

European Family Summer Camp — Evidence-Based Founder Feasibility Report

Supplier discovery, two-city bake-off, economics, legal architecture, and paid-demand validation

Prepared from independently checkable public sources. No supplier inquiry, reservation, contract, booking, payment, or private-account access occurred.

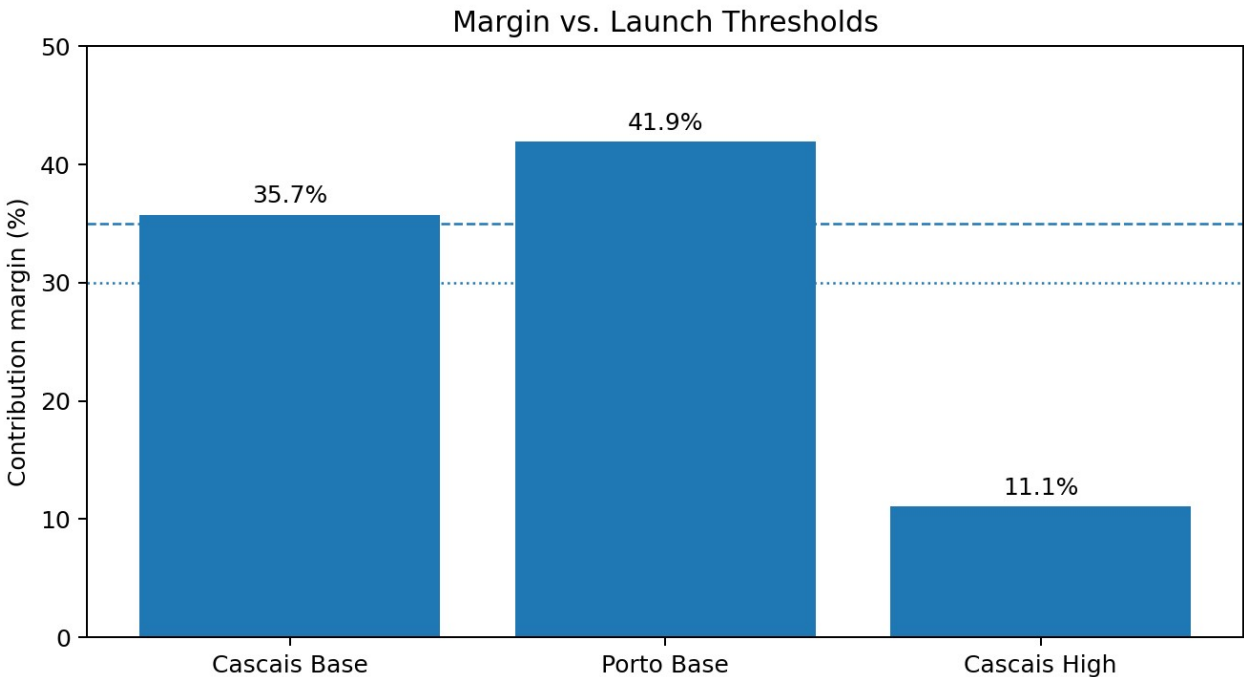
Executive decision

Decision: CONDITIONAL BUILD

Do not select a city or collect customer money yet. Run a same-scope written-bid bake-off between the Cascais–Oeiras coast and Porto–Foz–Matosinhos. Porto is the current economic leader; Cascais is the current premium-brand leader. Launch only if legal, supplier, insurance, inventory and paid-demand gates all pass.

The business is plausible, but the proposed late-hours child program is not an off-the-shelf Portuguese camp product. Public camps establish operator supply, retail price anchors, ages and normal hours; none found publishes the proposed 21:30 weekday finish. That gap is the product differentiator and the central execution risk.

- **Launch window:** 4 July–1 August 2027; camp 5–30 July. The July start avoids relying on local primary-school availability before the official 30 June 2027 term end. [S05]
- **MVP:** 18 families, approximately 30 children, ages 6–12, four weeks.
- **Child schedule:** Monday–Thursday 13:30–21:30; Friday 13:30–18:30, with optional late Friday care priced separately.
- **Operating model:** Portuguese RNAVT organizer/merchant of record + IPDJ-registered camp operator + licensed/insured specialist vendors; U.S. brand owns positioning and community.
- **Demand proof:** Paid, fully refundable €250 priority reservations held by a compliant merchant of record. Free waitlists, likes, DMs and Instagram interest do not count.



