

Case Study

Repositioning and Revitalisation

Strandhotel Zingst

Düren / Zingst

2022 - 2025



Strandhotel

ZINGST

Best Practice Case

JAGDFELD

REAL ESTATE | Real Joy.

Mission completed.

How to use a crisis as an opportunity and emerge stronger from it.



Strandhotel Zingst
Seestraße 60
18374 Ostseeheilbad Zingst

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Success Project on the Baltic Sea

- Services: Financing, Asset, Property and Technical Management, as well as Revitalization on behalf of an institutional investor
- History: built from 2004 / opened in 2006
- Lease agreement with Steigenberger until 12/2021
- New: since 01.01.2022, in-house hotel management / separation from chain hotel operations
- Strategy: successful re-positioning
- Refurbishment: 2024 extensive refurbishment (rooms, spa, catering, lobby, bar, technology)
- Result: after taking over from Steigenberger during the COVID-19 pandemic, **NOP increase (EBITDA) by 93% within four years compared to Steigenberger**



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Object Key Facts

- Plot size 8.229 m²
- Hotel in classic seaside resort style
- 122 double rooms and suites
- Spacious lobby with an inviting entrance area
- Oyster Bar with a terrace facing the pedestrian zone
- Restaurant Nautica with a sun terrace
- Elegant Wellness & Spa are with an indoor pool & whirlpool, outdoor pool, sauna area, fitness room and treatment rooms
- 63 parking spaces in underground car park and outdoor car park



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Asset Highlights I

High-Frequency Location

- Located on the Baltic Sea between Rostock and Stralsund, in the centre of the Western Pomerania Lagoon National Park
- Fischland-Darß-Zingst region
- High demand from tourists
- Individual travellers with a passion for the Baltic sea and nature
- Major regional events: Environmental photography festival »horizonte zingst« (nationally established), Family autumn festival „De Harvst“, Jazz & Blues days, national park days



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Estate & Real Estate

Asset Highlights II

Range of services

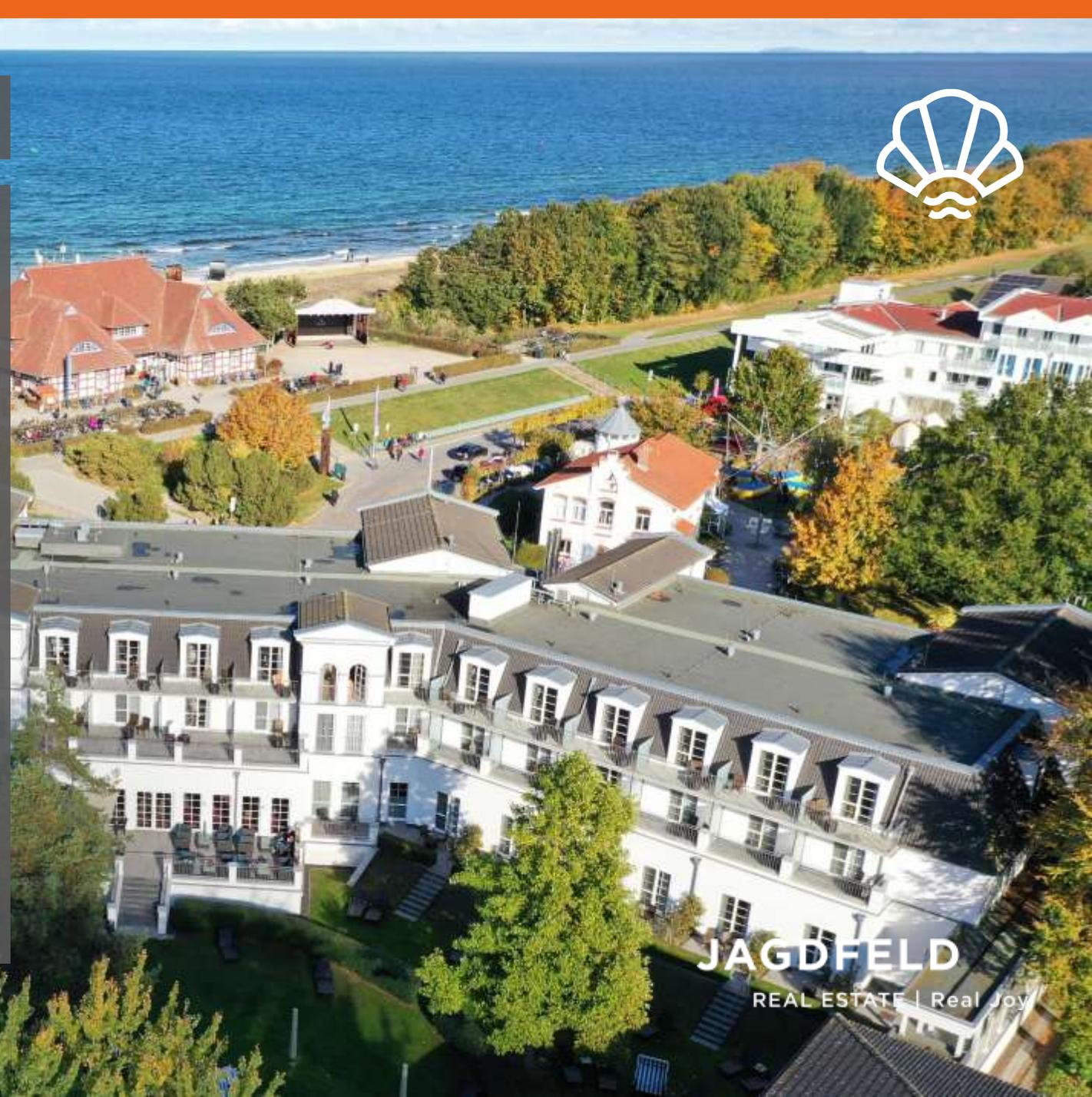
- Full-service hotel: rooms, catering, SPA (indoor & outdoor pool)

Unique leisure set-up

- Hotel with a resort character

Distinct Positioning

- The first hotel in the Baltic Sea spa resort of Zingst with a focus on modern, young luxury
- Active and continuous marketing promotion for the hotel
- Active networking with local stakeholders (Kur- und Tourismus GmbH Zingst, Tourismusverband Fischland-Darß-Zingst e.V., Tourismusverband Mecklenburg-Vorpommern e.V.)



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Location - Macro

- Baltic Sea region – between Rostock and Stralsund
- Region: Fischland-Darß-Zingst
- Federal state: Mecklenburg-Western Pomerania
- Town: Baltic Sea spa resort of Zingst
- County: Vorpommern-Rügen
- Area: 50.5 km²
- Population density: 63 inhabitants per km²
- Inhabitants: approx. 3,173



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Site Zingst

- State-recognised Baltic Sea spa
- Largest town on the Fischland-Darß-Zingst peninsula
- Zingst – the place of photography – a unique USP
- Surrounded by the Vorpommersche Boddenlandschaft National Park
- Approx. 3.8 million overnight stays per year



