management team with</p> <ul style="list-style-type: none"> <li>- a HR senior person (Bachelor level)</li> <li>- member tour operating</li> <li>- Finance controller</li> <li>- Development manager/publishing</li> </ul> <p>All bachelor or master level. ICT is difficult to find so we develop that skills ourselves, we have 8-10 persons in India, developing our own software and another 10 in Andelst.</p> <p>Also online marketing staff is bachelor at least.</p>
I_I14	Most employees do not have an academic education, but a middle or low school degree and vocational training.
I_I15	it is evolving. It depends on the approach and type of the campsite. There is incorporation of talent. Especially in the second generation, with a university degree. Early generations were farmers or children of farmers who did not have this training. Incorporation of much more specific profiles.
I_I16	<p>Families of farmers. Less fertile land for farming, more fertile land for tourism as it was next to the sea.</p> <p>The roots are people who inherited the land by the sea in the area.</p> <p>Now, however, it has changed: 5 or 6 years ago, large operating groups of French origin appeared. As a result of the real estate crisis, in 2008, groups of French real estate world wanted to diversify and put themselves in tourism and camping sector.</p>



	<p>The cost of exploitation was better here than in France and that is why they are investing in Catalonia.</p> <p>There is also some national group.</p> <p>They are very different models of exploitation. Some are more familiar. Others, more focused on business.</p> <p>Before management was all family about, now they are hiring more trained professionals.</p>
I_I17	A potential student is the owner's son. The target is very clear.
I_I18	<p>Animation is normally outsourced. There are some Environmental managers that have finished environmentalist studies. In reception, most of the people have studied tourism.</p> <p>Water and environment engineering and tourism, mainly.</p>
I_I19	<p>Central organization employs specialists. Running the campsites, however, by the campsite manager requires specific 'campsite skills'. Master's degree should focus on this.</p> <p>Important elements:</p> <ul style="list-style-type: none"> <li>☑ Hospitality ☑ Warmth / feeling for guests</li> <li>☑ Business economics / legal affairs</li> <li>☑ Understanding of all kinds of relevant technical matters regarding camping</li> <li>☑ HRM: being able to manage a team</li> </ul>
I_I20	<p>There are two profiles, the ones who have worked in the sector throughout their life and who have children who try to modernise the business, so family businesses. And a second profile of people with degrees about business, not necessarily tourism.</p> <p>There is a collision between generations.</p>
I_I21	<p>It is a very complex sector. It has changed a lot lately. First, you have the owners of terrains that start being campsites managers. These were devoted to agriculture before. This first profile has evolved to second and third generations. It is about family businesses. In Spain, from around 1200 campsites, 1000 are far away from innovations and up-to-date issues. Only 100 or 200 are more innovative.</p> <p>Some children and grandchildren have tourism or economics degrees.</p> <p>Some campsite managers come from other sectors in the tourism industry (mainly hotels) but it is difficult to adapt.</p> <p>Some owners also act as managers.</p> <p>People have more and more training and education, with higher standards.</p>
I_I22	<p>The camping sector is the most complex sector of accommodation. When we talk about campsites, we think of tourism training and education. Today, campsites, especially in Catalonia and Girona, are leaders in Europe. We are meeting managers who are from engineers to architects, economists and so on. The management of a camping complex involves a lot. You can find the front-office human resources with tourism degrees. It is very important because it is the part of the campsite that is having contact with the customer and that is in contact with roles of hotel management. Then, when you analyze the current campsites, if you look at the ones that have environmental guarantee, you have some other examples. One of the first EMAS in Catalonia is at the level of campsites. Campsites with ISOs, and other certifications, we have many. It requires more specific training. That is why it is important for the master's degree to be international. It came out for that. It has been born because the camping association is working with the Italian, Croatian, Dutch campsites and as a result of the visits and the meetings with the universities can go further.</p>
I_I23	<p>Three different profiles: lifelong owner of the campsite (1st, 2nd and 3rd generations). They know the market and the campsite well and want to make renovations inside the campsites. Single campground owners or owners of two at most. Renewal and punctual reforms. Progressive reforms and investments, in stages. The initial plan can be modified.</p> <p>Second profile is a more company-based profile, in some cases multinational companies, dedicated to renovating and buying campsites as an investment. The projects of the companies that have more campsites, are more about making projects for new campsites or renovate existing ones that they already have.</p>



	A third profile that is the investment Company who buys and sells campsites. They close and reopen in a short period of time. It takes one or two years to reopen with a new name and management.
I_I24	It depends on the size of the establishment where more or less structure can be created. You can have a large resort or a family campsite (with more versatile profiles). New additions usually have university training. There are still historical workers, who are quite loyal to working in the sector, and there are different profiles (leisure, maintenance, etc.) with less training and education.

## Q2. HOW PREPARED ARE THE CURRENT CAMPSITES MANAGERS

ID	
I_I1	Faculty programs are too theoretical and lack practical insights Internships should be important part of the education (every year so that students can build on their experiences) Every employee should for at least a short period try to work on all working positions in the camp (also manager would need to spend couple of days by the pool, at the reception, in the restaurant)
I_I2	<i>Most part of them have learn theoretical knowledge but they have lack of practical experience &amp; specifics tourist segments that exist on the market Campsite managers are mostly Bachelors or master in hospitality or economics and have no specific knowledge about camping</i>
I_I3	-
I_I4	Today's camping resorts have nothing to envy from hotel resorts. There are still plot customers and they are different from hotel or bungalow guests. Therefore, there are peculiarities that cannot be learned from general hotel management and this must be addressed.  There are many differences in approaches that need to be addressed too.
I_I5	Generally with bachelor level, in France is BTS. No master degree within the existing generations.
I_I6	They are not prepared enough. Sometimes they have some knowledge but there is no connection to reality of the business. Missing skills and competencies and missing some experience in tourism. No enough internship. Generally even no knowledge. Mostly they don't know basic things about camping
I_I7	-
I_I8	<i>There is a shortage for these type of managers. The ones that have worked a whole season on a campsite have a preferred status. Internships and placements are key, one should know the branche: hands on combined with hospitality service attitude. It is difficult to find these talents. How to spot them&gt; companies have difficulties finding the right candidates</i>
I_I9	For the moment I didn't see a lot of people coming from university to get a job on the campsite, we see a lot of students who come during their study to work the summer trough. The ones who are studying tourism, lack desperately of practice and common sense adapted to the campsite industry which is different compared to the hotel industry. And campsite managers?  There again, lack of practice and sometimes the mentality problem that they don't know that good camping starts with a clean sanitary and a smile. And that should be able to furnish that by themselves, if is very important to recognize every member of the team, no one is for granted, everyone can be replaced, the manager as well.  It is the manager who is supposed to lead and direct the team but without a team there is no manager.



I_I10	They need more education in economy and experience in practice.
I_I11	<p><i>Campsites staff is chosen for the competence studied at school/university. People that have recently graduated from University are well prepared. By the way, experience on site is the most important quality which immediately catches the eye of managers when people try to give their best at work. Moreover, staff members who are sufficiently prepared but show they want to learn more and be helpful, have precious suggestions and are flexible, are those who really show they want to be part of the team. When a company chooses its staff members, the very first impression is of course important, but knowing the life background is also relevant. If one person has some skills, he/she will surely use them during the working day. Daily tasks are solved properly after experiencing them on site with Guests and colleagues.</i></p> <p><i>Managers too are very well prepared. They need to study many subjects to have a proper knowledge in many fields, at the same time – even more after this pandemic, the models change constantly. For this reason, it is necessary to solve the problems directly with Guests and discuss about the matters with the supervisors and staff members. A good basis is anyway important, for example any matter concerning hospitality is managed by a supervisor who knows how to handle people, catch any communication sign (verbal and nonverbal communication, face expressions) and be aware of the culture of any foreign family. On the contrary, these features do not concern safety, technical and more structural problems. This means that even managers are chosen for their studies and experiences. What any company can do, is teaching its employees the corporate ethic, so they can be aware on how they can manage any guests' problem in the most suitable way.</i></p>
I_I12	-
I_I13	<p><i>HR → difficulties especially finding people in marketing and operations. Internal capacity building as a strategy.</i></p> <p><i>In MT only seniors, mostly with 10 years experience.</i></p> <p><i>Fresh graduates start at lower level, only at ICT talents (can we keep them). India as a cheap self employed supply market, but still new staff need at least 6 months on the job learning period(Python software for example).</i></p>
I_I14	Fresh out of university, it might be difficult for one or the other employee to get to grips with or think their way into the practical issues of the campsite. Many things have to be decided spontaneously and from the gut, whereby a strong academic thinking can stand in the way. I know this from my own experience.
I_I15	I think there is good tourism training.
I_I16	-
I_I17	The role of director is very necessary and there are not a lot of good managers. I don't know any good camping manager who has job problems. They ask us for recommendations. If a director fails, it's a big mess. He or she must know how to manage, market, plan and manage, about maintenance, etc. Human resources management, marketing, central purchasing, etc.
I_I18	-
I_I19	-
I_I20	-
I_I21	<p>They are fairly prepared. For example, there is a good knowledge on HHRR management. They may need to learn to delegate.</p> <p>We need training for managers and their teams.</p> <p>Maybe, there is the need to work on team confidence.</p>
I_I22	The person who runs a campsite needs to be much better prepared.
I_I23	They do not have a clear knowledge about the needs and changes in the market. The campsites demand is changing and it will continue to change. It is different from last year and, next year, it will also be different. In Catalonia, we are not adapting to these changes from a regulatory point of view.