What changed after replacing assumptions with public evidence

Earlier premise	Public discovery finding	Revised decision
Cascais as predetermined launch city	Central/high-season Cascais retail housing can be far above viable unit economics; Porto has materially lower public 2BR anchors and several group-oriented	Run Cascais and Porto as equal RFP tracks.

	operators.	
Late camp treated like a normal supplier quote	Public camps generally finish around 16:00–18:30. No public equivalent to 21:30 was found.	Price the late program bottom-up, then replace it with a custom IPDJ-operator bid.
Late-June start	Portuguese public preschool and first-cycle classes run through 30 June 2027.	Start 4 July; camp starts 5 July.
Single-apartment listings prove housing	They prove only price points, not 18 units, cluster geography, cancellation terms or July 2027 availability.	Require a unit-by-unit written inventory matrix.
Category interest proves demand	Market statistics establish a plausible audience, not willingness to pay €13.9k–€15.4k.	Use paid/refundable reservations and signed contracts.
Brand can accept deposits directly	Bundling housing, camp and activities is package-travel sensitive; U.S. seller-of-travel rules can also matter.	No money until fixed-scope Portuguese and U.S. legal review clears fund flow.

Evidence standard

Every material input in the financial model is labeled using the following hierarchy:

Class	Meaning	Permitted use
Observed	Official law/registry or a public supplier price, schedule, capacity statement or listing.	Can establish existence, legal requirements and a price anchor. It does not establish 2027 availability or negotiated group terms.
Derived	Arithmetic built from observed facts, such as staffing ratios, hours, public wages or scenario formulas.	May support a bounded planning range; must be replaced by a written bid before commitment.
Estimate	A reasoned range where no exact public analogue exists.	Only acceptable with a hard cap and an identified proof step.
Unknown	No reliable public evidence for the exact fact pattern.	Must be resolved before the applicable gate.

Critical limitation

Public discovery can identify capable-looking suppliers and defensible ranges. It cannot verify July 2027 inventory, commercial appetite, custom late-hours delivery, final insurance exclusions, tax treatment or contract enforceability.

Product definition

Element	Founding product
Dates	Arrival Sunday 4 July 2027; camp Monday 5 July–Friday 30 July; departure Sunday 1 August.
Families	18 target; 15 signed-family absolute launch floor.
Children	Approximately 30; ages 6–12 only in year one.
Core hours	Mon–Thu 13:30–21:30; Fri 13:30–18:30.
Meals	Afternoon snack and dinner Mon–Thu; Friday snack and

	early meal/packed option subject to bid.
Housing	Independent 2BR family apartments with kitchen, reliable Wi-Fi, child-safe setup, utilities and cleaning included.
Parents	Optional coworking, two adult/community anchors weekly, local orientation, concierge channel and date-night add-on.
Families	Opening and closing events, one weekly family activity, curated weekend guides; major weekend excursions optional.
Customer promise	Live in Portugal for a month while maintaining an Eastern/Central-compatible or flexible U.S. work schedule.

Time-zone truth

Portugal summer time is five hours ahead of U.S. Eastern and eight hours ahead of Pacific. The proposed 13:30–21:30 local window corresponds to approximately 08:30–16:30 Eastern and 05:30–13:30 Pacific. A genuine 09:00–17:00 Pacific workday would require childcare to roughly 01:00 local time and is not a credible mass-market camp promise.

Defensible positioning

Do not advertise “work your normal U.S. day from Europe” without qualification. Advertise a product for Eastern/Central schedules, flexible founders, asynchronous professionals and families able to shift work earlier.

Destination bake-off

Destination	Weighted score	Role	Public-evidence interpretation
Cascais-Oeiras Coast	90.0	Primary premium RFP track	Strongest premium/partner ecosystem; housing cap is the critical risk.
Porto-Foz-Matosinhos	88.7	Primary value RFP track	Better economics; good public camp and furnished housing supply; premium positioning and clustered scale require bids.
Valencia	82.1	Plan C only	Excellent camps but one hour worse U.S. overlap and separate Spanish legal stack not yet researched to Portugal depth.
San Sebastian	74.4	Premium future cohort	Excellent local camp analogue and strong appeal; expensive constrained housing and weaker airport access.

The numerical score is a decision aid, not a fact. Cascais and Porto are close enough that supplier bids and paid price conversion should decide the launch city.

Track A — Cascais-Oeiras coast

- **Strengths:** Lisbon airport, coastal identity, international-school/camp supply, established family destination, premium brand fit.
- **Weaknesses:** High-season housing can destroy margin; central Cascais should not be the footprint assumption.
- **Procurement zone:** Cascais, Estoril, Monte Estoril, Parede, Carcavelos and Oeiras, subject to travel-time limits.
- **Base housing cap:** €3,650 average per 28-night family unit; at least 12 units at or below cap; remaining premium units no more than €4,200 absent repricing.
- **Custom camp cap:** €1,600 per child all-in for the required hours, meals, insurance and core activities.