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Hotel Catchment Area

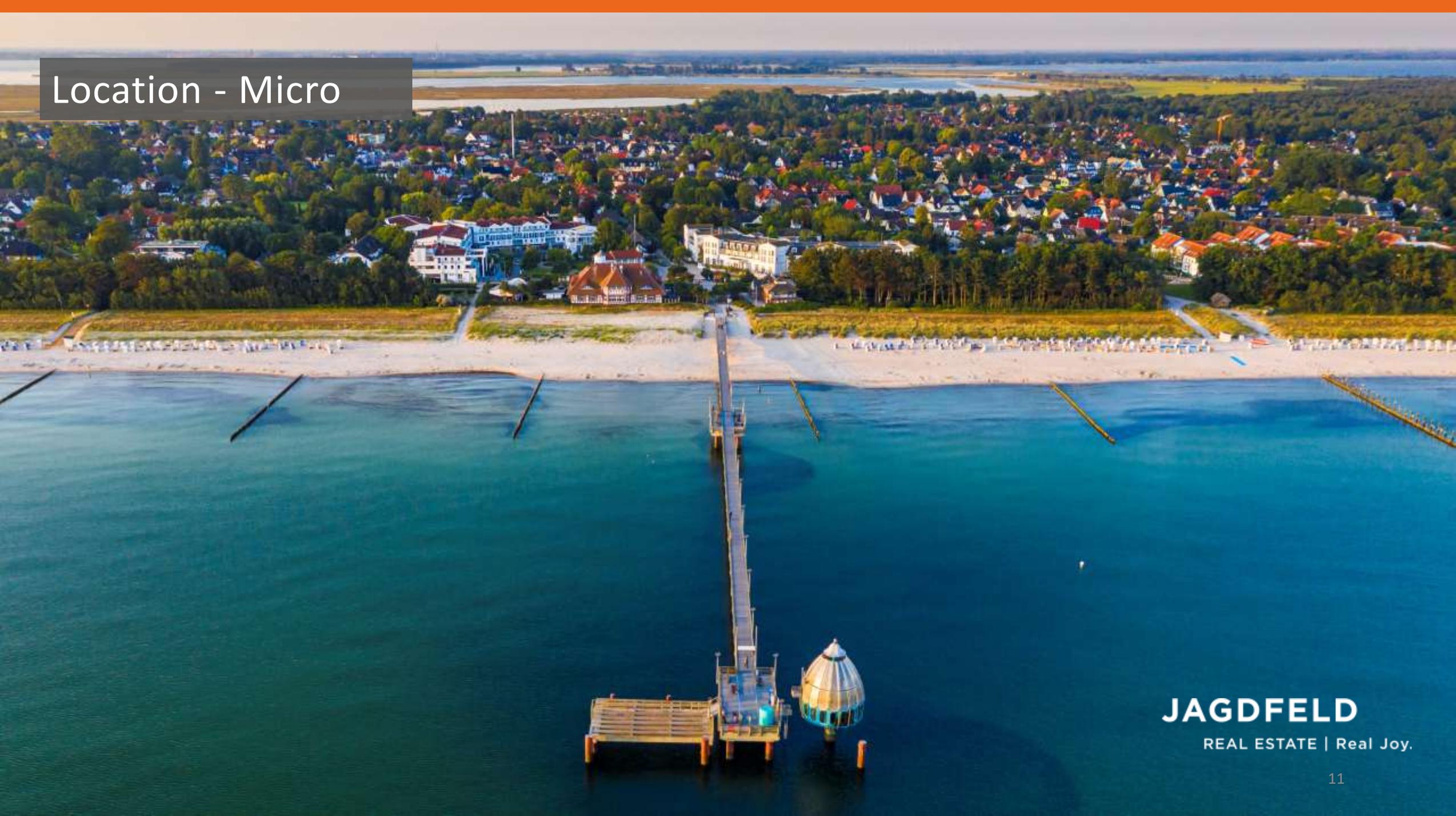
Arrivals in 2023:

- 97,4% from Germany
- 1,22% from Switzerland
- 0,37% from Austria
- 0,21% from Denmark
- 0,17% from the Netherlands
- 0,63% from other countries (including Belgium, Luxembourg, France, Sweden, USA, Australia)

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Location - Micro

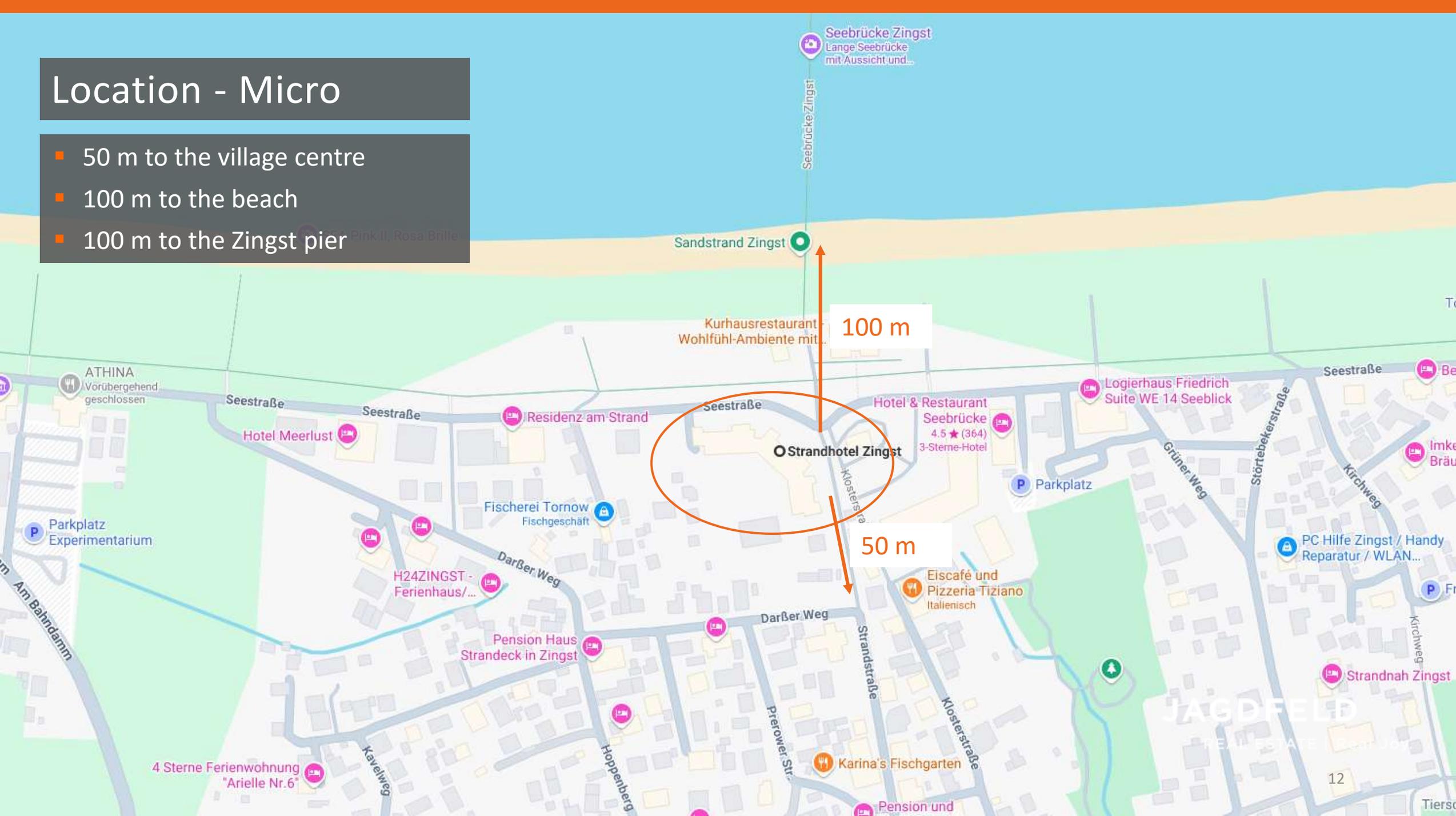


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Location - Micro

- 50 m to the village centre
- 100 m to the beach
- 100 m to the Zingst pier



Economic Climate in the Hospitality Industry

- Corona years with lockdowns have left their mark on the entire industry
- Subsequent upturn in demand shows acute staff shortage
- Germany-wide energy crisis and inflationary surge followed: rise in gas and electricity prices as well as food and labour costs (+25%)
- Digitalisation and sustainability requirements are increasingly shaping the industry
- Guests' expectations are rising: “digital nomads” are also looking for places to work, network and enjoy themselves in hotels



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The Individual-Hotel-Strategy

Restart after taking over from Steigenberger in 2022

1. **Brand-Relaunch:** Development of a target group- and location-oriented individual brand with a strong loyalty focus (including OYSTER Club with 6.000 Members *as of 1.9.24*)
2. Integration of an **AI-controlled pricing** and revenue management system (RMS) to optimise the willingness to pay of potential guests
3. Strengthening the **sustainability** approach
4. **Refurbishment:** noticeable upgrade of the interior to the level of an exclusive Baltic Sea resort



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1. Brand-Relaunch



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1. Brand-Relaunch

- New development of vision, mission, values (experience dimensions) of the house
- New development of the corporate design (name, logo, means of communication and organisation)
- Target group analysis and clustering as well as readjustment of the approach (content, media mix)
- Reorganisation of sales channels (including all digital channels and strengthening of partnerships)



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The Vision of our Actions

We stand confidently and concisely in the front row of German beach hotels and characterise the appearance, spirit and soul of our destination. As a retreat and source of strength, we are respected and well-known by those seeking relaxation and explorers from near and far and always remain 'one of us' for our neighbours.