I_I24	They are not prepared to be able to hold a management position. If you leave university, you do not know the world of campsites and its specific characteristics. You have to be knowledgeable about many things. You have to be lawyer, economist, urban planner, etc. You learn it while doing. In current studies, there is no discussion about the world of campsites, so there is ignorance.
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### Q3. COMPETENCIES AND SKILLS MISSING

Skills & Knowledge	Color	Frequency of occurrence (ppl)
Human Resources Management		15
Leadership		5
Product Development / Project Management		2
Marketing		9
Decision Management		4
Sustainable Management		4
Business Management		2
Quality Management		2
Planning & Design		5
Autonomy, multitasking, flexibility, problem-solving		9
Legal Management		5
Financial Management (investment, etc) + price		8
Strategic Management		3
Market Analysis & Trends // Guest Relations // Sales		9
IT & Digitalization		5
Communication and Languages		7

ID	
I_I1	<p>Leadership skills, managing different people (need to be able to adjust and manage several profiles)</p> <p>Novelties in the field of camping standards – what is becoming more important for guests</p> <p>understanding of different working positions within the campsite</p> <p>understand why are the best campsites really good (not only the facilities, but also guest relations, atmosphere among staff)</p> <p>how to satisfy the guests expectations (if they pay a lot, they expect excellent service)</p> <p>Employees should be self-driven (not look away from the work)</p> <p>Should like to work with people</p> <p>Team player (linking campsite with local environment and services)</p>
I_I2	<p>Marketing trends - due to dynamic changes</p> <p>Existing trends in finance (investments scenarios) and labor law</p> <p>Better knowledge of law (for example law on tourist land)</p> <p>Principles of verbal and nonverbal communication</p> <p>Digitalization trends</p> <p>Regular following of trends and best practice examples in the camping industry</p> <p>The answer depends on the business environment / company where person works (interviewee) and the autonomy that the employee / manager has.</p> <p>To improve, generally: sometimes lack of creativity and courage in implementing new ideas.</p> <p>Examples in best practice need to be well/better integrated into the existing environment</p>



I_13	<p>Closeness and confidence. Close human contact. Not only the sales contact, but also the post-sales contact. There is a small percentage of people who is not well informed. It depends on the typology of campsite. To be more open to new proposals. Lot distribution. There is always the need of external help to plan and design this.</p>
I_14	<p>Legal and administrative aspects. Find out which official bodies control each step and part of the campsite, permits, licenses, etc. Because this task usually has to be externalized to other companies. Knowledge of languages (English, German, etc.). Online marketing that has changed customer retention parameters. Other skills: leadership, human resources management.</p>
I_15	<p>A bit more camping knowledge, multitasking and human knowledge (don de gentes) and technological knowledge to answer to the futuristic needs. This technological level will be needed for the future as electricity needs and requirements.</p>
I_16	<p>soft skills – working and managing people, communication, in corporations’ teams work, understanding the prosperity of the product, development needs and strategies cost benefit analyses, cost management, finance marketing and sales in camping &amp; digital marketing strategic management in camping and product development (benchmarking of camping, best practice) specially department leaders who take part in different development projects have no vision nor knowledge of development possibility of the product Leading a team Running a development project Understanding trends in the camping product development Benchmarking of the camping product autonomy, responsibility, enthusiasm, motivation design thinking, thinking out of the box creativity, creative product development...but also how to transform idea to praxis multitasking To improve: Behavioral issues decision management – autonomy multitasking Most of managers in corporations are passive – kind of corporate conformism develop initiative to solve the problems proactivity, motivation, having big picture capability to create new leaders education that transform them into creative leaders behavioral part</p>
I_17	<p>Two crucial rooms for the success of a campsite. Guest first - hospitality. The camping experience is the result of interaction between the camping site and the guest. Service is co-creation with your guest. Manage the entire guest journey. Try to exceed your guest's expectations. (Come home. Personal attention. Surprise.) In line with the above. HRM: hospitality requires the right personnel. Camping businesses are seasonal. How to retain staff and recruit new staff: a sufficient number, of sufficient quality and how to ‘get into the film’ (train). By way of illustration: camping company in NE Spain (top company with pitches of € 80-120 pn) is open from June to September. Close outside. Personnel in key roles (and there are various) in permanent employment all year round (!) The above requires from a campsite manager: ☑ sense of guest and service orientation ☑ knowledge of HRM - peoples manager</p>



	<p>It is important that the manager has an affinity with camping. There could also be the distinctive character in relation to a graduate in a general discipline such as marketing.</p> <p>Regarding marketing: camping companies must learn to distinguish themselves and to include that in their marketing promotion. Importance of e-marketing mentioned.</p> <p>Supply Chain formation referred to in conversation: manager is employee.</p>
I_I8	<p>Manager of a park is a sort of mayor of a small village. You should know about all aspects of building a community. Very diverse, helicopter view. Diplomacy, all aspects to manage a community positive.</p> <p>Know about the terrain, soil maintenance, purchase, and sales, marketing strategy, cost price calculation, longer term financial strategy.</p> <p>Future: sustainable clustering online booking availability and platforms. Digital investment not only front but especially the back end. If you do not have it now you lose it. As soon as the world opens up, the active online businesses are the winners.</p> <p>The business model becomes more hybrid, sustainable development at your fingertips.</p> <p>Customer is more events/extension of the target group or use of weekends. You can not anymore do the traditional 10-12 week high season management. Other income streams/ innovations/ short term rentals/ more chains will come to exist. You will become a division director. Family business will most probably not disappear.</p> <p>We need managers that do not give up, are hands-on. They should be service oriented, independent, more an active person than a thinker, no writers...Should be flexible and able to clean the toilets / agile work/ design thinking.</p> <p>You should know about data especially online but always keep client in focus.</p> <p>Independent thinkers that is able to test stuff./ not only write a strategic plan but also implement so much field experience needed, at least 9 months or so.</p>
I_I9	<p>A lot of campsite managers are 'self-made' through experience. It is difficult to teach experience at a university but it would help if they learn to be flexible, and to learn the basics in some competencies in different areas as technique and gardening and cleaning just to know how things work. Not only marketing and clients focused courses. It would also be good that managers speak at least 3 languages, and English should be one of them. And then we talk about really knowing how to write, speak and read, in order to be able to have a conversation with a client, a colleague or who ever.</p> <p>The capacity to federate a whole team around the same goal.</p> <p>Decision management and multitasking is very important but as I said before under nr 3, technical knowledge is important as well, as languages.</p>
I_I10	-
I_I11	<p>In the campsite industry, it has to be taken into consideration the fact that campsites are no more to be seen such as simple and pure campsites, like they were many years ago. These companies are nowadays offering many services and sometimes luxury ones too. Campsites have become little cities. Managers are always well prepared and know what is going on in their 'little towns', but they are not omniscient and cannot be everywhere. To have any issue and part of the campsite under control, they need to construct a solid and good team, which works constantly and is the manager's eyes. Moreover, a good and structured survey to be given to Guests is another important monitoring, so managers can reach their Guests feeling and check the general sentiment.</p> <p>A self-critical behavior is also necessary: even if it is tough to admit mistakes, it is of great importance to revise any wrong decision to correct the team's work. At the same time, managers must accept any risk, as any decision is made to improve.</p> <p>An important skill that students should learn and work on, is flexibility. Markets and sentiments change very quickly, moreover when we think about the past years which has been so dramatically challenging.</p> <p>Autonomy is important because managers need of course to take risks to improve themselves and their company. Anyway, a critical thinking is also of great importance to allow things get better and improve.</p> <p>Managers usually have a very good knowledge on many different fields, because they need</p>



