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Outdoor Hospitality Performance: Through the lens of the Balanced Scorecard and its Customer Perspective.

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Abstract

The purpose of this study is to lay the foundations for measuring customer performance in the outdoor hospitality sector and encourage relevant internal benchmarking through an adapted balanced scorecard. The literature on balanced scorecard and customer performance is classified by identifying their antecedents in the context of outdoor hospitality management. Using an inductive approach, the study employs lexicometric analysis to identify the main categories of customer satisfaction in a well-known European camping chain. In addition, this research proposes a methodological building block adapted for camping business that integrates multiple classes and attributes into the customer perspective of the BSC model addressing the current over-simplification of this element of the model. This study highlights the importance of integrating customer feedback into a performance measurement system and provides a practical tool for managers to apply and adapt customer comments into a campsite BSC system.

Keywords: camping, campsites, customer satisfaction, performance, inductive approach, balanced scorecard

I. Introduction

Organizational performance is a key concept in the management of organizations encompassing financial and non-financial dimensions (Bourne et al., 2018; Goshu and Kitaw, 2017). To measure and manage this performance, various approaches have been proposed, including Kaplan and Norton's balanced scorecard (BSC) (1992). The BSC represents a strategy map offering a 360-degree view of organizational performance (Tawse and Tabesh, 2023). This strategic management tool helps decision-makers to measure and monitor the organization's performance from four perspectives: financial, customer, internal process and learning and growth. It promotes strategic alignment, improves customer satisfaction, optimizes operations, and contributes to sustainability (Fatima and Elbanna, 2020). Tawse and Tabesh (2023) emphasize that the integration of the customer perspective into the BSC is essential for assessing customer satisfaction and its impact on the overall organizational performance. However, achieving and maintaining customer satisfaction is one of the greatest contemporary challenges faced by management in services industries (Radojevic et al., 2015). In tourism and hospitality, it is of particular importance as a key differentiator and competitive factor (Fatima and Elbanna, 2020).

Despite the advances in BSC and customer satisfaction research, some gaps remain. Suárez-Gargallo and Zaragoza-Sáez (2023) identified a lack of BSCs that translate the fundamental principles of customer satisfaction into classes that characterize the customer's perspective aligned with a strategic, systemic, and multidimensional vision for decision-makers. According to Suárez-Gargallo and Zaragoza-Sáez (2023) and Fatima and Elbanna (2020) starting with the customer perspective would enable rapid BSC deployment, providing weekly benchmarks to compare units and establish harmonized management to manage customer turnover cycles in the tourism and outdoor hospitality sector (OHP). According to Brooker et al. (2012), the OHP includes caravan parks, holiday parks, tourist parks, RV parks and RV resorts. The OHP sector has matured substantially from its initial offering of inexpensive tent and caravan camping to today's array of accommodation and leisure options (Grande and Seraphin, 2024). Brochado and Brochado (2019) have studied the customer perspective from a glamping typology forgetting that a large majority of campsites are leisure-oriented (Grande and Camprubi, 2022). In the OHP context, campsite strategy and organizational performance lack empirical research and tools (Grande and Haynes, 2023). Strategic management for the OHP considers performance indicators but has never integrated large samples of customer feedback (Hayllar et al., 2006). Peršić et al. (2017). Grande (2022) agrees that the OHP sector lacks adapted tools for performance measurement.

This paper builds on the foundations of the BSC's customer perspective (Suárez-Gargallo and Zaragoza-Sáez, 2023) within a logic of internal benchmarking (Peršić et al., 2017) to chains and groups in the camping sector. It aims to deconstruct the visitor's overall performance through the identification of the classes and attributes that define the customer perspective in the OHP sector (O'Neill et al., 2010; Brochado and Brochado, 2019). Lexicometry analysis was applied to customer comments as non-transformed data (Reinert, 1996; Mondragon et al., 2022) providing a practical tool for camping decision-makers to optimize their organizational performance and plan strategy aligned with customer feedback. The camping BSC proposed is a model oriented to practitioners' issues (Grande and Botti, 2023). It clarifies the need for multicriteria decision analysis (MCDA) based on fuzzy methods (Vo-Than et al., 2022; Zaman et al., 2016) avoiding an over-simplification of the customer dimension of the BSC.