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Mission



With an independent mind and a strong personality, we assert our claim to leadership in our segment. We are guided by our values and thus create value, we create lasting experiences for our guests, continuous growth for our employees and partners and sustainable results for our shareholders.

Our participative management style strengthens and empowers our employees. It creates a community of motivated and loyal hosts who actively take responsibility and deliver a service that is genuine, empathetic and distinctly human.

In keeping with the spirit of the region in which we are rooted and the character of our employees, integrity and reliability are the cornerstones of our DNA. We focus entirely on what is close to our hearts: our guests. We do this with a winning blend of professionalism and informality, we are approachable and cheerful, and seasoned with an omnipresent pinch of North German charm, we gain loyalty and trust.



The Experience Dimensions I



“Arrived” - Anyone who reaches the Strandhotel Zingst has arrived. We are not a transit station, we are not en route, we are where the land ends and life begins. We are the destination, not the journey, those who are with us are also with themselves and may never want to leave again.

“Mittenmang” - Even if we are at the far end of the Darß - the best always comes at the end - we are still right in the middle: between the Baltic Sea and the Bodden, in the national park, directly on the pier, in the heart of the village, not only geographically, and above all: in the middle of life.

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The Experience Dimensions II

“Nordic by Nature” - We are high up in the north and most of us are from here, we think that's a good thing. We're straightforward and honest, we don't have to polarise with everything, we're not edgy, but we're on the edge. Born with a broad horizon in mind, we don't have our hearts on our sleeves, but always in the right place.

“Pure pleasure” - For all our love of wide horizons and all our respect for other opinions, we are stubborn: a holiday hotel is there to pamper you. The spaciousness of our hotel, the magical tranquillity of our garden, the cosy warmth of our spa and our attentive service - we do everything we can to make our guests feel good.

Conference rooms? You must not be well!



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The Experience Dimensions III

“In good company” - We are individual, self-confident and self-sufficient, but we also know that we are stronger together; we value good company. We are a close-knit team and are firmly rooted in our neighbourhood. Many of our guests come back again and again, they feel that the chemistry is right here, others would call us regulars, we say friends for life.

“The good life” - we don't call it luxury, but a way of life, we're not lifestyle, but we have style. You can see it from the outside: what has class needs no frills, substance comes without accessories. Comfort zones are something beautiful for us, because in the tranquillity of nature you can also discover your own personal nature. And if you are lucky enough to be by the sea, you actually have all the happiness a person can have.



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Individualized Target Group Approach:

Focus: Who are our future guests – what matters to them – how can we deliver on their expectations?

1. Leisure / holiday sector

- Affluent Post-materialist Sinus-Milieu and Conservative-Upscale Sinus-Milieu

2. Catering sector

- In-house guests and external visitors

Target Groups: Sinus Milieus



Soziale Lage



Oberschicht /
Obere Mittelschicht

Mittlere
Mittelschicht

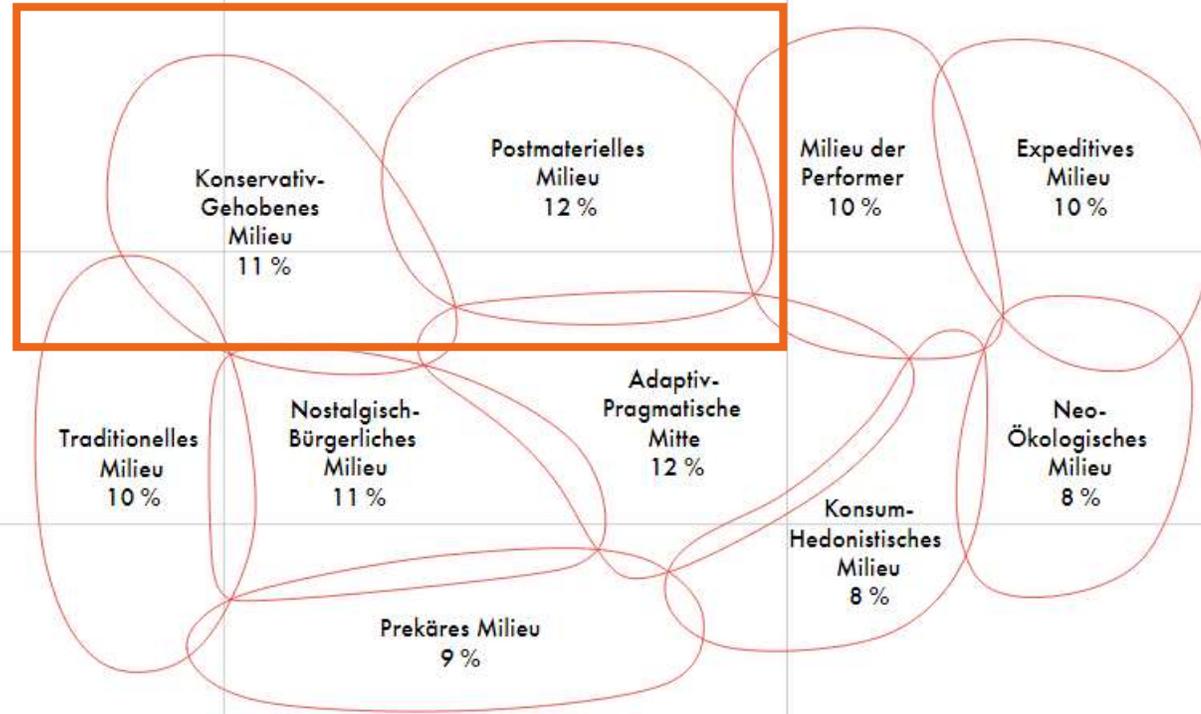
Untere Mittelschicht /
Unterschicht

Grundorientierung →

Tradition
Pflichterfüllung,
Ordnung

Modernisierung
Individualisierung,
Selbstverwirklichung, Genuss

Neuorientierung
Multi-Optionalität,
neue Synthesen

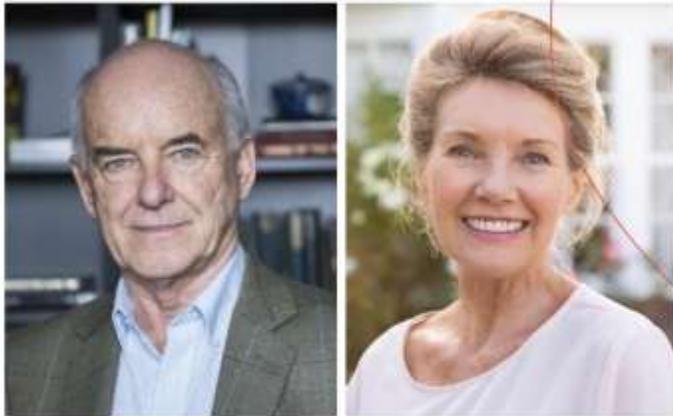


Target Groups Leisure Example



Conservative-Upper Milieu

The old structurally conservative elite



Guiding principle:
"Privilege entails responsibility"