	<p>to know their company deeply to make it fit in the world market. Anyway, they also need to trust the team members and be aware that any employee is the manager's eyes which reaches every corner of the company and are ready to be useful for the company and the whole team</p>
I_I12	<p>The question is what is being trained for. The more all-round manager of a family business or the more specialized manager of a chain? Peter Doornemans estimates that the chances for graduates are higher with chains.</p> <p>Who do you want: a specialized marketer or someone with good marketing skills and a feeling for the industry / broader view?</p> <p>Important disciplines: Business economics, law and HRM (with an eye for differences in the countries).</p> <p>Much knowledge needed with regard to online marketing ☒ its importance is therefore underestimated; translates into available budgets (these are too low in campsites).</p> <p>The role of operational manager could potentially be fulfilled by a BA graduate, but the starting position (due to a broader view) is better with a master. For other roles, a master's level of education would be more obvious.</p> <p>They should have more international orientation, especially in southern European countries.</p> <p>Languages are key and important, but maybe not in this course</p>
I_I13	<p>There are two groups: the big groups and the family businesses (sons with papa and mama that have no HBO and Masters) / self made man.</p> <p>The last missed the innovations in the market (especially online marketing). ACSI has a big problem that a big group of campsites has no idea about marketing and operations.</p> <p>They do many things that are too expensive and time consuming. Example: campsite managers have no idea about a marketing budget conversion Not the smart investments. They construct a new 1M swimming pool, buy 10K in a Property Management System. You need it from light to heavy. Sanitary block of 400K. Many campsites prefer to do the front, show off. They could automatize and have more margins. You need passion for the matter and invest in it. It also is relevant for campsite with 100 pitches. Many times it is a couple and one of them does it.</p> <p>HRM: depends on the size. More than 100 pitches you need more professionals. Recruitment it is difficult to find good people and retain them. Season is a problem. You need to calculate staff high turnover. In the course you need to make that clear.</p> <p>Biggest issue is always cleaning and the chef cook. Cleaning is a drama. Mostly people in the neighbourhood Croatia do not want to do it anymore. They have become middle class. In France working weeks of 35 hours. Cleaning companies have the same problem.</p> <p>If you do a master in campsite industry you learn much more. Hotels: you learn the American way. A little bit more of American hospitality would be very handy. Students would learn much more Camping branche is very amateuristic. A twist between MBA</p> <p>Choose strategic companies that are interested as a learning school for interns/ traineeship. Variety is needed. Let them work at preferred partners/</p> <p>Croatia: has another structure than other countries. 'Notebook managers'. It goes too far. It moves away from campsite → attraction/ themeparks. People factor with passion is gone. Luxury and no human factor/ resorts/ They can be good managed. How they do it → this should be focusing on children of owners/ Italy → new generations.</p> <p>France we see large venture capital now buying companies at to high a price Cap Fun /Vacance Select/ Campsite to be sold for amounts that you can never return. -&gt; campsite 10 times revenues.</p>
I_I14	<p>Since the German camping industry has mostly grown out of family businesses, many managers have grown up with the business. Managers who have never worked at a campsite may be overwhelmed by the variety of tasks and problems, some of which are highly operational.</p> <p>A strong practical orientation is indispensable, a campsite is like a small village with all its infrastructural aspects. Furthermore, students have to learn how to make decisions quickly, sometimes with limited prior knowledge. In addition, of course, forward-looking</p>



	<p>strategies have to be developed in order to develop the campsite year after year.</p> <p>I can't say that it's been lacking so far, but I think a high degree of flexibility, independence and decisiveness are very important. Furthermore, the tasks that arise must be selected and prioritized as far as possible.</p> <p>It is very important for a camping manager to be able to multi-task. Every day, many decisions come crashing down on the camping manager. Decisions must be made as quickly and bindingly as possible.</p>
I_I15	<p>Knowledge of architectural planning and works, bureaucratic part, etc. Also knowledge of marketing and commercial aspects. The financial aspects also need to be strengthened.</p> <p>Linked to sustainable management, too. When designing a bungalow area, the supplier is not the one that should teach about the elements of sustainability.</p> <p>Capacity for empathy. Conflict management because we are living together in community. We are close, for example, to a mayor. The experience is very transparent. Even if you go on a caravan, there is a lot of contact, conflicts, etc.</p> <p>Success lies in: linking it to the resort concept as the hotelier does because the industry is getting closer to that. There is professional exchange with Caribbean resorts, for example. Therefore, examples of this sector should be taken as well. Therefore, students can also come from there. In the case of internships, leave it more modular to choose from.</p> <p>Another success factor: management control with ratios of what the world of camping should be like. The ideal consumption of plot, bungalows, etc. to have some standards for whether I spend a lot, a little. Case studies.</p> <p>I would talk about indicators. Ideal operating margin. Establish scales, efficiency ratios.</p> <p>What is the necessary staff. Concept of quality. Nobody tells you that, sometimes copying hotels with similar profiles. It's studied and worth a look. Distances what would be ideal.</p> <p>Aspects to build, health aspects, construction guidelines to save money, to have more knowledge efficiency and space optimization.</p>
I_I16	<p>Real problem solving: customers buy expectations. What we cannot afford is to fail them. It is very easy to be able to fail them, as a team. The human factor is very important. Attitude is important. The extra attitude is very difficult to transfer to the teams.</p> <p>HRRR and equipment management.</p> <p>Lack of appreciation for what they are doing. Little commitment from those who are part-time workers.</p> <p>How to transfer the commitment.</p>
I_I17	<p>It is vital that the future campsite manager has acted as a receptionist in summer or assistant receptionist to understand this. It is important to have a theoretical basis but it is important to do this.</p> <p>At the end of the day you can tell them what to do, but they need to understand it, they need to contextualize it, they need to understand it within real business dynamics.</p> <p>You have to live in a campsite, and not in any campsite, but where things are done well, academically, with a certain professionalism.</p> <p>It is important that there is a good mentor at the campsite to be able to learn.</p> <p>Technology is now important so you don't have to go through reception and so on.</p> <p>Technology is at the service of needs. Little contact, no moving tickets, etc.</p> <p>Website updates, putting the effort in sales management, etc. now that's what works.</p>
I_I18	<p>Training in management systems. Criteria for selecting one or another.</p> <p>Know if to start with smaller environmental labels, certifications, etc.</p> <p>Knowledge of the environment. For example, if you are located next to natural park.</p> <p>Creation of products linked to the territory.</p> <p>Knowledge of social, environmental, ecological values, etc.</p> <p>For reception tasks, there is the need of knowledge to be able to inform.</p> <p>To solve problems.</p> <p>To learn how to be competitive.</p> <p>Training on how to be innovative, how to be competitive in the Girona region.</p> <p>Constant reinvestment, be the first.</p>