2. Literature review

2.1   Organizational Performance and BSC strategy map

According to Pap et al. (2022), organizational performance refers to how the mission, tasks, and activities of the organization are carried out and in what quality. Organizational performance is a broad concept covering (Tweedie et al., 2019) and it's measurement is a topic of interest in both the enterprise and academic communities (Pap et al., 2022; Marr and Schiuma, 2003; Bourne et al., 2018; Goshu and Kitaw, 2017). Performance measurement is essential for resource management, as it ensures the optimal fulfillment of the organization's mission and the satisfaction of employees and society (Pap et al., 2022). The implementation and execution of such a performance measurement process would naturally contribute to the achievement of organizational goals by improving employee effectiveness (Bourne et al., 2018; Goshu and Kitaw, 2017).

Kaplan and Norton (2001) stated that performance is defined by an organization's ability to achieve its strategic objectives, using appropriate measures for each component of its performance and created the BSC to structure the organizational dimensions. As defined by Kaplan and Norton (2001), the BSC is both a metric to assess performance and a system to manage strategy. It provided a coherent model that is still widely used in the management sciences as a relevant theoretical framework for organizations (Fatima and Elbanna, 2020; Tawse and Tabesh, 2022; Suárez-Gargallo and Zaragoza-Sáez, 2023) that measures an organization's overall performance using key indicators. Through these indicators, managers can understand their organization's effectiveness, its performance, and identify areas for improvement to achieve strategic goals (Suárez-Gargallo and Zaragoza-Sáez, 2023).

However, to consider creating these customer performance measurement tools, organizations need to identify the foundations of this measurement system, i.e., the attributes that make it up. Neely et al. (2005) pointed out that strategic planning and performance measurement tools based on abstract foundations have a strong impact on corporate results and degrade the social performance of these same organizations. Researchers have tended to focus on the mechanisms and reasons behind the adoption of BSC (Dyball et al., 2011; Hendricks et al., 2012), rather than on its appropriation, routinization of its use or the BSC's step-by-step design process. At the start of work to create a BSC, it is legitimate to ask whether we should conduct a creation of the BSC, or whether we should instead segment the development of the BSC by stage (Kaplan, 2009; Kumar et al., 2022). Kaplan (2009) opted for a step-by-step BSC development. This implied identifying the order of the axes to be developed to maximize its usefulness and sectoral appropriation (Kumar et al., 2022).

2.2   BSC and the customer perspective in tourism

The customer perspective assesses the organization's performance in terms of customer satisfaction (Kaplan, 2009),. It aims to quantify the results obtained using specific attributes and indicators. The customer perspective focuses on quality, customer satisfaction and customer loyalty (Kaplan, 2009). However, it is always quantitative data that is integrated into the reporting tools. For Law et al. (2022) service quality refers to a customer's comparison of service expectations and the company's performance. According to Jiang and Zhang (2016), customer satisfaction is generated when a customer purchases a product which fulfils their

needs and exceeds their expectation. Additionally, Law et al. (2022), believe to succeed a company must offer high-quality products or services to persuade customer purchase and repurchase behaviour. Repurchase behaviour, as a determinant of loyalty, occurs when the customers form a positive attitude toward the product or service that they purchased. These authors confirm that service quality has a significant influence on customer satisfaction and loyalty. However, from service quality to customer loyalty, it's crucial to understand the drivers of these outputs.

From a tourism and hospitality management perspective, there are seven articles that have addressed the customer perspective of the BSC from several key perspectives although the majority focus on the hotel sector (McPhail et al., 2008 ; Chen et al., 2011 ; Sainaghi et al., 2013 ; Elbanna et al., 2015 ; Sainaghi et al., 2019 ; Guix and Font, 2020 ; Fatima and Elbanna, 2020 ; Elbanna et al., 2022). There is a clear consensus amongst the articles that a focus on the customer perspective as part of the BSC is crucial for organizations looking to weekly improve performance and is often considered by managers to be the most important element of the BSC (Guix and Font, 2020; Fatima and Elbanna, 2020). By using metrics such as customer satisfaction and experience, the BSC customer focus enables hotels to consider the expectations and needs of stakeholders and adapt their strategies to improve their sustainable performance. Customer performance is achieved through customer satisfaction, loyalty, and service quality (Chen et al., 2011; Sainaghi et al., 2013; Fatima and Elbanna's, 2020). McPhail et al. (2008) found specifically that the customer perspective was able to do this by aligning employee goals with customer expectations. More recently, Sainaghi et al. (2019) explored the application of the BSC to ski and lodging activities. They stressed that including indicators such as satisfaction rates, recommendations, and service quality in the customer perspective of the BSC enabled the measurement and monitoring of these key performance factors (Sainaghi et al., 2019, p. 217). Finally, Elbanna et al. (2022) comment that the BSC can also be utilized as a system to manage strategy.