Classical ethics of responsibility and success, along with aspirations of exclusivity and status

Desire for order and balance

Self-image as a rock in the surf of postmodern arbitrariness

Erosion of society's leadership role

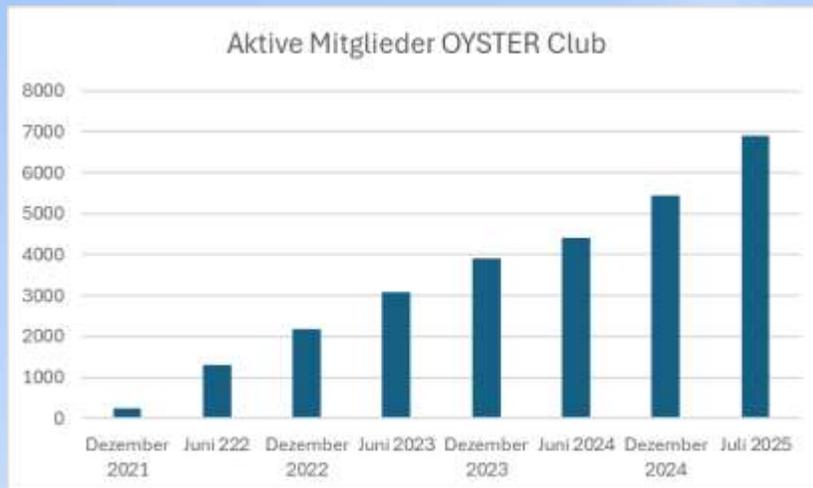
11 %

7,8 Mio. *

*Base population:
German-speaking population aged
14 and over

Loyalty Program: OYSTER Club

- Loyalty programme since December 2021
- Number of members is growing steadily
- Members receive a 10% discount on accommodation incl. breakfast; benefit from exclusive offers; receive our personal travel guide “Zingstliebe”, a welcome drink and regional products on their first arrival; regional products on every subsequent arrival
- Members have more flexible cancellation conditions
- Over 50% of bookings are made via the member rate



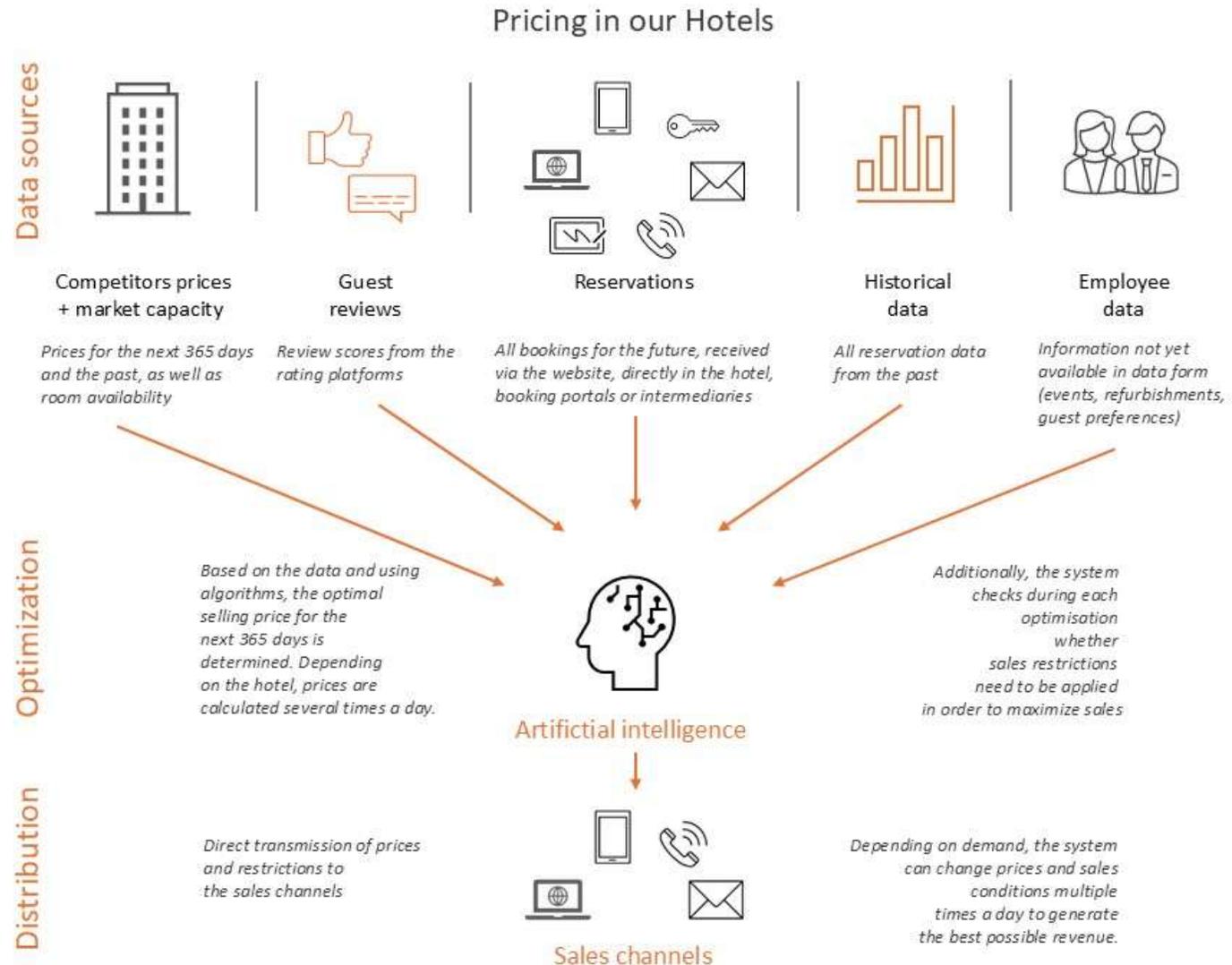
Strengthening Marketing Partnerships

- Member of the Fischland-Darß-Zingst Tourist Association
- Active co-operation with the Mecklenburg-Vorpommern Tourist Association
- Active co-operation with Kur- und Tourismus GmbH Zingst
- Close co-operation and talks with the MV state government



2. Implementation of AI-Driven Pricing

- Today, 80% of hotel bookings are made digitally
- The key to this process is to always offer the best price for the available rooms
- A highly complex, algorithm-controlled revenue management system organises this process in real time



3. Strengthening the Sustainability Approach



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Strengthening the Sustainability Approach

- Cooperation with suppliers who are also committed to social, ecological and economic responsibility:
 - Cleaning of rooms, kitchens and public areas with cleaning agents from Dr Schnell
 - Guests sleep in natural bedding from Mühldorfer
 - Bed linen and towels are sustainably produced and cleaned by Fliegel Textilservice
- Meat and fish are preferably sourced from local and regional producers
- Employee management is sustainable and future-oriented with, among other things, permanent employment contracts, Sunday and public holiday bonuses and access to corporate benefits.
- “Environmental love” room rate: guests forgo daily room cleaning



Strengthening the Sustainability Approach

- Guests staying at the Strandhotel Zingst in 2023 were able to forgo daily room cleaning as part of the “Environmental Love” programme.
- This resulted in a saving of 1,400 cleanings.
- The hotel donated 5 euros for each cleaning that was not carried out.
- In total, a sum of 7,000 euros was raised, which the hotel donated to the Junior Rangers and the NABU crane centre.



Strengthening the Sustainability Approach

- Certified Sustainability – GreenSign Level 4 (of 5)
- All relevant areas of the hotel operation were checked for sustainability and awarded points.
- The hotel was assessed against over 100 criteria in 8 categories such as environment (energy, water, waste), biodiversity and cultural heritage or quality management and sustainable development with a final audit
- Level 4 stands for sustainable hotel management and the fulfilment of the most important criteria in harmony with ecological standards, social commitment and economic success.
- Criteria of the ‘Global Council for Sustainable Tourism’(GSTC - Global Sustainable Tourism Council) are thus also fulfilled.