Public evidence: [S13–S24, S57–S60, S71, S74, S85]

Track B — Porto-Foz-Matosinhos

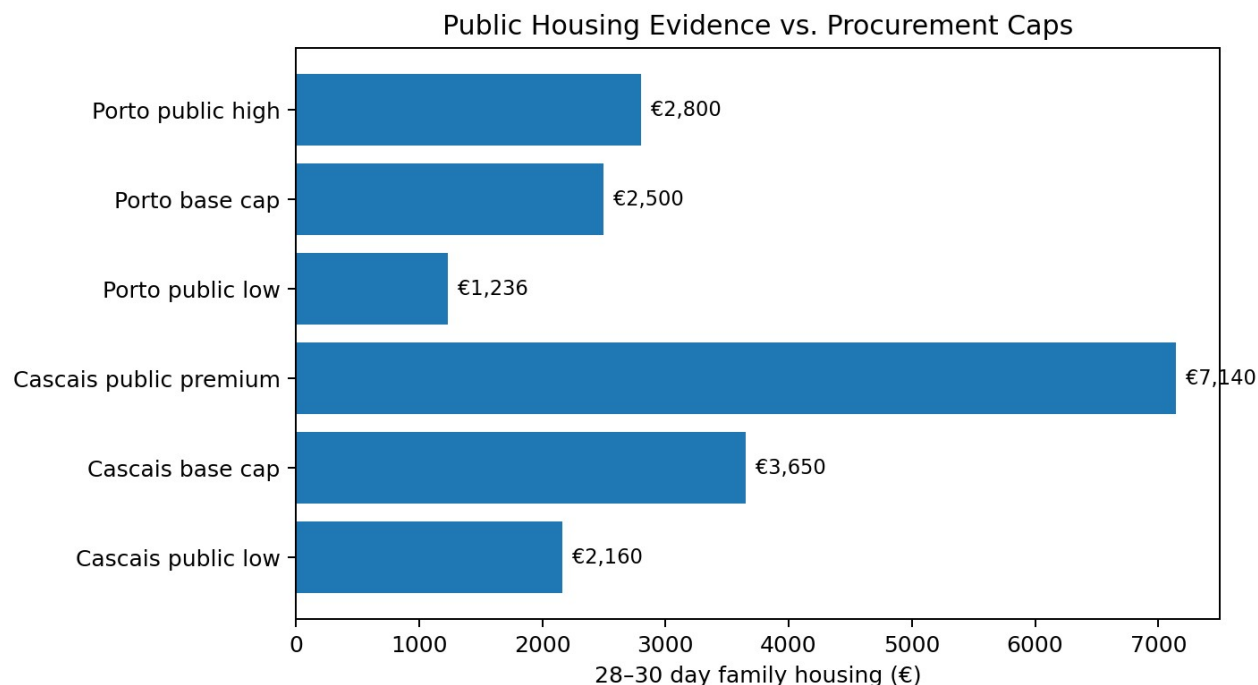
- **Strengths:** Lower public furnished-housing anchors, credible university/English/surf camp supply, Atlantic coast, airport/metro access, stronger base economics.
- **Weaknesses:** Premium positioning and clustered family inventory need proof; camp and housing may be geographically dispersed.
- **Procurement zone:** Porto centre/Boavista/Foz, Matosinhos and Leça da Palmeira, with a transport plan.
- **Base housing cap:** €2,500 average per 28-night family unit.
- **Custom camp cap:** €1,500 per child all-in.

Public evidence: [S25–S34, S53, S62–S68, S70, S72–S73, S82–S84, S86]

Public housing discovery

Track	Public supplier/listing	Observed public evidence	What it proves / does not prove	Source
Cascais	BeGuest Cascais Inn	€2,200/month	Single unit; useful low anchor, not July group inventory	S57
Cascais	Parede family apartment	€2,700/30 days	Supports broader coast; single listing	S23
Cascais	Vila Bicuda T1	€7,140/28 nights at 2026 high-season public retail	79-villa scale signal; requires major discount	S20–S21
Cascais	Vila Bicuda T2	€11,620/28 nights at 2026 high-season public retail	Not viable at retail	S20–S21
Cascais	NAMA Carcavelos	45 planned residences	Potential single-site solution; opening and 2027 availability uncertain	S22
Cascais	Casa de Limão Parede	Three 2BR units; public €300/night	Micro-cluster only; retail far above cap	S74
Porto	Feel Corporate Housing Campanhã	€1,236 average/30 days	Low public anchor; date/scale not proven	S65
Porto	Boavista 2BR	€1,730 average/30 days	Supports Porto base range	S31
Porto	Uniplaces Bonfim 2BR	€1,960 published July 2026 monthly rate	Date-specific historical anchor	S66
Porto	Modern Cedofeita 2BR	€2,800 average/30 days	Upper public benchmark	S30
Porto	Vibrant Host	Eight apartments	High-priority RFP lead;	S72

		marketed for groups; public examples	family rate and inventory unknown	
Porto	Oporto Maison	Multiple serviced- apartment buildings; “from” rate public	Cluster lead; July quote required	S33–S34, S86



Housing conclusion

Porto has the stronger public cost evidence. Neither city has publicly demonstrated an 18-unit July 2027 cluster. A written inventory schedule—not a verbal capacity claim—must list every unit, bedrooms, occupancy, address, walking/transit time, tax, cleaning, utilities, cancellation and payment dates.