All cited articles emphasize the importance of the BSC's customer focus in a global performance measurement perspective. The customer focus of the BSC allows companies to proactively monitor and manage customer satisfaction and experience, which is essential to improve competitiveness and overall performance in the hospitality and tourism sector (Fatima and Elbanna, 2020, p. 6; Elbanna et al., 2022). Thus, these studies provide models for effectively integrating customer perspective into the BSC framework, contributing to the understanding and improvement of strategic management in these services sectors. Nevertheless, Sainaghi et al. (2019), Fatima and Elbanna (2020), Elbanna et al. (2022) underline the limitations of traditional BSC and its focus on the customer. They cite (i) oversimplification due to limited, non-multidimensional indicators; (ii) focus on the financial performance - satisfaction ratio; (ii) lack of causality on consumer behaviour; (iii) lack of flexibility; (iv) need for adaptation to the sectoral context; (v) difficulty in collecting data and (vi) a lack of measurement foundations. This requires the development and validation of an adapted strategy map that considers customer feedback.

2.3   Customer Performance in Outdoor Hospitalities

While the indoor hospitality sector has benefited from a great deal of research on customer satisfaction measurement, the outdoor hospitality sectors have received minimal consideration. They are typically family-owned or small independent businesses that have lower operating

178 costs and high turnover rates (Hayllar et al., 2006; Grande and Camprubi, 2022). They offer a
179 more natural, rustic, or leisure-based experience than indoor hospitality, with outdoor activities,
180 such as camping, hiking, fishing, and other recreational activities (Grande and Seraphin, 2024).
181 The outdoor hospitality sector has a major problem with performance measurement (Bell and
182 Crilley, 2002; Hayllar et al., 2006). Since these two studies, there have been few contributions
183 dealing directly with performance measurement. Generally, the articles explain that there
184 although there is an attempt to structure customer satisfaction (Peršić et al., 2017; Grande, 2022;
185 Grande and Haynes, 2023) this occurs without providing any real methodological tools for its
186 measurement. The outdoor hospitality remains the poor cousin of the hospitality sector, lacking
187 relevant, rigorous, and robust tools to drive business performance through the lens of the
188 customer perspective.

189 In the outdoor hospitality management literature, authors have focused their research on service
190 quality (Hayllar et al., 2006; O'Neill et al., 2010; Brochado and Pereira, 2017; Mikulić et al.,
191 2017; Brochado and Brochado, 2019). In particular, the research of Hayllar et al. (2006) focused
192 on measuring customer/visitor service quality (VSQ). The attributes were created during a focus
193 group with seventeen customers. The representativeness of its sample was a major limitation
194 and deserved to be reviewed based on a larger sample. O'Neill et al. (2010) deals with an
195 exploratory analysis of 2,599 questionnaires, including an analysis based on 27 items that were
196 factorized according to four factors (people, service, tangible, wc). The research aimed to
197 understand which dimensions had the greatest impact on customer satisfaction and loyalty. The
198 results show that the "people" dimension is the only one to influence both satisfaction and
199 loyalty. The "service" and "tangible" dimensions influence satisfaction. The last dimension has
200 no impact. In view of the dimensions used and the limitations of this research, O'Neill et al.
201 (2010) suggest deconstructing overall visitor performance through customer feedback to
202 concretely capture customer satisfaction and dissatisfaction in relation to its four exposed
203 dimensions.

204 Following this, Brochado and Pereira (2017) proposed an exploratory analysis of the factors
205 that contribute to service quality. Based on 172 comments rating from TripAdvisor, their
206 research considered five factors (tangibles, staff, nature-based experiences, food, and activities)
207 and 28 items to fully explore service quality in glamping experiences. Mikulić et al. (2017)
208 focused on camping-destination operators in the coastal part of Croatia. 867 customers
209 completed a questionnaire to measure the importance and performance of 19 attributes helping
210 in the selection of the campsite. The authors proposed a set of 19 attributes for managers to
211 prioritize, distinguishing those that influence customer choice and experience. This paper tells
212 us which attributes are a source of importance and performance for Croatian campsites.
213 However, the nature of the sources of non-performance is unknown, which means that a
214 complementary method is needed to dig deeper into the problems encountered for each
215 attribute. As a limitation, the article does not specify whether the two questionnaires sent out
216 involved the same sample of customers, i.e., respondents before the experience and then during
217 the experience. This limitation is not sufficiently emphasized in the article, which may have an
218 impact on the operationalization of this method. Finally, Mikulić et al. (2017) call for adopting
219 a multidimensional view on the importance construct to avoid potentially misleading
220 managerial implications.