I_I19	<p>In Italy there are roughly two types of managers: people with a technical / architectural background and from the hospitality sector (hotel or cruise world).</p> <p>Recently hired 3 graduates from hotelschools. Two of them did not go well. Cause: mentality. In a hotel too much of a 9-5 mentality. Camping requires: high commitment in high season (the strong seasonal nature plays a role) and flexibility. Be ready if an incident occurs.</p> <p>Better experiences with employees who come from cruise world.</p> <p>Important element of training:</p> <p>☒ Characteristics of a campsite (what does that require of a manager, students should realize that). The importance of continuing to invest / innovate is discussed</p> <p>Important element of training: ☒ Innovative thinking and acting.</p> <p>The staffing of the parks is also discussed. Challenge both at management level and other employees. Loek is therefore enthusiastic about the idea of a camping master.</p>
I_I20	<p>Trust is important. Professionals want to trust providers. In order to open business in a new campsite, you need this trust. We started business after other companies from France, and these had already generated trust in the market. The trust relationship must be generated and maintained.</p> <p>The value for money that you can provide.</p> <p>If a campsite does not want to invest, but they are looking for contacts and TTOO, our role is to help in that, so we give a wide range of services.</p> <p>In general, campsite managers know well what they want.</p> <p>Some things linked to architecture and design, distribution. They need to be updated on these new trends on distribution. Standard distributions without any sense are obsolete.</p>
I_I21	<p>Price policies. Revenue Management. They are used to fixed prices.</p> <p>Marketing. To adapt the business according to the season.</p> <p>To improve Price strategies. Platforms like booking are helping in doing so.</p> <p>To adapt their activity to changes and diversity of the current demand.</p> <p>Quality standards. There is a need to focus on quality, to invest, to renovate, etc.</p> <p>To understand why certifications are important.</p> <p>Importance of communication, brands, logos, how to sell the certifications, etc.</p> <p>Values.</p> <p>They need to know how to adapt their knowledge to each context and regions. To know how different it is to manage a campsite from managing a hotel.</p>
I_I22	<p>It is important the training and education developed by the Faculty of Tourism but we are still in need for Business Management. There is a lot of competition, everybody wants to be in the tourism industry.</p> <p>There is an important part of skills linked to hospitality management, but also about sustainable management, digital management.</p> <p>There must be knowledge about team management and leadership. Business management is important but Human Resources Management, teams and leadership are important as well.</p> <p>How to manage a campsite. To learn about good management examples like the one that you can find in Ballena Alegre. It is one of the best business models. He knows about leadership and gives importance to that. A campsite, more than any other accommodation service, is a place where the people want to be happy. In order to be happy, and to generate happiness, the working environment is crucial. To ensure this good working environment, you need a good leader and good leadership practices.</p> <p>A key element is entertainment. Campsites are the most valued accommodation type for families. A 15% of the human resources in a campsite are part of the entertainment team. This is why it is important to have a person who can cohesion.</p> <p>In a hotel, or in many of them, you the key and that's all. Entertainment is less valued. In a campsite, this entertainment is segmented according to the age, type, etc. To know how to manage and lead all of this is important.</p>



	<p>For example, in la Ballena Alegre you have more than 200 people working in the peak season. In El Delfín Verde, you have more than 300 people in the peak-season, more than 30 people in entertainment.</p> <p>Big campsites have between 200 and 300 people working in the high season. Only 25 or 30 of them work all year round. So, training and management is important in this sense, too.</p> <p>Campsites are like small villages. You need to address: pool maintenance, restaurants, waste management, etc. A good training to manage this diversity of Human Resources is a key element. Management of a campsite is more complex that management in hospitality in general. You need a great coordinator. You cannot be expert in everything but you need a team to be good at everything.</p> <p>In terms of Human Resources, due to seasonality and seasons that last 4 or 6 months maximum, team management is very difficult as you have only a small proportion who are not temporary workers. You need to find alternatives in winter. For example, La Ballena Alegre has an agreement with a ski resort to offer job opportunities in winter, too. These ideas can help.</p> <p><b>Website analysis is also important.</b></p>
I_I23	<p>We work on master plans. We plan the future for the campsites. We miss, in all three profiles, knowledge about regulation and laws and the interpretation of them.</p> <p>It is very difficult to work in Catalunya because of the regulation framework. Investment is very difficult because of this.</p> <p><b>The fear of urbanism administrations is that campsites will evolve into covered urbanization. It must be promoted to evolve towards horizontal quality urbanization.</b></p> <p>It should be noted that what is interesting is the customer who stays less days, rather than the regular customer for the whole year, who is not so interesting. The same system will leave it out so that the campsite owner can make the business model he or she wants.</p> <p>They must make it possible for campsites to evolve into quality campsites.</p> <p>It should help you to have a different product.</p>
I_I24	<p>Legal knowledge to know how to interpret litigations, appeals, etc. Know how to understand communications from entities such as councils.</p> <p><b>Leadership because you manage a human team that wants someone in front of them to feel safe.</b> The distinguishing feature is the closest contact, therefore, it implies more empathy and conflict resolution.</p>



**Q4. RELATIONSHIP INDUSTRY-UNIVERSITY – INVOLVEMENT INDUSTRY**

ID	
I_I1	Scholarships for best students Opportunity to work during the summer in the camp Solving of the concrete problem's campsites are facing (in different fields – of marketing attracting new guests, cooperation with other tourist organizations – in form of research thesis or hackathon)
I_I2	Organization of internships, trips, for students in quality facilities-campings. Work / tasks in real conditions during practice. Guest lecture / managers from the real sector- camping industry
I_I3	-
I_I4	-
I_I5	Be open for practice, more contact with the universities to be updated, be involved in the specific camping needs, more lectures done by camping professionals. So more awareness of the industry to be open for academic material.
I_I6	Behavioral approach – relationship, leadership, Internship – structured and mentored Define and educate mentors Mentoring program with empowerment of trainee Feedback program of mentoring (students and University) Thesis in correlation of interest of campsite and student's praxis Best cases think tank in campsite ...to be publicly presented for example open source platform – block chain (to follow activity of all parts) Also, bad example to be published Professional network to be build – among campsite to exchange ideas and best praxis Web platform – block chain technology STEAM Sustainability – influence to destination
I_I7	You should have some key Industry partners to make sure that students have an optimum internship experience and do not do the dishwashing only.
I_I8	Executive courses Curriculum would already give a boost to recognition of the industry Promotion before entering During course: IT/ landscaping/ marketing and finance—internship/ specializations/ open curriculum. One could think of specializations, towards more differentiated tracks. You have two years. After that, you could offer executive training.
I_I9	Trough periods that the students are at the campsites, totally immersed in the daily work.
I_I10	Students must come for a longer period in practice in the tourism industry.
I_I11	Industries should give the chance to students to learn directly from the companies and touch with their own hands the different problems on site. The theory learnt at school is important but the experience in the company plays the leading role. Any knowledge studied during the academic career, such as foreign languages, must be learnt from teachers. Communications and interpersonal relationships must be experienced with Guests and colleagues.
I_I12	New Developments in camping sector: ☑ Group formation ☑ 2 types of companies are created: family businesses and companies in a chain ☑ Family businesses: 'warmer', more eye for personal touch, but less professional ('less well organized'), return on cost control, staffing through favor factor/ customer relationships ☑ Chains: more professional, more rational, higher luxury level/ more facilities, often at good locations, more business-like in terms of guest, return on scale, good marketing; rather precursors; more specialists employed ☑ also disadvantage: risk of distance between specialists (e.g. marketer) and the company / guest ☑ Industry innovates; need to keep investing: facilities and other product innovation + marketing; what used to be distinctive is now a commodity (e.g. hot showers, glamping tents)



I_I13	-
I_I14	The camping industry can be involved via real case studies, lectures by practitioners, field trips and, above all, on-the-job internships.
I_I15	-
I_I16	Specific projects with companies. Some meetings. Internships. Discussions with university and sector. Talks of the sector in the university. There is a lack of knowledge on the part of prospective students. The sector must be open. University must be the link between the sector and the student.
I_I17	We have a collaboration with the tourism school of Cambrils. They use our software in the computer room. The staff is already trained to install, reinstall, etc. It serves as support to explain the planning, fixed, mobile, blocked, etc. accommodation.
I_I18	The sector needs to explain what we do.
I_I19	-
I_I20	-
I_I21	The sector needs modernization, training, etc. They are organizing seminars and workshops. It would be interesting to have them as speakers, mainly talking about marketing and management. For example, seminars about revenue management. It is difficult to involve them.
I_I22	The Girona campsites association has been collaborating with the University for 9 years. This is the way. This master's degree is led by the sector. We have been collaborating with the university for 9 years. It is a path that must be followed and must progress. Important steps have been taken. It started with other accommodation optional subject and now there is a subject of Campsites Management. The employer must be involved in the training and the university must be advised by the companies. We are the ones who live the reality. The tourism sector is very competitive and it is important that the province of Girona continues to lead. At an European level, the region is leading for different reasons: there are entrepreneurs and teams with potential and we want it to be so. Now, the opportunity of the master's degree complements it.  It depends on the people who are involved. The people that are currently in the sector have believed in public-private partnerships. We have to adapt to the changes. A few years ago, the digital world did not exist and now, without the digital world, we do not exist. For example, in web creation, at first, it looked like an uploaded file, now we have active websites that are managed and updated continuously. 5 years ago, the association's budget was 20% online and 80% offline, now is 90% online.
I_I23	-
I_I24	The relationship goes through associations. They are the direct channel. Depending on the type of information: if it can be read, it is ok. But if you need to get more from the company like workshops it is difficult. In companies, with this format of 2 year master's degree, it is difficult for it to reach workers. It will be more to see who finishes the master's degree to enter the market.