Public camp supplier discovery

Track	Supplier	Observed public product	Registry status	Interpretation	Source
Cascais	Camp Go	08:30–17:30; €60/day	IPDJ 515/DRLVT	Credible operator; custom late bid required	S13,S71
Cascais	Carcavelos Tennis	08:30–18:00; ~€950/4 weeks	IPDJ 413/DRLVT	Strong normal-hours anchor	S14,S71
Cascais	Prime School	09:00–16:00; €300/week	SPRINGDOMAIN 410/DRLVT	International fit; no late product	S15,S71
Cascais	King's Cascais	08:30–16:30; €290/week	Legal organizer to confirm	Facility/brand option	S16
Cascais	Wave Riders	09:30–17:30; €235/week	Specialist proof required	Surf component, not sole camp	S85
Porto	U.Porto CDUP	€155/week; food, insurance, sports kit included	IPDJ 253/DRNorte	Excellent low-cost benchmark; daily hours not public	S70,S83
Porto	Surfing Life	09:00–18:00; €250/week with	IPDJ 25/DRNorte	High-priority custom-	S70,S82

		lunch; paid extensions public		bid candidate	
Porto	British Council	Arrival 09:00; pickup by 18:00; €195/week	Underlying organizer to document	English component; late extension required	S84
Porto	Juvigo Multi Camp listing	08:30–18:30; from €190/week	Marketplace listing only	Useful schedule/price anchor	S68

Camp conclusion

Public normal-hours retail is roughly €620–€1,200 per child for four weeks, depending on supplier. The proposed late-hours all-in model is estimated at €1,450 Porto / €1,550 Cascais, with hard bid caps of €1,500 / €1,600. These figures are derived, not quotes.

Custom late-hours camp cost build

Cost block	Public evidence / derivation	Planning implication
Staffing	Portuguese law and IPDJ materials require a coordinator and age-based monitor ratios; mixed ages 6–12 create conservative staffing needs. [S01–S03]	Bid must show roster, ratios by activity, employment status and backup coverage.
Wages	Portugal's 2026 minimum monthly wage is €920; qualified bilingual, late-shift staff should be budgeted above minimum. [S69]	Do not base service quality on minimum wage alone.
Employer cost	Public Portuguese Social Security guidance lists a 23.75% employer contribution benchmark. [S06]	Camp operator, not U.S. brand, should employ/manage monitors.
Meals	Four dinners/week plus snacks materially exceed normal day-camp catering.	Require menu, allergy process, food operator and per-child unit rate.
Insurance	Camp personal-accident and operator cover are mandatory/available; hazardous activities need endorsements. [S04,S79–S80]	Insurance must be included in camp bid with certificate and exclusions.
Late shift	No public operator publishes the 21:30 finish.	Custom premium and transport/safeguarding plan are unavoidable.

Legal and operating architecture

The public-law research indicates a package-sensitive product: accommodation, camp and other travel/tourist services are marketed together at an inclusive price. The exact classification, organizer identity, fund flow and tax treatment require fixed-scope Portuguese advice before any reservation payment.

Party	Recommended responsibility	Evidence/gate
U.S. brand company	Brand, marketing, customer insight, community design, partner QA and content. No direct customer fund collection before legal clearance.	U.S. seller-of-travel/privacy advice; Portuguese opinion on marketing/referral boundary.
Portuguese RNAVT organizer / merchant of record	Customer contract, package disclosures, funds, refunds, supplier contracts, assistance, tax/TAMS treatment and	Current RNAVT entry, liability policy, FGVT status and written MoR bid. [S75–S77]

	insolvency/RC framework.	
IPDJ-registered camp operator	All child programming, staff, ratios, safeguarding, meals, venue, camp insurance, records and emergency operations.	Official registry record, prior communication evidence and complete custom bid. [S02,S70–S71]
Specialist vendors	Surf, transport and excursions under their own registrations, qualified staff and insurance.	Certificates, endorsements and contracts in organizer chain.
Housing suppliers	Licensed lodging, exact unit inventory, services, safety and cancellation terms.	Unit matrix and registration evidence.

Public evidence: [S01–S12, S75–S78, S87]

Public RNAVT discovery

Candidate	Observed registry/coverage evidence	Current limitation
Door Travel / D Travel	RNAVT 5243; public registry snapshot showed liability and FGVT information.	Coverage must be current for July 2027; no commercial quote.
Travel Store	RNAVT 2229; public registry snapshot.	Renewal timing and MoR appetite unverified.
Be In Travel	RNAVT 8116; public registry snapshot.	No quote or appointment.
Viagem à Vista	RNAVT 3840; public registry snapshot.	No quote or appointment.
Lisboa Sightseeing	Publicly markets DMC/group capability and an RNAVT number.	Official registry, insurance and exact legal entity must be reverified.