Strengthening the Sustainability Approach

- Promotion of the 'S = Social' in ESG
- Development of the employer brand 'DIE CREW' in 2023
Development of a team mission statement and values
 - # Openness / openness to new ideas and further development
 - # Trust / loyalty
 - # Passion / fun
 - # Fairness / equal treatment
 - # Dealing at eye level / on a first-name basis
 - # Diversity
- Development of a website www.strandhotel-zingst.de/die-crew and use of various social media channels

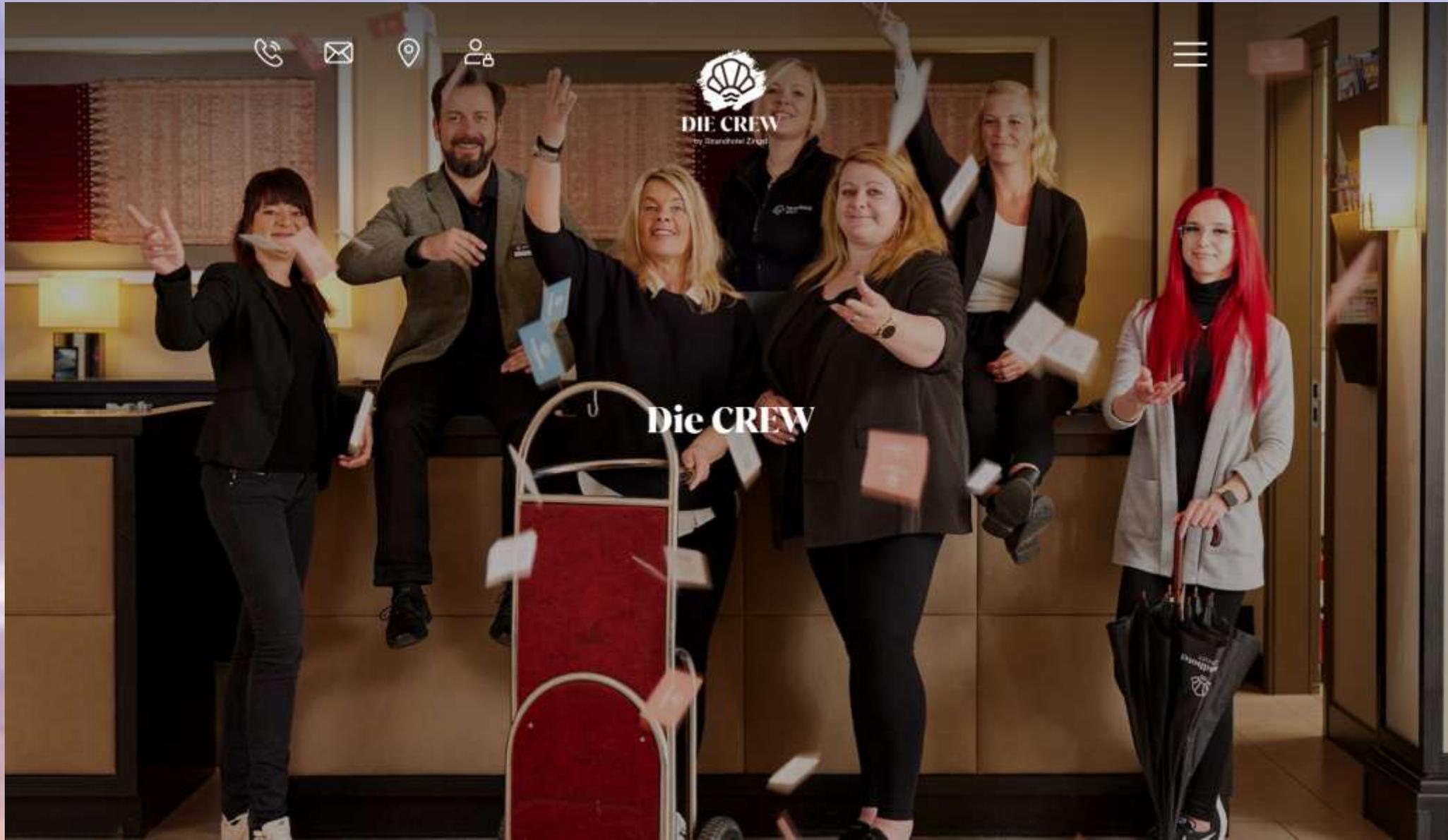


DIE CREW

by Strandhotel Zingst

DEIN ERFOLG. DEINE KARRIERE. DEINE ZEIT.

Strengthening the Sustainability Approach



Strengthening the Sustainability Approach

Benefits for DIE CREW



Fair Compensation



Bonuses & Allowances

(Sunday & Holiday Bonuses, Night Shift Allowance and On-Call Compensation)



Bonuses

(Christmas Bonus, Anniversary Bonus, Performance-Based Incentives)



Non-Cash Benefits

(40 € per month and 60 € on your birthday)



Company pension scheme

(hogarente plus)



Tax Coverage

(Covering the taxation of meal expenses)



Working Time Recording

(Accurate tracking of your working hours & payroll, compensation for overtime)



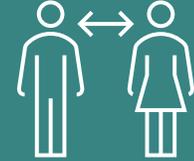
Vacation Entitlement

(Above-standard and tiered based on company tenure)



Extra Christmas Time

(Standard working hours on December 24th are reduced to 4 hours instead of 8 hours)



Development Meeting

(Annual career development discussions)



Catering

(Breakfast, lunch and dinner from the kitchen, including water, tea and specialty coffee)



Additional Benefits

(Job bike, temporary accommodation in the hotel/apartment until a permanent residence is found, discounted rates with many partners (Corporate Benefits))

4. Comprehensive Revitalization

- 2024 with EUR 6.75 million investment in all key areas
- Maritime design approach with 2 design concepts by interior designer Anne Maria Jagdfeld



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Revitalization of Rooms & Suites

- Sand-coloured walls with accented colour contrasts create a cosy and inviting atmosphere



Revitalization of Rooms & Suites

- Sand-coloured walls with subtle colour contrasts create a warm and inviting ambiance



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Revitalization of Rooms & Suites

- Curved headboards featuring Ikat or coral motifs blend elegance with a maritime flair



Revitalization of Rooms & Suites

- New beds with a generous length of 2.10 meters, along with new mattresses and toppers, ensure excellent sleeping comfort.
- In 20 rooms, the double beds can also be individually arranged as twin beds.



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Revitalization of Rooms & Suites

- The walnut wood furniture adds a cosy and inviting touch to the rooms.
- New comfortable seating in classic designs, made from zero-waste fabrics (100% recycled), completes the refreshed living concept – whether as an armchair or sofa.