**Q5. RELATIONSHIP INDUSTRY-UNIVERSITY – INVOLVEMENT UNIVERSITY**

ID	
I_I1	Introducing new sustainability knowledge, behavioral skills, more praxis
I_I2	Raise awareness of sustainability, behavioral skills, praxis, mentoring scheme, following the trends in industry, share industry achievement among students
I_I3	-
I_I4	-
I_I5	-
I_I6	<p>There so dramatic change that will happen in the world: e.g. with self-drive cars, car will become new motorhome? So, less parking, different organization in campsite, car as pool car with most possible use</p> <p>Entertainment in such vehicles – complete change of the industry and camping architecture</p> <p>Generally, future and its possible impact is missing</p> <p>For example, virtual reality business – for those who would like to visit a campsite but without moving from their home. To integrate futurology in work with students (make them be involved in such a active thinking process)</p> <p>Sustainability, future development of traffic and future development of destination, space management in the future, renew of the planet issues and coming response to these challenges</p> <p>Learn new generations that more rights should be connected with more responsibility. Enthusiasm?</p>
I_I7	-
I_I8	-
I_I9	By hiring professors and teachers, who come recently from the industry. To organize work seminars and invite hosts who are up to date and also campsite managers from different kind campsites to give their different ideas.
I_I10	Universities must understand the need of practical experience of the students.
I_I11	University should change the study plan constantly to follow all the market changes. As seen during the past pandemic, changes can occur so quickly that companies must be flexible to survive.
I_I12	-
I_I13	-
I_I14	In a constant exchange with real campsites, up-to-date concepts can always be developed. For this purpose, camping associations, trade fairs and other industry representatives can also be good contacts.
I_I15	Visits to campsites.
I_I16	Listen to the sector. Live the reality with the sector.
I_I17	At URV there was a visit to a campsite in each subject. With a visit, with the questions, you can already see the profiles.
I_I18	The field trips are a good opportunity to know about the industry. Go to the campsites. Internships.
I_I19	-
I_I20	-
I_I21	<p>To offer training, seminars, etc. It would be interesting that the university organizes short and flexible training sessions to make them participate. Professionals search for training opportunities but the current offer is mainly private.</p> <p>Training sessions, online seminars, etc.</p> <p>Workshops organized at the university but together with the sector. Workshops with associations organized by the university. To do that in different regions differently, according to their needs.</p>
I_I22	The employer must be involved in training and the university must be advised by the sector.



I_I23	Visit the campsites in Catalonia, Spain, France. From small, old campsites to more modern campsites with a higher level of quality. Go to fairs like the one in Montpellier to learn about innovations.
I_I24	-

**Q6. KNOWLEDGE NEEDED TO BE INCLUDED IN THE MASTER'S DEGREE**

ID	
I_I1	Due to increased interest of guest for spending their holidays in the nature, campsites should be more oriented towards nature preservation and eco camping Introduction of the user-friendly-camping experiences (for example such as bracelet for paying services across camp, as an option, not necessary for all guests) Basics of different marketing tools (invested costs, work demanded and output monetized)
I_I2	Sustainability and business responsibility Finance and law business strategy Digitization education
I_I3	To see how TTOO work. People are not normally aware of how TTOO work. If there is a camping that is developing its infrastructure or expanding its business, it is interesting to analyse master plans, legal aspects, etc.
I_I4	Knowledge of industry trends. You have to look at France, because they are at the forefront of everything. For example, the phenomenon of the bungalow. After them, it spread. They always go ahead: innovation, glamping, etc. Catalans are receptive and the Costa Brava is one of the first to incorporate it, if necessary. Careful monitoring of new trends, particularly in France. Suppliers are also much better developed in France. They are receptive, too. Example of water parks in France instead of simple square pools. Animal figures, slides, etc. and they revolutionized the campsite's aquatic space concept. It is an example of innovation in the world of camping that is transforming the image and that has emerged in France. The big fair in Montpellier is an example because you can find everything there. All suppliers: sheets, mobile homes, etc.
I_I5	Specific Marketing for campsites, about what the client wants and how do we sell it. The legal part is very important and differences between each country, because we reach a huge surface which is affected by urban, environmental laws.
I_I6	Basic technical knowledge needed in camping Softskills – wider insight to the industry – to see campsite as a system Project management – how to run or be part of the project team How to work with people and lead the people (development teams, investments) Revenues and cost management Marketing & Sales Digital technologies (development, marketing, systems, tools) General knowledge of camping resorts management needed
I_I7	HRM and marketing / guest knowledge
I_I8	-
I_I9	3 languages compulsory with English on a high level
I_I10	-
I_I11	Some subjects which should be taken into consideration and which are difficult to teach at school – they are better learned on site while experiencing, are: the teamwork, useful for any problem-solving; the online and offline communication, the verbal and non-verbal ones; the study of the different markets.
I_I12	-
I_I13	-
I_I14	The knowledge of a camping manager must be very diverse. Topics include power and



	water management, horticulture and road construction, marketing, sales, human resources management, customer service, business administration, energy management, sustainability, etc.
I_I15	-
I_I16	Revenue and networks.
I_I17	-
I_I18	At the beginning, sustainable certifications have good influence in energy consumption, etc. Control deviations in energy consumption, problems, etc. Administrative procedures → skills to communicate with the administration services, knowledge and implementation of different laws.
I_I19	-
I_I20	-
I_I21	To highlight sustainable development objectives. Architecture, design, etc.
I_I22	A whole module that talks about this topic. Experts have usually pursued environmental science studies but there needs to be a section focused on that in the campsites master's program. We are already the most sustainable accommodation. There must be a subject dedicated to environmental issues. At least in the campsites: ISO 14001 and 9000, EMAS, Generalitat de Catalunya environmental labels, Biosphere, etc. predominate. Last year, we worked on the subject of Q of Quality, especially because of COVID. Especially, those issues that are about the environment. To handle this better there are these labels. We were the first ones to promote these labels to be able to manage our campsites much better. These labels are not just about promoting it into the web, but to be able to better manage and achieve goals to reduce carbon footprint. It also has to do with solar panels for hot water and, now, photovoltaic panels for electricity. There are already bungalows that are virtually self-sufficient in terms of energy consumption. We work on water use, the subject of autochthone vegetation to use less water, all this is important. Knowledge of sustainable projects and territorial policies. There is more important specific sustainability knowledge than tourism knowledge. Sustainable management needs to be taught. An organization manager or leader must be a well-prepared person with a complex team. It must be versatile. You have to be prepared to do and follow different processes in different seasons. You don't have to be an expert, but you do have to have knowledge. You can have a consultancy working for you but the employer has to believe in it. A minimum of knowledge of environmental issues is required to be prepared. You have to be involved. It is a constant theme. It is important to detect deviations in consumption, for example.
I_I23	You need to learn to work with specialists in each industry. Architects, engineers, etc. who have the know-how to give a quality approach to campsites. A campsite is not a piece of terrain, it is very different. You need to know how to make it a quality campsite. In order to get to the campsite of the future, you will need to be in contact with specialists. Many of the first profile campsite managers still want to do it themselves. They need to be aware of professionals in the hospitality, supermarket, entertainment, etc. industries. It could be about outsourcing or not. The clear example is entertainment. You need to look for specialists in each area. The modern campsite goes towards hotel management framework. Therefore, there must be a hotel management specialist. Experience management is needed, with people who know about it.
I_I24	-