Official public benchmarks show an RNAVT registration fee and an initial guarantee-fund contribution, but those statutory costs do not establish a commercial organizer fee. The model retains an 8%–15% DMC/organizer range and a 10% base cap until same-scope bids arrive. [S75–S77]

Insurance evidence

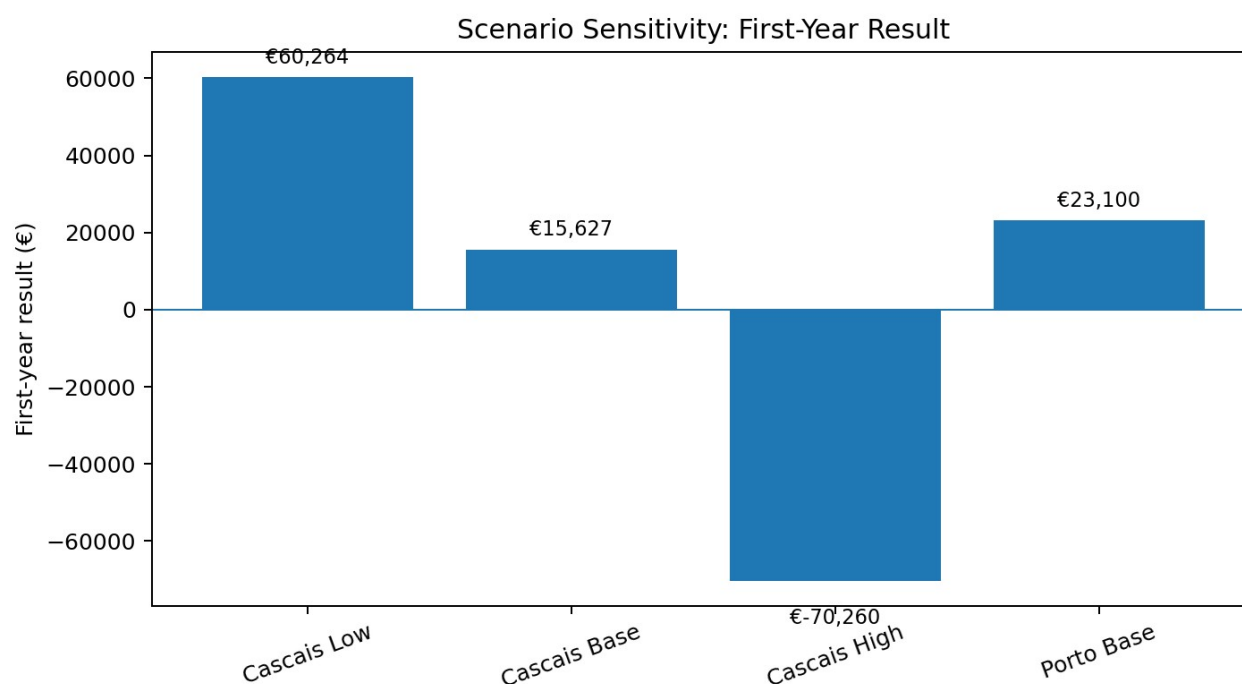
Layer	Public evidence	Decision treatment
Camp personal accident	Mandatory framework and public historical pricing/coverage examples exist. [S04,S79]	Included in camp bid; policy schedule must cover dates, participants and activities.
Camp/operator liability	Public Portuguese tourist-animation/holiday-camp products exist. [S80]	Operator certificate and exclusions required.
RNAVT organizer liability/guarantee	Official registry framework requires liability/guarantee protections. [S75–S77]	Organizer must maintain cover through the cohort.
U.S. brand GL/E&O	No public quote matches U.S. marketing + minors + Portugal + package-sensitive product.	Model range €2,000–€6,000; must be replaced by bindable underwriting.
Surf, motor, food, cyber	Potential exclusions and separate vendor policies.	Each activity/vendor must be specifically scheduled or endorsed.

Insurance conclusion

The statutory camp policy itself is unlikely to be the major cost. The material unknown is cross-border brand/program liability, defense territory, U.S. claim exposure and hazardous-activity exclusions.

Economics

Scenario	Families	Revenue	Variable cost	Contribution margin	First-year result	Break-even families
Cascais low	18	€258,800	€128,536	50.3%	€60,264	9.7
Cascais base	18	€263,400	€169,273	35.7%	€15,627	15.0
Cascais high	18	€268,000	€238,260	11.1%	–€70,260	60.5
Porto base	18	€237,600	€138,000	41.9%	€23,100	13.8



Base-case pricing is a market test, not validated demand: Cascais €13,100 for two adults + one child and €15,400 for a family of four; Porto €11,800 and €13,900 respectively. Airfare and most parent food are outside the program price.

- **Cascais base:** €263,400 revenue, 35.7% contribution margin, €15,627 first-year result and 15-family full first-year break-even.
- **Porto base:** €237,600 revenue, 41.9% contribution margin, €23,100 first-year result and 13.8-family full first-year break-even.
- **High-cost failure:** Cascais at €4,500 housing, €1,850 camp and 15% organizer fee collapses to an 11.1% contribution margin and a €70,260 first-year loss.

Economic rule

Do not “make it work” by hiding costs. If same-scope bids push contribution margin below 30%, or if full first-year break-even exceeds 15 signed families, stop or redesign.