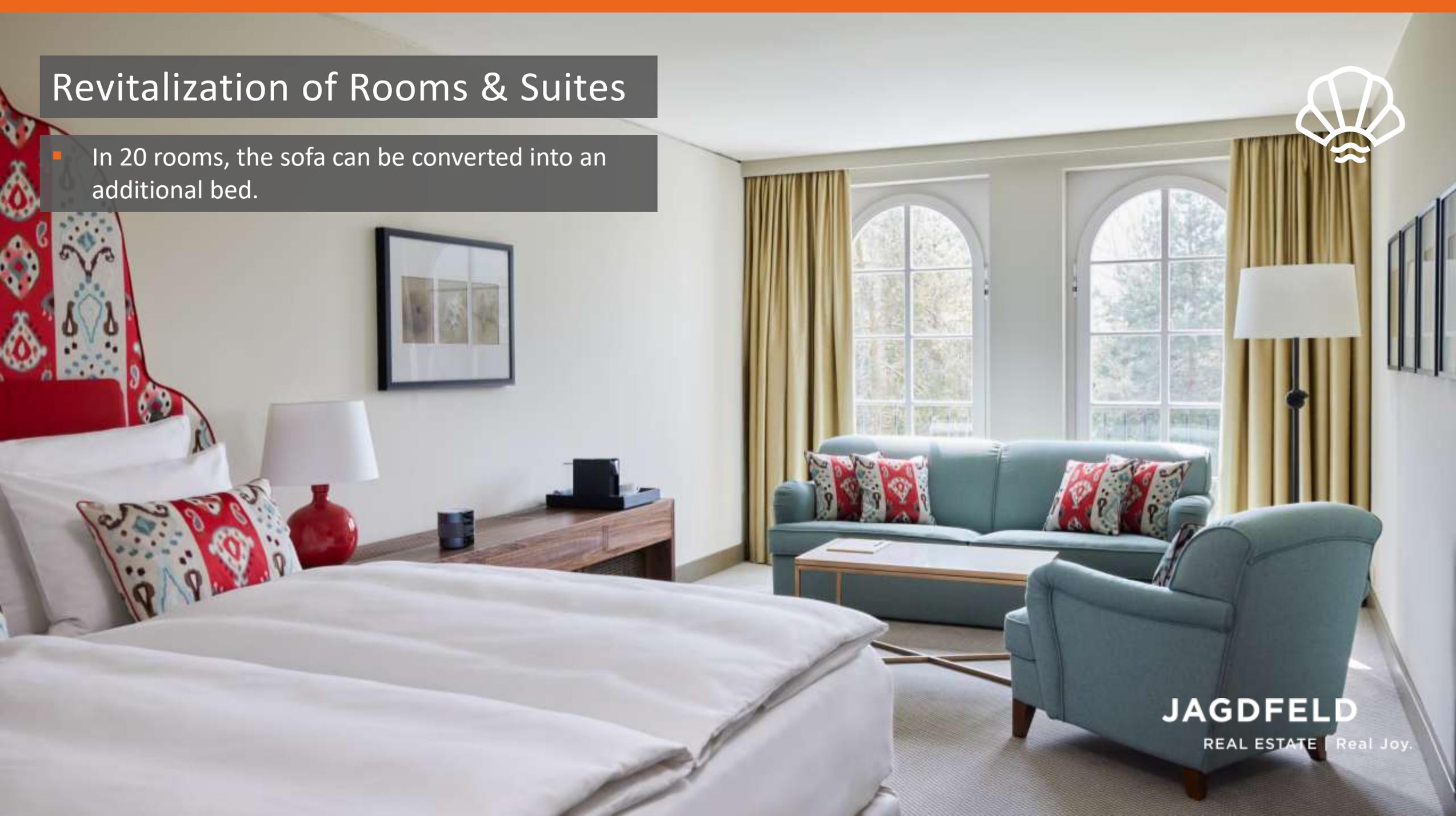


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Revitalization of Rooms & Suites

- In 20 rooms, the sofa can be converted into an additional bed.



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Revitalization of Rooms & Suites

- A newly integrated entertainment cube with charging ports for mobile devices, radio, Bluetooth streaming box and telephone, along with modern flat-screen TVs, ensures a seamless tech experience.
- Additionally, 30 rooms will be equipped with a desk, enabling guests to enjoy a „workation“ experience.



Bathrooms

- The bathrooms have also undergone extensive renovations:
- Spacious, nearly floor-level showers have been added to 90 rooms, while the remaining rooms feature large bathtubs.
- Modern fixtures with easily adjustable thermostatic controls enhance comfort.



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Lobby

- The maritime design concept continues throughout the public areas, including the lobby, restaurant and bar, all of which have been completely redesigned.

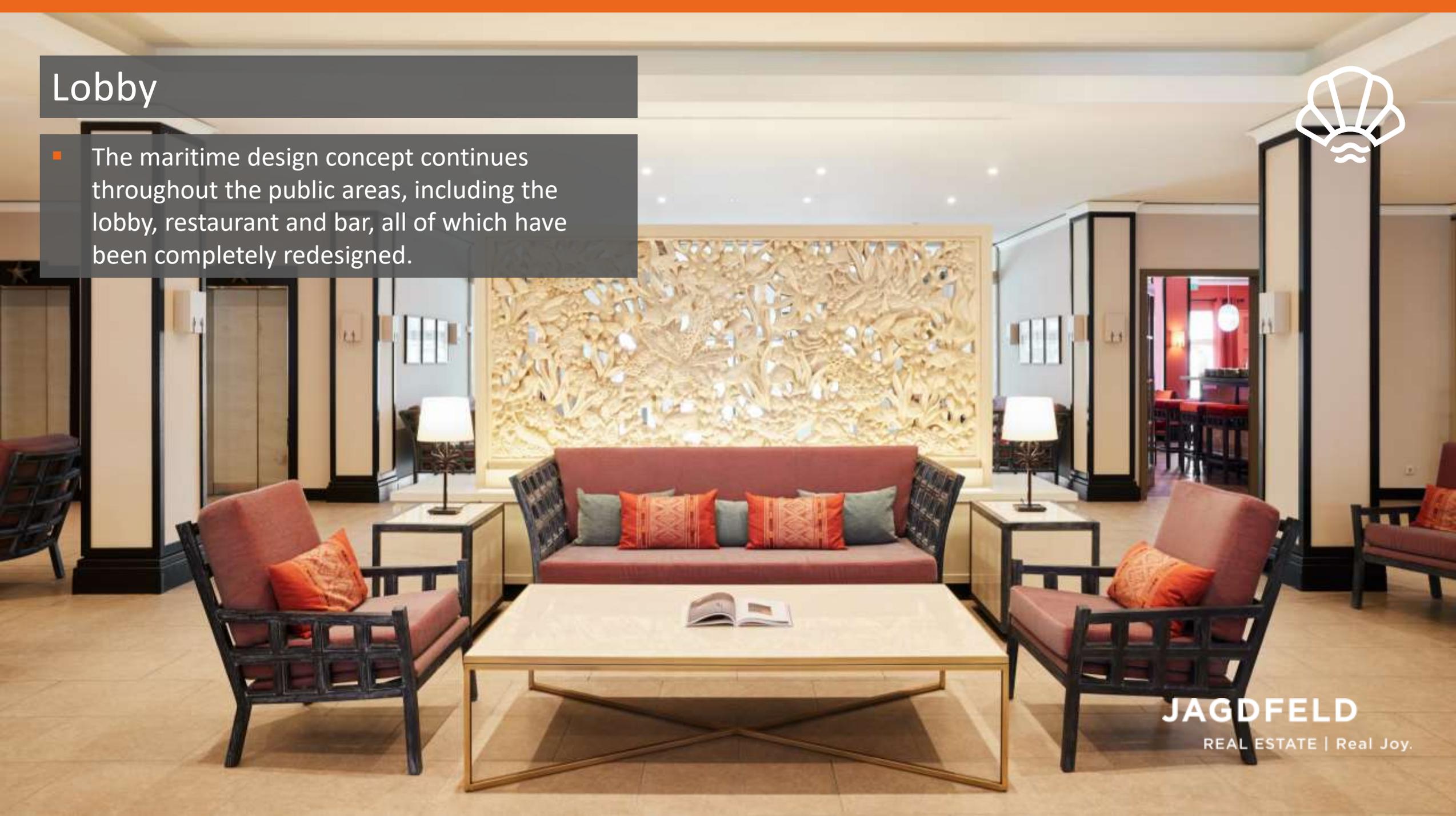


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Restaurant Nautica

- Furniture made of whitewashed black wood and coral red velvet as well as glazed tiled mirrors in the restaurant bring back memories of the spa culture of times gone by.



Restaurant Nautica

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Restaurant Nautica

- The numerous maritime photographs that adorn the walls in a “Petersburg hanging” and a harmonious lighting concept give the room, which can be used by more guests thanks to new variable seating, a cosy atmosphere.