221 Then, Brochado and Brochado (2019) aim to identify the common expectations of customers
222 focused on immersive lodgings in the wilderness. This article involves an analysis of 514

customer comments in Portugal. The results relate to glamping accommodations with a focus on nature. Since this, no studies have been carried out on customer satisfaction related to leisure-oriented campsites. Later Radovic et al. (2021) examine camping tourism, experience, satisfaction, and loyalty. The empirical research was conducted on a convenience sample of 143 questionaires from campsite visitors and identified four key areas leading to satisfaction and loyalty – escapism, aesthetic, entertainment, and education. However, they stress the need to focus on the impact of the actual experience to consistently monitor the satisfaction and loyalty of tourists during their stay in campsites. Mangaraj and Smrutirekha (2021) analyzed the contribution of destination attributes to customer satisfaction from the tourists' perspective in two of India's most popular glamping destinations. They collected data using a closed-ended questionnaire and random convenience sampling based on less than a hundred campsite visitors. They identify five common attributes already exposed by O'Neill et al. (2010) and Brochado and Brochado (2019).

2.4 Gaps

At the enterprise level, given the small-business and family managed nature of campsite firms, many operators do not have ready access to management expertise or possess the financial resources necessary to engage in the management or administrative development of empirically based customer service or operational management processes (Hayllar et al., 2006; Peršić et al., 2017). Furthermore, internal benchmarking at campsites was never explored in the camping literature review. This is mainly due to a lack of tools and access to data from chains and integrated groups (Grande, 2022). And yet, the standardization of tools and practices is of paramount importance for internal and external benchmarking (Peršić et al., 2017). By standardizing the use of the BSC, every campsite within an integrated group or chain will use the same evaluation criteria and performance indicators (Peršić et al., 2017, Grande and Botti, 2023) which is crucial for identifying best practices and enabling adjustments or improvements where necessary.

In summary, the analysis of the literature review section presents several gaps for the outdoor hospitality sector and wider theoretical understanding of the BSC.

1. lack of application of the BSC in the campsite sector
2. lack of a granular, multi-criteria approach to the deconstruction of the fundamentals of customer satisfaction which impact the visitor's overall performance
3. lack of measurement tool adapted to large sample of customer comments instead of traditional questionnaires

Our research focuses on these three gaps in order to build the foundations of the customer perspective of the BSC adapted to the camping sector.

3. Method

3.1 Data collection

An inductive approach was applied to address the research objectives since these were based on an interpretative paradigm aimed at exploring the different perspectives and multiple subjective realities of society's actors. The data for this study were obtained from tourists who stayed at campsites in the coastal area of France. The sampling frame has been provided by Yelloh-Village chain, one of the largest outdoor hospitality firms in France. This camping chain can be viewed as representative of the outdoor hospitality sector (Mikulić et al., 2017). It meets all the criteria and variables specified by Grande and Camprubi (2022) for the OHP typology.

We collected customer comments during the period 01/04/2022 to 30/09/2022, using a customer satisfaction tracking software, which is equivalent to a full season of opening. Considering the previous research on 172 customer comments from Brochado and Pereira (2017) and 514 comments from Brochado and Brochado (2019), a total of 3508 comments including 30,332 terms were collected at the end of the 2022 season. Brochado and Pereira (2017) explained that compared to questionnaires, comments offer authentic opinions and feelings unfiltered by individuals, rich and diverse perspectives, real-time feedback to capture current trends, and are more cost-effective and efficient for organizations with a need for weekly information. Brochado and Pereira (2017) refer to a non-intrusive approach to customer performance, as it is spontaneously shared. To clean up the database, customer names, emoticons, and other characters were removed. Of the comments collected, 57% are female and 43% are male (see Table 1).

3.2 Data analysis

In the hospitality sector, Berezina et al. (2016) and Yang et al. (2023) used a lexical analysis to measure the customer performance based on online hotel reviews. Their lexical analysis was more than just a methodological approach to the article, but a finding in themselves, as they aim to deconstruct overall visitor satisfaction for theoretical and practical implications.