Competitor and substitution pressure

Alternative	Public signal	Implication
Roam Collective	Public 2026 evidence indicates a five-week benchmark starting at €8,500 for one adult + one child, with additional-person pricing; Roam also reports a meaningful 2026 cohort. [S38–S39]	Proves category activity but not this product's price conversion.
Boundless Life	Public 2027 Sintra summer pricing starts materially below the proposed family price and includes housing/education/community in the starting package. [S40]	The product must win on late hours, camp experience, community and housing—not merely Portugal.
DIY Porto/Cascais	Public housing + normal day camp can be substantially cheaper.	Customer pays for coordination, late hours, community, risk reduction and ready-made peers.
Local camps	Retail normal-hours programs are inexpensive.	Late-hours extension is the value driver and cost driver.

The key commercial question is not whether families like the idea. It is whether enough families will pay the proposed premium over a DIY month and over packaged alternatives.

Demand evidence and validation

- **Addressable context:** U.S. official statistics show a large population of families with children and working parents, and Census data show a large work-from-home population. [S41–S42]
- **Pain evidence:** Recent Pew research reports meaningful difficulty finding summer care among working parents who need care for ages 6–12. [S43]
- **What this does not prove:** It does not prove international travel intent, four-week availability, willingness to pay, or compatibility with shifted work hours.

Paid reservation protocol

1. Complete the legal/MoR fund-flow gate before accepting any payment.
2. Publish both city concepts with exact dates, hours, inclusions, exclusions, price and refund terms.
3. Collect a €250 priority reservation that is fully refundable, credited to the program and held/refunded by the compliant merchant of record.
4. Count only cleared, unique, active customer payments. Exclude staff/founder friends given special terms, duplicates, free signups, survey responses and social engagement.
5. Required pace: 10 active paid reservations in 30 days; 20 in 60 days; 30–36 in 90 days.
6. Select the city using written supplier economics plus paid conversion, not founder preference.
7. Convert to signed program contracts; require at least 15 signed families by 31 January 2027.

Validation rule

A free waitlist may help build an audience, but it contributes zero to the launch gate.

Hard launch gates

Gate	Pass standard	Deadline logic
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Portuguese legal/tax	Fixed written opinion for package classification, organizer, TAMS/VAT, camp boundary, employment/PE, lodging, minors/privacy and consumer terms.	Before marketing a paid reservation
U.S. legal	Written treatment of CA/FL/WA seller-of-travel exposure, refundable reservation collection, privacy and marketing/referral structure.	Before taking money
RNAVt/MoR	Current registry, RC policy, FGVT, MoR function, English customer terms, refund SLA and fee $\leq 10\%$ absent repricing.	Before reservation launch
Camp	IPDJ registration; custom full-scope bid; staff/ratios; safeguarding; venue; meals; insurance; transport; emergency plan.	Before selecting city
Housing Cascais	18 units, average $\leq \text{€}3,650$; exact matrix; acceptable clustering/cancellation.	Before material commitment
Housing Porto	18 units, average $\leq \text{€}2,500$; exact matrix; acceptable clustering/cancellation.	Before material commitment
Insurance	Bindable cross-border brand/program terms and all vendor certificates/endorsements.	Before sale
Economics	Contribution margin $\geq 35\%$ target, 30% absolute floor; full first-year break-even ≤ 15 families.	After bid normalization
Paid demand	10/30d; 20/60d; 30–36/90d; ≥ 15 signed by 31 Jan 2027.	Before nonrefundable inventory
Working capital	Nonrefundable supplier exposure fully covered by collected, legally usable customer capital plus reserve.	At every commitment

Recommended execution sequence

8. Issue identical RFPs to the Cascais and Porto camp, housing and RNAVt shortlists.
9. Commission fixed-scope Portuguese legal/tax review using the included legal brief; in parallel commission U.S. seller-of-travel/privacy review.
10. Normalize written bids into the workbook. Reject incomplete supplier responses rather than filling gaps with optimism.
11. Obtain bindable insurance indications for the exact fact pattern and activity set.
12. Run a legal-compliant paid/reservable two-city price test.
13. Choose the city only if both its supplier economics and its paid conversion pass.
14. Secure conditional inventory with staged deposits tied to signed-family thresholds.
15. Reach 15 signed families by 31 January 2027 or stop.
16. Run final supplier verification, safeguarding, emergency and customer-onboarding work.

The free work now complete is public discovery: supplier names, public prices, official registration evidence, public law/regulator sources, model ranges and fail gates. The next evidence is inherently non-public and must be generated through written bids, fixed-scope advice, underwriting and paid reservations.

Founder decision

Current recommendation

Proceed to procurement and legal validation, not to launch. Porto is the first economic choice if it can support a coherent family cluster and premium customer experience. Cascais remains viable only if coastal inventory

averages at or below €3,650 and the late camp stays at or below €1,600 per child. Select neither if paid demand or legal/safety gates fail.