**Q7. TEACHING METHODS TO BE IMPLEMENTED IN THE MASTER'S DEGREE**

ID	
I_I1	Inclusion of students into campsite's work – fully practical
I_I2	As mentioned above: Organization of internships, trips, for students in quality facilities-campsites. Case studies (real scenarios) in cooperation with industry
I_I3	To attend campsites fairs, like Innocamping in Lleida.
I_I4	Visit to the reference campsites. Visit a working campsite. Periodically. See the areas where the campsite is more advanced. Veneto, Croatia, etc. Also, Holland and Germany. Talk directly with employers, directors, etc. Visits to fairs (Montpelier, Girocàmping, etc). Workshops. Fira Càmpings Lleida Conferences. There is a need for camping training. Until recently, there was nothing. I would try to do internships at Sangulí or Tamarit.
I_I5	Field trips and case studies, but definitely the specific campsite events as SETT Montpellier, Aquatica of other trade shows of the business, or tourism events for camping guests to know the complexity of the business.
I_I6	Case studies – giving them tasks and project from beginning to the end. Field trips definitely and obligatory Active alumni club – knowledge transfer and best practice
I_I7	Working on a campsite, experience complexity of real-life problems.
I_I8	Case study? Story telling component? Meet the CEO? / Inspiring? Business plans are pretty confidential, difficult to develop and share with students. Maybe a start up failure event? Bring the real world inside.
I_I9	By a lot of practice, not just fieldtrips where they go visit campsites without really working, just for one day to see how it looks like. They should do both. A lot of interactions with people from the business. During seminars or case studies. They should go and camp themselves, not in a mobile home but really camping.
I_I10	-
I_I11	Case studies are necessary, as every company has its own reality and personalized situations. Students should learn more from companies by experiencing the real life in every campsite, as every single one is different from the other.
I_I12	Train a lot in practice (at least 9 months)
I_I13	Field trips/ Campsites: what can a trainee mean for me? Job rotation/ good supervision/ clear assignment. Make a difference between 100 pitches/ large companies with good assignments/ How are they organized. Level of CEO.
I_I14	In order to impart the industry-specific knowledge, we recommend concrete case studies, practical projects, lectures by practitioners, excursions and, above all, internships in camping companies.
I_I15	Mixed virtual sessions. Flexible modules.
I_I16	Management is similar to a hotel but the specific case of each campsite must be understood. You need to understand the differences between product types to generate Revenue. We used to reward new customers, but we rejected the lifelong customer. We need to include sensitivity. For example, Dutch customers talk about how much they have paid at the very first moment.
I_I17	There are very different campsite profiles: campsites like the Ballena Alegre are now working on planning, it's when they plan everything. In the summer it is the execution and



	<p>implementation of this plan; in smaller campsites, it would be interesting to participate when they can make decisions.</p> <p>At the training level, it is interesting that they use the software. We segment in terms of tourist area, number of plots, first line of the sea, 300m from the sea, 5km, and by turnover. To understand campsites, we create databases. It is important to understand these databases. They need to understand the world of camping.</p> <p>Training is part of our job to be able to collaborate.</p> <p>CampingPro ◊ professional fair sector in Girona. Projects. Important to go to the fairs.</p>
I_I18	<p>Fairs.</p> <p>To be in contact with car associations. They have analyzed the market.</p> <p>Discussion, open questions, etc.</p>
I_I19	<p>HRM is key and a lot of work practice</p>
I_I20	<p>To see and analyze different types of businesses. From the smallest ones to the biggest ones with infrastructures like water parks.</p> <p>To visit some fairs to discover and get knowledge about international offer, providers (bracelets, slides, etc.). To attend, for example, SETT.</p>
I_I21	<p>Case studies and good practices. To know how top campsites work. To visit these campsites through the federation or associations. For example, to be in different fairs and conferences.</p>
I_I22	<p>Training in the university is important but also are internships in the campsites. At the campsite, it is very important to live it. Being able to do internships at campsites that are up to date is equally or more important than the work that is done in the university. The reality of campsites is lived in a campsite. Theory and practice are different. Theoretical knowledge must be combined with practical knowledge. It is important to be able to practice during the high season but also when planning the campsite activity for this season. Going to a campsite and following and internship now is good to learn planning management but not the day to day if you are not doing it during high season.</p> <p>One of the most complex days is Saturday. Therefore, it is the day that problems are generated. Internships must be adapted to reality.</p> <p>It must be a very transversal master's degree. With the part of going through many departments of the company. To get to know the company and the activity well.</p> <p>The most important part is this internship, the selection of leaders in each area, knowing how to identify them.</p>
I_I23	<p>There are campsites with seasonal guests and they want to keep it that way. The seasonal client can be tricky but some people want them. The campsite will have to be designed for this. That would be the easy way out.</p> <p>Then you have the holiday customer, which can be complex to manage but can bring you more profit.</p> <p>They need to know who they are focusing on, or if they are focusing on both.</p> <p>Important to be updated on news, manufacturers, etc.</p>
I_I24	<p>Visits to establishments taking specific areas.</p> <p>Interaction with external professionals within the nearest sectors: tourism inspectors, consumer, etc. that can give value to the activities of the master.</p>



## VII. Transcripts of Policy-Makers Interviews

### Q1. Who has a role?

ID	Answers
PM_I1	Main role have regional government through urbanity and strategic plans than Municipality, Regional tourist board, public organization 'Nature' Communal Company Baška and Ponikve – Island Company. Regional port authority.
PM_I2	Municipality, Majors, Politicians but also Associations (like Eco Kvarner) if they are strong. They decide about development of urbanity and space management in Municipality. Development in tourism depends often about power of destination management on Municipality level.
PM_I3	Consell Comarcal and Diputació de Girona like Vies Verdes and Patronat de Turisme Costa Brava
PM_I4	The Direcció General de Turisme of the Generalitat de Catalunya is responsible for implementing tourism policies in accordance with the guidelines set by the Government of the Generalitat de Catalunya, which has been given exclusive competence in matters of tourism. It is remarkable to point out that the great dynamism and the general quality of the Catalan tourism sector have favored formulas of collaborative governance with City councils, other local, territorial Administrations and very especially with the private sector, that through its associative representatives: Federations, Associations, and guilds, enable spaces for participation in which it converges to the ecosystem of public and private actors that make up the country's tourism activity.
PM_I5	The Natural Park since 10 years ago with more certified private companies of the EU. These bring all the new ideas and they are pretty involved with the local policies.
PM_I6	In Catalonia these are foreign companies, as Catalonia is a host destination for foreign markets and foreign stake holders, as customer clubs, specialized tour operators who look for sustainable products in tourism. This had an impact since the last 10 years and there for the local policy for sustainability.
PM_I7	Sustainability is violated as a concept. It should be transformation process which involved everybody. But in reality, this isn't like this. The implicated are the Governmental <b>department of Territori i Sostenibilitat</b> . But tourism department is also involved, as all the other government departments should.
PM_I8	Decisive innovations come from the campsite operators themselves. Associations, in particular the BVCD, influence them by setting framework conditions. For example, the classification system for campsites triggers the further development of quality. By promoting environmental management systems (through associated organization Ecocamping), sustainable management at campsites is promoted. Digitalization and the promotion of the bookability of campsites are also part of the BVCD's tasks. Congresses, education offers, exchange of experience and the communication of 'best practice' is initiated.
PM_I9	Federal associations of camping industry, pro-active and well networking camping entrepreneurs, German Tourism board, marketing associations of campgrounds, ADAC, BVCD (campsite owners association), Ecocamping, German Camping Club DCC
PM_I10	decision-makers are the ministries and the funding agencies. Also, German Tourism Association and the marketing organizations of the federal states contribute. They can partially influence politics.
PM_I11	umbrella organizations, camping entrepreneurs and tourism policy. In particular, a strategy drawn up by the various stakeholders in the tourism industry with concrete implementation goals would help. The obstacles are conflicts of interest of the stakeholders involved.