In this research, data analysis was carried out using the Reinert method (1996). This method allows a lexical analysis of text corpora which eliminates the problems of reliability and validity in textual analysis (Reinert, 1996). First, the corpus is divided into segments (40 attributes). The segments are used to create a contingency table, which shows the distribution of vocabulary by segment (Mondragon et al., 2022). The program generates a matrix of squared distances from this contingency table, assuming that two segments are close if they share some of the analyzed attributes (Reinert, 1996; Mondragon et al., 2022). Then, following Reinert's method, this research performed a descending hierarchical classification, obtaining the classes of segments that best differentiate the vocabulary (Mondragon et al., 2022). It extracted sets of attributes called classes that co-occur and were best differentiated from other classes.

We obtained a series of classes composed of attributes and text segments with the highest Chi-square values. The Reinert method produces statistical, transparent, and reproducible data until the final point of interpretation, where researchers assign a label, i.e., the researcher gives a title to the group of attributes and text segments grouped by the software (Schonhardt-Bailey, 2013; Roy and Garon, 2013). Once the first two researchers had defined class names, a consensus-building process was defined for the classes that had not obtained similar names. A third researcher was then involved to find a consensus on the class names obtained (see Figure 1). In

a second step, a factorial correspondence analysis (FCA) was carried out to graphically position the distribution of the identified thematic classes, with the aim of studying their organization. It provides additional information about the proximity or distance between the different classes, allowing a discussion of the links or lack of links that exist. The IRAMUTEQ software was applied. Figure 1 summarizes each step, the specific details of the method used and the justification for each step to ensure the validity of the data.

Variables	Category	N	%
Gender	Female	2 003	57%
	Male	1 505	43%
Socio-professional category	Employees (non-executives)	612	17%
	Managers (executives)	715	20%
	Craftsman (independent-entrepreneurs)	226	6%
	Retired	156	4%
	Other	1 799	51%
Reservation Channel	Internet	3 455	73%
	Direct	1 277	27%
Number of overnight stays by age	Baby -3	4 143	3%
	Kids 4-7	10 642	9%
	Juniors 8-12	21 476	17%
	Teens 13-17	15 955	13%
	Adults 18+	72 572	58%
Stay	With Children	3 549	75%
	Without Children	1 183	25%

Table 1. Sampling profile of 3508 customer comments
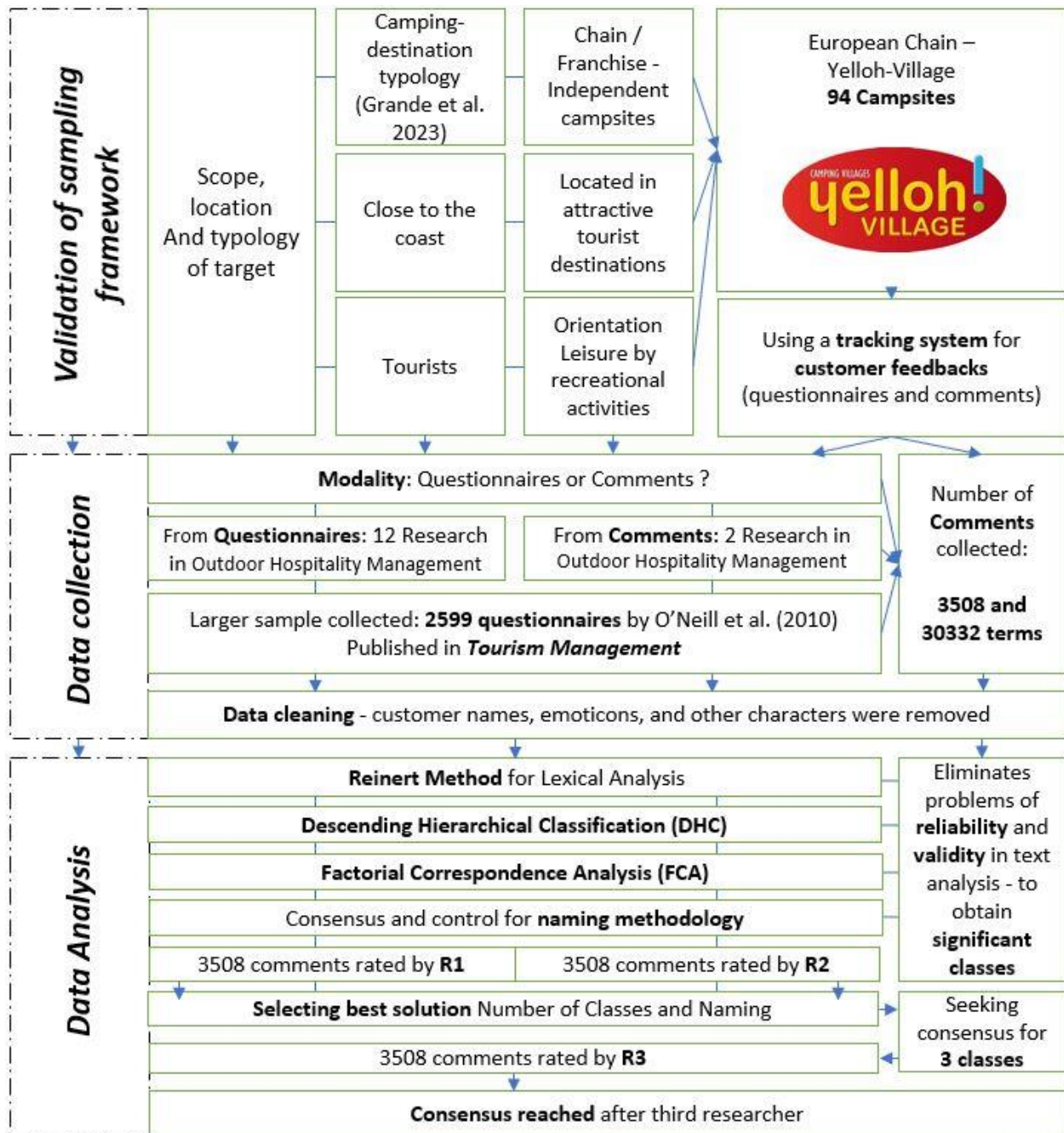
Figure 1. Methodological process.