Appendix A — Key model inputs

Category	Input	Low	Base	High	Evidence class	Source
Cohort design	Families	18	18	18	Design choice	Founder design
Cohort design	Children	28	30	32	Estimate	Derived planning range
Pricing - Cascais	Base family price (2 adults + 1 child)	13100	13100	13100	Test price	Pricing hypothesis informed by Roam benchmark [S38-S39]
Pricing - Cascais	Additional child price	2300	2300	2300	Test price	Derived
Pricing - Porto	Base family price (2 adults + 1 child)	11800	11800	11800	Test price	Derived
Pricing - Porto	Additional child price	2100	2100	2100	Test price	Derived
Housing - Cascais coast	28-night family unit	3000	3600	4500	Estimate from public inventory	S20-S24,S57-S60,S74
Housing - Porto	28-night family unit	1900	2400	3200	Estimate from public inventory	S29-S34,S62-S66,S72-S73,S86
Camp - Cascais coast	4-week normal-hours public retail	486	1000	1200	Observed range	S13-S19
Camp - Porto	4-week normal-hours public retail	620	780	1000	Observed range	S25-S28,S70,S82-S84
Camp - Cascais coast	Custom late-hours camp all-in	1350	1550	1850	Derived estimate	S01-S06 and supplier range S13-S19
Camp - Porto	Custom late-hours camp all-in	1250	1450	1750	Derived estimate	S01-S06 and S25-S28
Organizer/DMC	Fee on supplier spend	0.08	0.1	0.15	Market estimate	S49-S52 and market benchmark
Payment	Blended processing cost	0.01	0.024	0.033	Derived from public pricing	S44-S45
Tax reserve	VAT/TAMS reserve	0.0075	0.015	0.03	Provisional reserve	S07-S08
Customer acquisition	CAC	600	900	1500	Test assumption	Requires paid campaign
Community	Events/programming	350	490	700	Estimate from public activities	Municipal and supplier discovery
Transfers	Airport transfer allocation	120	150	180	Estimate from public retail	S48
Transit	Local transit allocation	50	60	80	Observed/estimated	S47
Legal	Fixed-scope Portuguese legal/tax review	3075	7500	14760	Derived estimate	S81 plus fixed-scope quote required
Legal	U.S. seller-of-travel/privacy review	3000	4000	6000	Estimate	S10-S12
Insurance	Brand/program insurance allocation	2000	4000	6000	Estimate	S04,S79-S80 + written underwriting

Appendix B — Public source register

ID	Category	Source	Type
S01	Portugal camp law	Decree-Law 32/2011 - holiday camp organizer regime	Official law
S02	Portugal camp registration	IPDJ - Registration of Holiday Camp Organizers	Official regulator
S03	Portugal camp staffing	IPDJ - Ferias em Movimento program and staffing support benchmarks	Official regulator
S04	Portugal camp insurance	Portaria 629/2004 - mandatory camp insurance minimums	Official law
S05	Portugal school calendar	Despacho 8368/2024 - school calendars through 2027-28	Official law
S06	Portugal employer costs	Portuguese Social Security - employer contribution 23.75%	Official regulator
S07	EU tourism rules	Your Europe - tourism business, package travel and VAT margin scheme	Official EU
S08	Portugal package travel	Decree-Law 17/2018 - package travel and linked travel arrangements	Official law
S09	EU package travel	European Commission - Package Travel Directive	Official EU
S10	California seller of travel	California Attorney General - Seller of Travel	Official regulator
S11	Florida seller of travel	Florida FDACS - Sellers of Travel	Official regulator
S12	Washington seller of travel	Washington Department of Licensing - Sellers of Travel	Official regulator
S13	Cascais camp supplier	Camp Go 2026 at IPS Cascais	Supplier
S14	Cascais camp supplier	Carcavelos Tennis School - Summer Camp	Supplier
S15	Cascais camp supplier	Prime School Summer Camp 2026	Supplier
S16	Cascais camp supplier	King's College School Cascais Summer Camp	Supplier
S17	Cascais camp supplier	Shaka Surf Camp Cascais	Supplier
S18	Cascais camp supplier	Anima Park ATL and holiday camps	Supplier
S19	Cascais camp supplier	Oeiras Sports Holiday Program	Municipal program
S20	Cascais housing	Vila Bicuda official site	Supplier
S21	Cascais housing	Vila Bicuda public 2026 high-season retail rate listing	Public reseller
S22	Cascais housing	NAMA House Carcavelos - 45 serviced residences	Supplier/development
S23	Cascais housing	Flatio Parede furnished family apartment	Public listing
S24	Cascais housing	Portugal Portfolio Cascais coast inventory	Property manager
S25	Porto camp supplier	British Council Porto Summer Courses 2026	Supplier
S26	Porto camp supplier	University of Porto Sports Holiday Camp 2026	University supplier
S27	Porto camp supplier	Surfing Life Club Porto Kids Camps 2026	Supplier
S28	Porto camp supplier	CCD Porto Holiday Camps 2026	Supplier
S29	Porto housing	Flatio Feel Corporate Housing Marques II	Public listing
S30	Porto housing	Flatio Modern 2BR Cedofeita	Public listing
S31	Porto housing	Flatio BoaVista 2BR apartment	Public listing