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Restaurant Nautica

The new innovative kitchen concept:

- Guests can now put together their own menu and the choice of dishes is more flexible and unconventional overall.
- Vegan and vegetarian dishes are now firmly established.
- Local and regional producers are favoured (the fresh fish comes directly from the neighbouring fisherman, for example)



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Oyster Bar

- The bar follows the design concept of the restaurant, intensifying the enjoyment with all the senses through the strong coral red colour of the walls.
- The ideal place for cocktails, refreshing long drinks, popular spirits, fine coffees, teas and snacks.



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Wellness Area

- The 1,400 m² spa and wellness area has undergone a thorough overhaul.



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Wellness Area

- This includes a Finnish sauna, a bio sauna and a steam sauna, among other amenities.



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Wellness Area

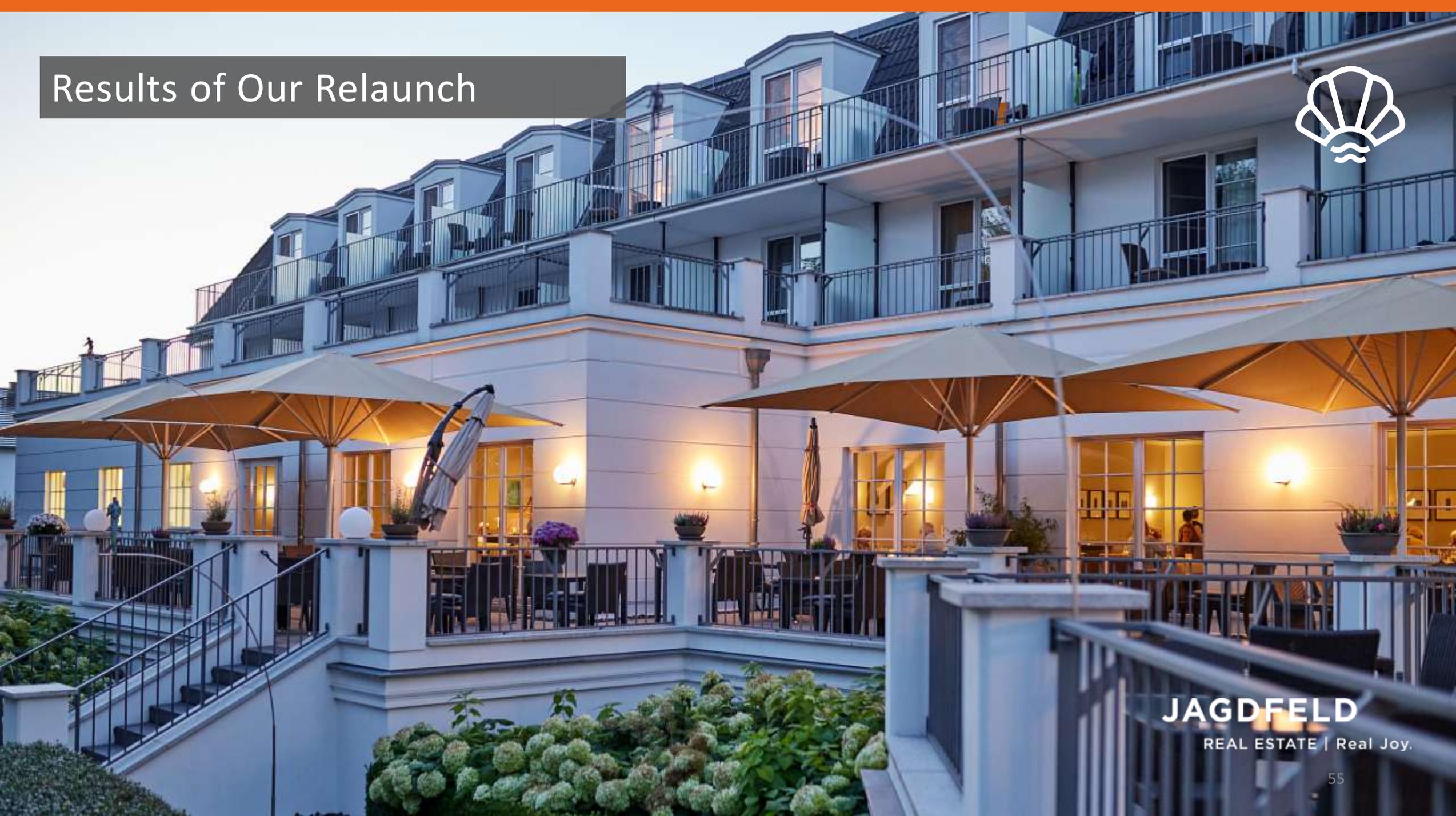
- Another relaxation room has been created
- New loungers and daybeds provide even more relaxation options at the indoor and outdoor pool.
- Sporty guests can also look forward to new training equipment in a new and larger fitness room.



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Results of Our Relaunch



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Increased Economic Success



- 2010-2021: Steigenberger Management
Ø Average profit per room (GOP) p.a. Index: **100**
 - From 2022/23: JRE-Management
Ø Average profit per room (GOP) p.a. Index: **102**
(despite a 25% cost increase due to COVID and inflation)
 - From 2024: JRE-Management
Ø Average profit per room (GOP) p.a. Index: **143**
(effect of marketing relaunch and revitalisation measures)
 - From 2025: JRE-Management
Ø Average profit per room (GOP) p.a. Index: **154**
(effect of further rollout of 2024 measures)
- **GOP (Gross Operating Profit) increase by 54%**
- **NOP (Net Operating Profit) increase by 81%**
within 4 years compared to Steigenberger

Award-Winning & Recognized

„TUI Global Awards 2023“

- The hotel is one of the 800 best accommodations out of a total of 13,000 hotels in the worldwide TUI programme.
- The annual winners of the TUI Global Hotel Awards are based on feedback from more than 16 million TUI guests in 2022, covering everything from service, food and facilities to the overall experience.



Award-Winning & Recognized

Holiday Check:

- Title “Recommended on HolidayCheck” in 2023, 2024 and 2025
- With a recommendation rate of 93 per cent and 5.5 out of 6 points for 3 consecutive years, the hotel is one of the most popular hotels among HolidayCheck guests.
- In addition to its excellent location directly on the Baltic Sea beach, the owner-managed individual hotel shines in terms of service and the culinary offerings in the Nautica restaurant.
- HolidayCheck AG operates the largest independent online review portal for holidays and travel in German-speaking countries.



Award-Winning & Recognized

falstaff Hotel Guide:

- Every year, the renowned Austrian travel magazine “Falstaff TRAVEL” honours the best hotels in Austria, Germany and Switzerland via its readers and a jury of experts.
- The “Strandhotel Zingst” was with 91/100 points repeatedly. The hotel scored full marks in the “Wellness” and “Location” categories.
- The hotel also scored 14 out of 15 and 9 out of 10 points in the “Service” and “Ambience” categories, respectively.
- Over 1,200 hotels, spread across four countries, made it onto the best lists in 2025.

falstaff HOTEL GUIDE 2025

STRANDHOTEL ZINGST

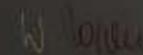
18374 ZINGST

WURDE VON 25.000 TRAVEL CLUB MITGLIEDERN
UND EINER EXPERTENJURY MIT

91

VON 100 PUNKTEN
HERVORRAGEND

AUSGEZEICHNET



Wolfgang M. Frosam
Herausgeber Falstaff

falstaff.com

falstaff
HOTEL GUIDE

BEST OF
GERMANY
2024

falstaff-travel.com





Strandhotel
ZINGST

Thank You for Your Attention!

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Your Partner



Jagdfeld Real Estate is one of six divisions within the Jagdfeld Group. Its broad real estate expertise spans over 45 years of market experience, during which it has successfully financed, developed, realised and managed retail, office, hotel and residential properties along the entire value chain as an asset manager and project developer.