4. Findings and Discussion

4.1   Descending Hierarchical Classification

The corpus includes 30,332 terms, of which 28,803 terms were considered in the analysis after lemmatization (95% of the total CEUs). To facilitate the understanding, identification and interpretation of the different classes, this research has chosen to retain a maximum of 5 attributes for each class and the ones with the strongest significant value, therefore the one that best contributes to explaining the class for the following description (according to the classes,

324 11 to 24 terms have an X² value > 14.15 and a p value < 0.001) (table 2). Furthermore, attributes
325 and classes were compared and linked to past relevant literature.

	FINDINGS			LITERATURE REVIEW
Class Names	**Name & Value UCE %**	**X²**	**p-value**	**Cited by**
Class Name 1	**Schedule (6.70%)**			Xiang et al. (2023)
Attribute 1	23h	129.99	< 0. 001	/
Attribute 2	Rest	70.01	< 0. 001	/
Attribute 3	Morning	30.46	< 0. 001	/
Attribute 4	Departure	20.79	< 0. 001	/
Attribute 5	Week	15.84	< 0. 001	/
Class Name 2	**Accommodation (8.30%)**			Brochado and Pereira (2017)
Attribute 1	Home	142.27	< 0. 001	/
Attribute 2	Premium	123.61	< 0. 001	/
Attribute 3	Mobile	78.57	< 0. 001	/
Attribute 4	Accommodation	32.57	< 0. 001	/
Attribute 5	Cottage	22.06	< 0. 001	/
Class Name 3	**Sanitary (6.70%)**			O'Neill et al. (2010)
Attribute 1	Sanitary	32.15	< 0. 001	/
Attribute 2	Laundry	29.83	< 0. 001	/
Attribute 3	Staff	29.32	< 0. 001	/
Attribute 4	Clean	25.30	< 0. 001	/
Attribute 5	Toilet seat	22.55	< 0. 001	/
Class Name 4	**Location (5.10%)**			Grande et al. (2023)
Attribute 1	Place	53.05	< 0. 001	/
Attribute 2	Beautiful	37.28	< 0. 001	/
Attribute 3	Zen	24.71	< 0. 001	/
Attribute 4	Sea	20.06	< 0. 001	/
Attribute 5	Noisy	17.21	< 0. 001	/
Class Name 5	**Atmosphere (9.60%)**			Brochado and Brochado (2019)
Attribute 1	Smiling	90.04	< 0. 001	/
Attribute 2	Care	47.41	< 0. 001	/
Attribute 3	Pleasant	38.66	< 0. 001	/
Attribute 4	Taste	28.75	< 0. 001	/
Attribute 5	Nice	28.75	< 0. 001	/
Class Name 6	**Teamwork Quality (6.90%)**			O'Neill et al. (2010)
Attribute 1	Service	41.82	< 0. 001	/
Attribute 2	Habit	29. 66	< 0. 001	/
Attribute 3	Height	28.33	< 0. 001	/
Attribute 4	Listening	25.99	< 0. 001	/
Attribute 5	Reception	21.58	< 0. 001	/
Class Name 7	**Care and Cleanliness (7.10%)**			Hayllar et al. (2006)
Attribute 1	Room	79.64	< 0. 001	/
Attribute 2	Cleaned	53.63	< 0. 001	/
Attribute 3	Window	52.09	< 0. 001	/
Attribute 4	Curtains	32.75	< 0. 001	/
Attribute 5	Bedding	17.91	< 0. 001	/
Class Name 8	**Target Customer (7.40%)**			Brochado and Brochado (2019)
Attribute 1	Family	64.02	< 0. 001	/