S32	Porto housing	Flatio VIVA Republica 2BR serviced apartment	Public listing
S33	Porto housing	Oporto Maison serviced apartments	Supplier
S34	Porto housing	Oporto Maison Alves da Veiga apartments	Supplier
S35	Valencia camp supplier	American School of Valencia Summer Program 2026	Supplier
S36	Valencia camp supplier	Valencia Tennis Academy Summer Camp 2026	Supplier
S37	Valencia camp supplier	Valencia CF Summer Camp 2026	Supplier
S38	Competitor	Roam Collective official site	Competitor
S39	Competitor	Roam / ilo published terms	Competitor terms
S40	Competitor	Boundless Life public pricing	Competitor
S41	Demand	BLS - employment in families with children, 2025	Official statistics
S42	Demand	U.S. Census - work from home inequalities	Official statistics
S43	Demand	Pew - parents' summer childcare difficulty, 2026	Research
S44	Payments	Stripe Portugal pricing	Supplier
S45	Payments	Stripe U.S. pricing	Supplier
S46	Coworking	Cowork Cascais pricing	Supplier
S47	Transit	MobiCascais fares and passes	Municipal supplier
S48	Transfers	Airport City Transfer Cascais pricing	Supplier
S49	RNAVTD/DMC	Lisboa Sightseeing DMC and group services	Supplier
S50	RNAVTD/DMC	Portugal Travel Concierge white-label DMC	Supplier
S51	RNAVTD/DMC	LIMITS DMC Cascais	Supplier
S52	RNAVTD/DMC	Citravel Portugal DMC	Supplier
S53	Legal pricing	CoreLegal public business legal retainer pricing	Legal supplier
S54	Insurance discovery	Ponto Seguro holiday camp insurance	Insurance broker
S55	Insurance discovery	Generali holiday camp / ATL insurance	Insurer
S56	Insurance discovery	BIS Allianz tourist animation liability insurance	Broker
S57	Cascais housing	BeGuest Cascais Inn 2BR monthly listing	Public listing
S58	Cascais housing	Flatio Estoril Beach Flower 2BR	Public listing
S59	Cascais housing	Flatio Monte Estoril 2BR with pool	Public listing
S60	Cascais housing	Flatio Historical Cascais 2BR	Public listing
S61	RNAVTD registry	Official RNAVTD 5243 - Door Travel / D Travel	Official registry
S62	RNAVTD registry	Official RNAVTD 2229 - Travel Store	Official registry
S63	RNAVTD registry	Official RNAVTD 8116 - Be In Travel	Official registry
S64	RNAVTD registry	Official RNAVTD 3840 - Viagem a Vista	Official registry
S65	Porto housing	Flatio Campanha 2BR family apartment	Public listing
S66	Porto housing	Uniplaces Bonfim 2BR 2026 monthly listing	Public listing
S67	Valencia camp supplier	Futedu full-day soccer camp	Supplier
S68	Porto camp supplier	Juvigo Porto Multi Camp	Marketplace listing
S69	Portugal wage	Portuguese Government - minimum	Official government

		wage rises to €920 in 2026	
S70	Portugal camp registry	IPDJ - Registered holiday camp organizers, North region	Official regulator PDF
S71	Portugal camp registry	IPDJ - Registered holiday camp organizers, Lisbon and Tagus Valley	Official regulator PDF
S72	Porto housing	Vibrant Host Solutions - group apartment inventory	Property manager
S73	Porto housing	Porto Touristic Apartments - registered apartment portfolio	Property manager
S74	Cascais housing	Casa de Limão - Parede apartment inventory	Property manager
S75	RNAVt registry	Turismo de Portugal - National Tourism Registry	Official registry
S76	RNAVt registration	ePortugal - RNAVt registration requirements and fee	Official government
S77	RNAVt fund	Turismo de Portugal - Travel and Tourism Guarantee Fund contribution	Official government
S78	EU package travel	Directive (EU) 2026/1024 amending package travel rules	Official EU law
S79	Camp insurance	Ponto Seguro - public holiday-camp personal accident price example	Broker historical price
S80	Tourist animation insurance	BIS - tourist animation insurance public pricing	Broker public price
S81	Legal market pricing	Fixando Portugal - legal services public price guide	Marketplace price guide
S82	Porto camp supplier	Surfing Life Club - schools and youth programs	Supplier
S83	Porto camp supplier	University of Porto CDUP 2026 summer sports camp	University supplier
S84	Porto camp supplier	British Council Portugal - Porto English summer courses	Supplier
S85	Cascais camp supplier	Cascais Wave Riders surf clinics	Supplier
S86	Porto housing	Oporto Maison Entreparedes apartments	Property manager
S87	EU package travel	Your Europe business guidance - package travel	Official EU guidance