More than 800 properties with a volume of over five billion euros have been realised, revitalised and managed to date. These include well-known properties such as the Hotel Adlon Berlin, the Private Residences Heiligendamm and the China Club Berlin. The group currently has around 500 specialists managing properties worth approximately EUR 3 billion with a total area of around 704,000 m².

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A modern office interior with a dark, textured pillar in the foreground. The pillar has the text 'JAGDFELD GRUPPE' in white, bold, sans-serif capital letters. The ceiling is made of horizontal wooden slats with recessed linear lighting. To the left, there are white tables and wooden chairs. In the background, there is a white pillar, a staircase with a metal railing, a potted plant, and a glass-walled office area.

JAGDFELD GRUPPE

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Appendix

Before & After Comparison
Revitalization of Public Areas



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LOBBY / FOYER - BEFORE

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LOBBY / FOYER - AFTER

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OYSTER BAR - BEFORE

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REAL ESTATE | Real Joy.



OYSTER BAR - AFTER

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REAL ESTATE | Real Joy.



ROOM – BEFORE

JAGDFELD

REAL ESTATE | Real Joy.



ROOM – AFTER

JAGDFELD

REAL ESTATE | Real Joy.



ROOM – AFTER

JAGDFELD

REAL ESTATE | Real Joy.



ROOM – AFTER

JAGDFELD

REAL ESTATE | Real Joy.



ROOM – AFTER

JAGDFELD

REAL ESTATE | Real Joy.



RESTAURANT NAUTICA - BEFORE

JAGDFELD

REAL ESTATE | Real Joy.



RESTAURANT NAUTICA - AFTER

JAGDFELD

REAL ESTATE | Real Joy.



WELLNESS AREA - BEFORE

JAGDFELD

REAL ESTATE | Real Joy.



WELLNESS AREA - AFTER

JAGDFELD

REAL ESTATE | Real Joy.



WELLNESS AREA - AFTER

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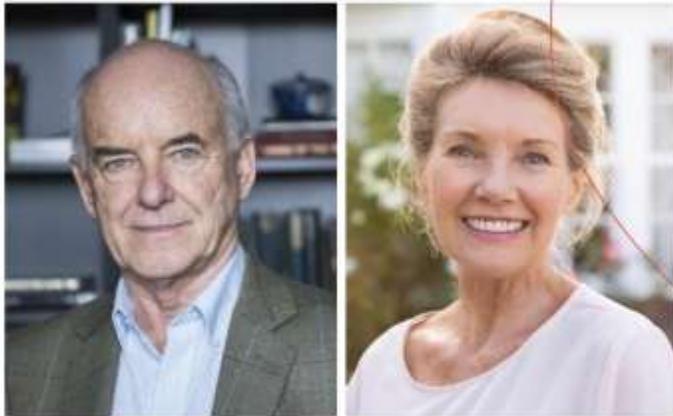


Target Groups Leisure Example



Conservative-Upper Milieu

The old structurally conservative elite



Guiding principle:
"Privilege entails responsibility"



Classical ethics of responsibility and success, along with aspirations of exclusivity and status

Desire for order and balance

Self-image as a rock in the surf of postmodern arbitrariness

Erosion of society's leadership role

11 %

7,8 Mio. *

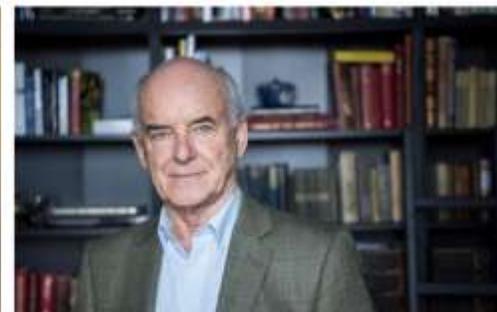
*Base population:
German-speaking population aged
14 and over

Target Groups Leisure Example



Conservative-Upper Milieu

Typical representatives



Target Groups Leisure Example



Conservative-Upper Milieu

Basic orientation

- Self-perception as the conservative elite of society; meritocratic mindset: success through achievement, sense of duty, ambition and seriousness; personal responsibility and responsibility towards society; high expectations of oneself and others.
- Advocates of Christian-humanistic principles and conservative-bourgeois values: tradition, intact family, seriousness, decency, education and cultivation, discipline and order, authority, faith and religion; self-image as guardians of Western cultural heritage.
- Criticism of ongoing decline in values, postmodern arbitrariness and the superficial spirit of the times; rejection of vulgar fun culture and the irresponsible throwaway society; desire for order, discipline, balance and sustainability.
- Self-confidence of the traditional establishment: elevated status in society, secure material conditions, exclusive and distinguished lifestyle; awareness of status and class, acceptance of social inequality.
- Growing scepticism towards accelerated modernisation dynamics (globalisation, pluralisation and diversity), increasing difficulty in keeping pace with digital change; erosion of society's leadership role and loss of opinion leadership.

Target Groups Leisure Example



Konservativ-Gehobenes Milieu

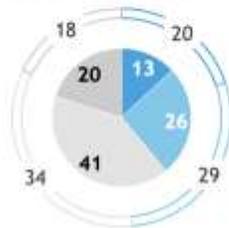
Soziodemografische Fakten im Überblick

Verteilung

11 %
ca. 7,8 Mio.

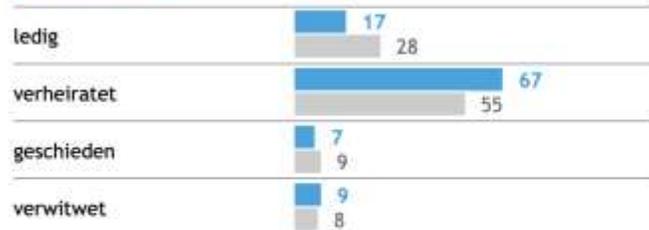


Alter ø 53 Jahre



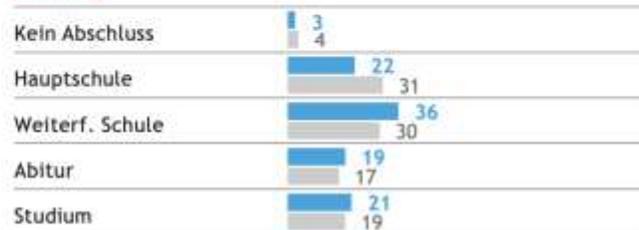
Legend for Age: Blue = ≤ 29 J., Grey = 30-49 J., Light Blue = 50-69 J., Dark Grey = ≥ 70 J.

Familienstand



- 33% der Konservativ-Gehobenen sind unverheiratet (Bev: 45%), davon leben 9% in einer Beziehung (Bev: 15%).

Bildung



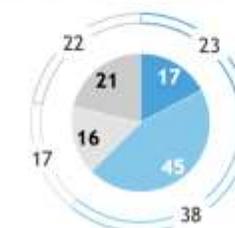
Berufstätigkeit



Stellung im Beruf

- Überwiegend voll berufstätig oder bereits im Ruhestand
- Leicht überdurchschnittlicher Anteil an Selbständigen
- Oftmals in qualifizierten bzw. leitenden Positionen

Personen im Haushalt



Legend for Household Size: Blue = 1 Pers., Light Blue = 2 Pers., Grey = 3 Pers., Dark Grey = 4+ Pers.

Haushaltssituation

	% KOG	% Bev.
Eigene Kinder	74	65
Kinder im HH		
<6 J.	7	10
6 - 13 J.	13	14
14 - 17 J.	13	13
Enkelkinder	38	30

Haushaltsnettoeinkommen ø 3.585 € (Bev: 3.232 €)



Quelle: b4p 2022 – 30.810 Fälle; Angaben in %
Basis Konservativ-Gehobene: 3.417 Fälle

Legend for Income: Green = Stark überdurchschnittlich, Red = Stark unterdurchschnittlich

Legend for Income: Blue = Konservativ-Gehobenes Milieu, Grey = Gesamtbevölkerung