Attribute 2	Child	40.35	< 0.001	/
Attribute 3	Friend	21.35	< 0.001	/
Attribute 4	Age	18.19	< 0.001	/
Attribute 5	Sportsman	14.15	< 0.001	/
Class Name 9	**Customer Satisfaction (6.80%)**			O'Neill et al. (2010)
Attribute 1	Excellent	105.66	< 0.001	/
Attribute 2	Adore	63.43	< 0.001	/
Attribute 3	Fantastic	58.36	< 0.001	/
Attribute 4	Incredible	27.60	< 0.001	/
Attribute 5	Wonderful	25.07	< 0.001	/
Class Name 10	**Customer Loyalty (9.10%)**			O'Neill et al. (2010)
Attribute 1	Next	56.84	< 0.001	/
Attribute 2	Love	31.68	< 0.001	/
Attribute 3	Impatience	21.22	< 0.001	/
Attribute 4	Come back	18.38	< 0.001	/
Attribute 5	Leave	14.89	< 0.001	/
Class Name 11	**Regulation (10.50%)**			Mikulic et al. (2017)
Attribute 1	Close	56.57	< 0.001	/
Attribute 2	Dog	54.67	< 0.001	/
Attribute 3	Reservation	40.07	< 0.001	/
Attribute 4	Explain	25.64	< 0.001	/
Attribute 5	Prohibit	20.03	< 0.001	/
Class Name 12	**Catering (9.60%)**			Brochado and Brochado (2019)
Attribute 1	Ordering	125.94	< 0.001	/
Attribute 2	Pizza	89.21	< 0.001	/
Attribute 3	Wait	84.55	< 0.001	/
Attribute 4	Long	54.11	< 0.001	/
Attribute 5	Shortage	45.79	< 0.001	/
Class Name 13	**Leisure (6.10%)**			Brooker and Joppe (2013)
Attribute 1	Aquatic	78.57	< 0.001	/
Attribute 2	Space	60.88	< 0.001	/
Attribute 3	Facilities	39.77	< 0.001	/
Attribute 4	Entertainment	37.66	< 0.001	/
Attribute 5	Animator	26.65	< 0.001	/

326

327   Table 2. Findings of Classes and Attributes for Yelloh Village Chain.

328

329   The DHC proposes that the comments be organized according to 13 thematic classes, which
330   indicates a strong heterogeneity of the customer comments. These segments refer to classes
331   related to customer satisfaction, loyalty, atmosphere, quality, resources, and skills mobilized
332   for the camping experience (see Figure 2).
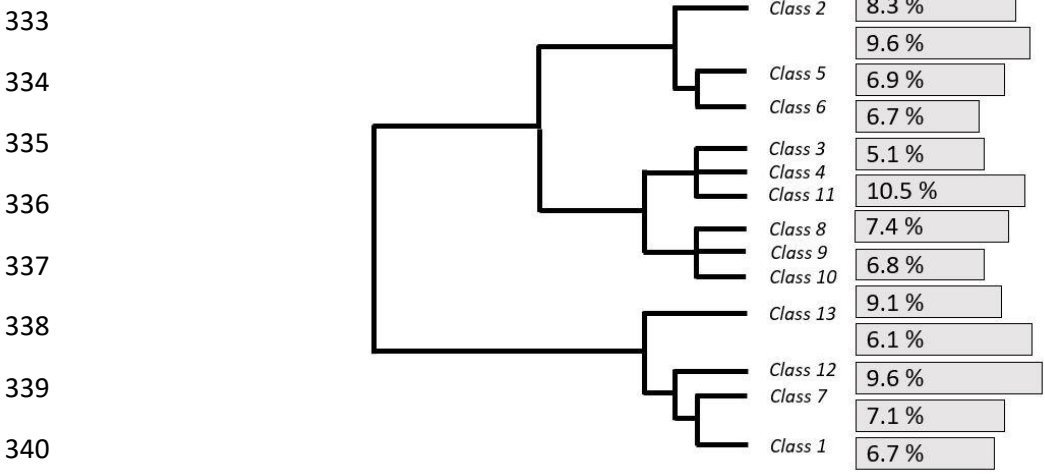
Figure 2. Descending Hierarchical Classification dendogram per class