<b>PM_I12</b>	EcoCamping (Managing Directors Marco Walter, Wolfgang Pfrommer), Uhlenköper-Camp (Winner ADAC Camping Award 2020, Category 'Sustainability & environmental awareness'), Markus Tressel (Member of Parliament Die Grünen)
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## Q2. Campsites' managers role in policy-making

ID	Answers
<b>PM_I1</b>	Sure, like all-important companies in destination – in sustainable development of the destination they are involved like tourist board members.
<b>PM_I2</b>	Not directly but indirectly through influence of their companies
<b>PM_I3</b>	They basically have a role, but we still need specialization and more specific knowledge against climate change, even though they are affected.
<b>PM_I4</b>	The sustainable development of tourism destinations cannot be understood without the absolute involvement and integration of the knowledge of the companies and entities that make up the tourism sector. The knowledge of tourism managers and in particular in the camping sector, due to the high value given to sustainability, makes them a basic link or link with tourism management bodies and tourists themselves. In short, they are the chain of information transmission that allows us to know the evolution of demand and in particular the products and services that offer an authentic, sustainable and satisfying experience to customers, and in turn are those who implement tourism policies. which contribute to the achievement of these goals.
<b>PM_I5</b>	Yes, basic and involved. We can prove this with different sustainable award. The professionalism of these directors, which often very trained, are very much aware of these importance of sustainability. They are those how are aware of the importance of the natural park.
<b>PM_I6</b>	Completely, they are those who know best the preferences of their clients, who want to discover the environment and enjoy this surrounding. Nowadays, campsites are those who are aware of the importance of their surroundings.
<b>PM_I7</b>	They should, but often they don't. So people who are responsible for campsites, who have a huge impact in the territory, should be obligatory.
<b>PM_I8</b>	As already explained above, almost all innovations come from the campsite entrepreneurs or campsite managers themselves. They have the experience with their guests, know their wishes and develop ideas from this knowledge. As well in regard to the implementation of measures for better sustainability, e.g. resource savings and energy efficiency, they know their businesses best and know what could or could not work for them. Here, too, the exchange of experience with colleagues is important. It is mediated by the associations via experience sharing groups or also through the trade press. Targeted energy consultations with specialists who can contribute transferable know-how from other sectors can also help.
<b>PM_I9</b>	-
<b>PM_I10</b>	Still potential in camping tourism to expand sustainability development. To what extent the campsite managers will play a role in political decision-making processes, we cannot judge. In case of questions or concerns to the camping industry, the interest groups are usually consulted. Federal association of Campsite owners in Germany BVCD, regional Association BVCD-NRW e.V. In local structures, the regional tourism organizations work together with the businesses and develop concepts or work out targets.
<b>PM_I11</b>	As hosts and destination managers, campsites play a key role in sustainable tourism development.
<b>PM_I12</b>	Currently rather limited. Sustainability is still a niche topic in the industry.



### Q3. Sustainable strategy processes and agreement

ID	Answers
PM_I1	Island communal company, 'Eco island Krk' project, Association of holiday homeowners, tourist board, and interest groups like hoteliers, hospitality industry restaurants etc.
PM_I2	Most important role have Municipalities and County (legal organizations). Beside politic and governmental organization, some important business entities have also important role: such as local communal company, non governmental organization (eco associations) and big important companies in destination.
PM_I3	All effort are designated to beaches and wetlands, huge storms as Gloria damage a lot our destination. So our policy is based on regenerate the dunes to protect the local village and we mostly define these policies with the natural park of wetlands of Empordà is a big partner implicated in our local sustainable policies.
PM_I4	The sustainable governance of destinations appeals to all of us: Government, local and territorial administrations, private agents, civil society and knowledge centers and has become one of the biggest challenges undertaken in the tourism industry. In order to agree on the sustainable tourism strategy of the destination, it is essential to share a common project and the instruments of coordination and management that allow its achievement, resulting in the participation of all agents, public and private involved, civil society and academic institutions.
PM_I5	The European Sustainable Letter where the private partners are involved and the urban ordering plan of the municipality. This is founded from the 80's and all ready awarded, we also protected our Islands and later converted it into a Natural Park . This cached a tourism model based on volume with TO and converted into sustainable model based on the environment.
PM_I6	the demand and the desires of the markets are those who force the governmental and political authorities to develop these sustainable policies.
PM_I7	In the Marketing Plan of Catalunya we want to include the sustainable policy as a leading aspect, together with an external company. Although again it should be the department Territori i Sostenibilitat and the specific secretary of environment who should lead this project.
PM_I8	A role can be played by environmental certificates (Ecocamping, climate-friendly operation, EMAS, EU environmental label), which provide criteria and can be an incentive to improve in the area of sustainable development. This is promoted by the BVCD.
PM_I9	In my perception, camping tourism is primarily shaped in the regions/provinces. Therefore, my impression is that the state associations of camping entrepreneurs play an important role, but also individual, particularly committed camping entrepreneurs as well as associations of camping companies significantly influence the development by setting trends/standards that other companies follow. Classification/certification programs also play a role.
PM_I10	<i>'In 2025, tourism as a shaper of the future and living space points the way to an open and sustainable world'</i> : This bold vision is one of the core statements of impulse4travel, an intra-industry thought process of over 300 stakeholders from the tourism industry. The reference to the camping industry and its representatives such as DTV (German Tourism association) and BVCD (campsite owners association).
PM_I11	The companies involved, first and foremost the players on the spot, who are, after all, the decision-makers in the end when it comes to implementing any strategy.
PM_I12	As far as I know, there is no overarching strategy. There are only individual drivers in the industry (see 1.)



**Q4. Good practices about sustainable strategy**

ID	Answers
PM_I1	<p>Island of Krk have 7 Municipalities but only one Communal company responsible for water and waste. They took the lead in sustainable development of the island and with EU Projects Island Krk became best example in waste treatment in Croatia.</p> <p>We have program / plan of Municipality development including sustainable development. Strategy of development of island Krk have implemented sustainable development, as well as Regional strategy for sustainable development. Strategy of the island is to be first island CO2 neutral in the Mediterranean as well as to be energy neutral.</p>
PM_I2	<p>Island of Krk have 7 Municipalities but only one Communal company responsible for water and waste. They are best example of synergies at the island and they took the lead in sustainable development of the island and with EU projects island Krk became best example in waste treatment in Croatia. Furthermore they are now working on different sustainable projects such as electro cars, island to be self-sufficient and CO2 neutral etc.</p>
PM_I3	<p>Actually, we are focused on mobility with bike lanes and green ways, together with Consorci Vies Verdes. This connectivity is much valued for tourists who want to visit our surroundings or move from one village to another. The next pass is to develop intelligent bike lane who put much more value to these lanes with videos via app</p>
PM_I4	-
PM_I5	<p>Can you give us examples of good practices on sustainable development? Based on the urban planning plan. These examples are for example an collaboration with the 8 villages implicated in the natural park. All sustainable decisions are made with these public administrations and the 45 private villages.</p> <p>Another example is the recovery of La Platera, written in the urban planning plan, who took down a built and recognized area to recover a wetland area, developed with Life's projects of the EU.</p>
PM_I6	<p>We have plenty of good practices which we aren't able to sell good enough. We don't have the capacity to explain our sustainable policies. Nobody explains clear enough their effort. Albanya Park is a good example, as Cerdanya Park, but there is still a big gap in this information. Big OTA's a Thomas Cook or big companies have their special sustainable page on their website, but here we still have this big.</p> <p>Maybe our association network should be a great impulse to push companies to communicate.</p>
PM_I7	<p>The redesign of the strategy plan of Catalunya should be a huge pas which defines our tourist sustainable future. We needed a roadmap to develop a sustainable future.</p>
PM_I8	<p>At the state level, various projects funded by the respective state governments have been implemented to promote sustainability at campsites. For example, a label has been developed by Ecocamping for climate-friendly operation. So far, 17 campsites have participated. In order to go more broadly, a more graduated approach will be taken in the future, and a low-threshold variant will be added.</p>
PM_I9	<p>As the federal association of the caravan trade, the DCHV is involved in the work of the DTV (German Tourism association). With the aim of helping to shape the political framework conditions for camping and caravanning tourism at federal level.</p>
PM_I10	<p>The topic of sustainability is anchored in our state tourism strategy as a cross-sectional task. An excerpt:</p> <p><i>In June 2016, the state government adopted the first sustainability strategy for North Rhine-Westphalia was adopted. In doing so, it became the first German state to commit to implementing the global sustainability goals of the New York UN Summit and, to this end, defined a target and indicator system for key fields of action. In 2019, this strategy is to be revised, in particular to improve its meshing with the new German Sustainability Strategy of 2017. Tourism in North Rhine-Westphalia also offers diverse starting points in all three dimensions. Under ecological sustainability, fields such as the sustainable use of natural space and increasingly also that of cultural space, the development of nature and active</i></p>



	<p>offerings, the role of large protected areas against the background of tourism and regional development, energy and resource consumption, waste and traffic pollution and thus sustainable mobility as well as regional products etc. can be summarized. Social sustainability is particularly concerned with the employees and the local population, working conditions, and compatibility or acceptance issues in tourism. Economic sustainability focuses on prices, costs prices, costs and investments.</p> <p>Accordingly, Tourismus NRW e.V. pursues the topic of sustainability at all levels.</p>
PM_I11	<p>My company camping.info is specifically working on the digitalization of camping tourism. The goal is to provide potential guests with the best results according to their needs. The core element of our efforts is the creation of a digital infrastructure, which allows the guest to see live availability and prices of the individual campsites and to enable online booking throughout. By this we are working on the future viability of camping tourism and try to make the comfort for the guest in the vacation planning competitive with other forms of vacation.</p>
PM_I12	<p>ADAC Camping GmbH presents the coveted ADAC Camping Awards every year. In 2019, the new, fourth category 'Sustainability &amp; environmental awareness' was introduced to bring the topic into the awareness of the industry. In addition, ADAC Camping GmbH publishes the EcoCamping certified campsites in all media (<a href="http://www.pincamp.de">www.pincamp.de</a>, ADAC Camping Guide, etc.).</p>

#### Q5. New insights from campsites' managers

ID	Answers
PM_I1	Yes, they can. They are members of tourist boards and co-create tourism policy. Since major is also president of tourist board, they can strongly influence general and sustainable development of municipality.
PM_I2	Yes, definitely. Educated persons in high position in destination have strong influence on general development specially in small villages and towns as ones at the island.
PM_I3	Sure, actually there isn't a big collaboration and often we are positively surprised of their ideas.
PM_I4	The long history of Girona's campsites in their commitment to sustainability and quality is internationally known and recognized. The most recent recognition has been obtained by the La Ballena Alegre campsite, which has received the prestigious European Solar Prize Award 2020. In this sense, we can say that the evidence supports them and I have no doubt that their contribution of new knowledge on sustainable development and sustainable destination strategy at CampMaster will be of great technical and practical value to students.
PM_I5	Yes, off course. They are already doing it and we listen a lot to their ideas. We achieved campsites who open all year which is difficult in the Costa Brava and they rely a lot on sustainability to work all year around. Their ideas are successful awarded by international camping awards.
PM_I6	They should implant their policies in their value chain, in their suppliers and supplies they acquire, as in their human resource policies.
PM_I7	Not a specific sector, but a private partner, as they know better the demand and the products. But not different as another sector. There was as first intent of developing a postgraduate degree in campsite development but URV. We should contact TGN to see their insights, their training lasted 2 years, promoted by Berta Cabré.
PM_I8	Yes, because they have the concrete experience of implementing such measures.
PM_I9	Absolutely. In my opinion, camping tourism can bring completely new perspectives and aspects to the tourism policy development of a region. The differences between camping tourism and 'classic' tourism (hotels, vacation apartments/houses) can provide new, creative impulses for tourism promotion in the destinations.
PM_I10	The more knowledge there is in the industry, the better the tourism industry can develop. In principle, however, there is not much cooperation with individual businesses or managers, but they cooperate with Tourismus NRW e.V. via the regions.



PM_I11	Of course, just the local perspective as well as the local networks can mean interesting perspectives.
PM_I12	Yes, by confronting guests who spend a comparatively long time at the campsite with the issue, generating understanding and possibly initiating a change in awareness.

#### Q6. Involvement managers in policy-making

ID	Answers
PM_I1	Yes, I would. Their knowledge can be very valuable.
PM_I2	Yes, I would. Their experience and knowledge could be used in many ways.
PM_I3	Yes, very much. they know better the sustainable desires of the future tourists.
PM_I4	Certainly! Their knowledge and experience represent a great asset for decision-making and the implementation of tourism policies.
PM_I5	-
PM_I6	Of course, they are the first interested in this policy so they can promote and sell better their accommodation products with the added sustainable value.
PM_I7	-
PM_I8	Yes, this is useful in any case
PM_I9	Absolutely yes, they are the experts.
PM_I10	We basically try to involve our partners, among other things, through knowledge exchange. To this end, Tourismus NRW e.V. works closely with the regions and service providers in various working groups at the federal state level and at the state level. The experience and knowledge of our partners also plays a role in how we act vis-à-vis politics.
PM_I11	In my view, campground managers need to be an integral part of policy making.
PM_I12	Yes, individual dedicated managers can make a valuable contribution.

#### Q7. Knowledge needed from campsites managers for policy-making

ID	Answers
PM_I1	They should know: Eco management, Urbanity planning, Master planning, Development strategies of the destination, Decision making process in the destination development, management of accommodation capacity, beach management, traffic management, trends and competitions knowledge
PM_I2	Eco management, Urbanity planning, Development strategies, Master planning, Development strategies of the destination, Decision making process in the destination development
PM_I3	More knowledge of local sustainable policies and European projects so they can participate more. Often, we start huge projects without private participation because of the unknowledge.
PM_I4	-
PM_I5	Local development is important, as campsite management is very transversal. But they should have more insights in urban policy and urban planning, as campsites are important players in the urban development of the municipality. Sometimes they don't understand why they can and they can't develop certain projects. And like this they will have a better sustainable view.
PM_I6	A technical education, a knowledge of the demands and markets, a great view in trends abroad and communication habits. But also, the need a global knowledge of destinations, as they often don't collaborate with the destination neither with their partners. They need to implant indicators to measure their impacts of their sustainable policies.
PM_I7	Maybe there isn't enough sustainable content in tourism degree, but although they have the knowledge if they don't have the will the never will do. They should be aware of the need so they have the will to collaborate.



PM_I8	Helpful for their work are application examples from other campsites. What has worked well? Where were these problems? If there are theoretical elaborations on possible solutions, it would be helpful to share them.
PM_I9	I do not presume to make any statements about this - I am not a tourism expert.
PM_I10	Campsite managers can use the offers of the state association to orient themselves along the state tourism strategy in their work processes. The customer is very important here: Combining nature-based recreation with sustainable travel behavior is becoming important to more and more people. It is good to look at the figures and trends if you want to develop your business successfully.
PM_I11	You must have sound knowledge in the field of gastronomy and accommodation of guests, ideally paired with good business management skills. In addition, a local network in politics is of great importance in order to be able to exert a formative influence on the development of the region and destination. Knowledge in the field of digitalization, especially regarding management programs and communication media should also be available as comprehensively as possible. Especially in the future, the efficient organization of the campsites by means of networked software will become one of the central tasks of a campsite manager.
PM_I12	In addition to technical knowledge, they should develop an understanding of the relevance of the topic. Relevance both socially and in business terms, because you can also earn good money with sustainable tourism.

#### **Q8. Improvement quality campsites and quality of the destination**

ID	Answers
PM_I1	Yes, they do very much! We are witnessing in Baška that after the biggest campsite has become Superplatz there are big changes in the destination – new guests, longer opening, better beach management etc. Besides, guests of campsites are sustainable minded – have different culture and oriented toward sustainability and they influence the destination in the same way.
PM_I2	Absolutely!
PM_I3	Of course, the quality of the tourist and their requirements/desires each time asks more sustainable quality. As public institution we can offer infrastructure but it requires good will and collaboration of the private sector as campsites to achieve a higher quality destination.
PM_I4	The contribution of the camping sector in the development of the quality level of a destination is a process that is progressing.
PM_I5	Of course, the more quality has the campsite betters the destination. A good sustainable managed campsite brings added value to the destination.
PM_I6	Of course, absolutely. Definitely here in Catalonia where we have a huge amount of camping business and they represent a high international quality level.
PM_I7	This is cause-reaction. Finally, if the tourism system isn't fed by quality companies, there is no quality destination. If we want to talk about excellence, reputation, etc. we need private companies who offer those, because a destination doesn't offer any services that can be valued. So, we need quality services to improve these aspects.
PM_I8	In any case, better quality campsites also improve the quality of the destination.
PM_I9	Yes, camping is becoming more and more popular and will therefore be able to make a significant contribution to the quality development of destinations in the future.
PM_I10	YES. Every quality development, no matter how small, in a business or in a segment makes a valuable contribution to quality development in NRW tourism.
PM_I11	The two developments are interrelated and, in my view, cannot be viewed separately.
PM_I12	Absolutely. In quite a few destinations, camping tourism is a major driver of innovation and turnover for the destination.