4.2   Factorial Correspondence Analysis (FCA)

344   The FCA organizes the 13 classes (see Figure 3). These latent variables explain relationships
345   between observed classes and factors. The first factor (16.51% of the corpus) clearly separates
346   classes 2, 3, 4, 5, 6, 8, 9, 10 and 11 (negative abscissa) from classes 1, 7, 12, 13 (positive
347   abscissa). It recovers the bipartition of the corpus by separating the resources linked to
348   satisfaction from those linked to dissatisfaction. The second factor (13.56%) assumes more of
349   a distinction between the reaction of targets and their satisfaction with the set of resources
350   offered. Classes 2, 5, 6 (positive ordinate) are clearly separated from class 12 (negative
351   ordinate) (see Figure 3). The results of this FCA reinforce the coherence and robustness of the
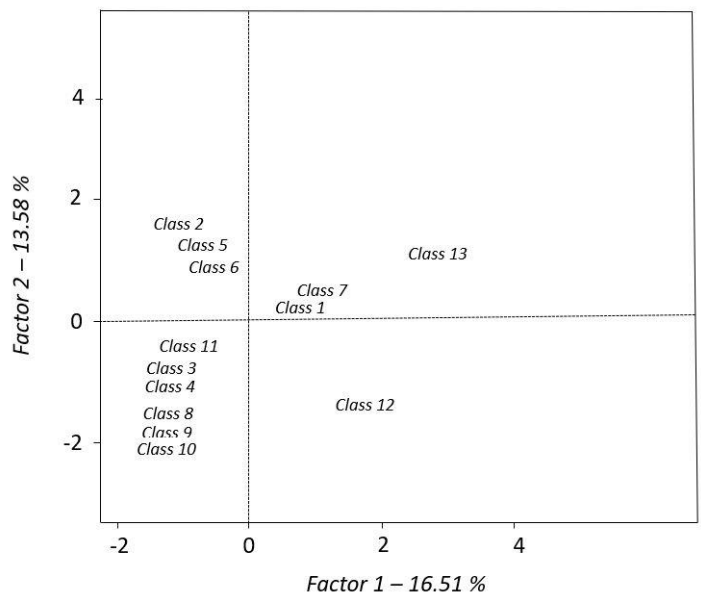352   study.

Figure 3. FCA performed on the corpus of 3508 customer comments.

4.3   Segmentation of Classes and Attributes

Comparative advantage and Intangible classes (figure 4). The schedule class underlines the pronounced interest in temporal attributes. The attributes "time, afternoon, morning, 11pm, departure, arrival" are often cited. Customers are very strongly impacted by the company's organization. It is a source of dissatisfaction in many cases. This class has not been the subject of any previous research in the management of the outdoor hospitality sector. This point has been addressed by Xiang et al. (2023), who evaluated community mechanisms and their camping experiences. Time is considered a structural variable for both glampers and camping-destination tourists.

The regulation class comes up many times and underlines the pronounced interest in the attributes of regulation. The attributes "authorization, prohibition, regulation, closure" are often cited. This criterion appears mainly in studies of leisure-oriented campsites, i.e., where there is a high concentration of people and numerous accommodations and leisure infrastructures in very limited natural spaces. In the context of the Covid-19 pandemic, Craig and Karabas (2021) point out that glamping is popular with the public because it allows social distancing while enjoying the great outdoors. However, social distance, an attribute of regulation, was also an important factor and a source of dissatisfaction in the leisure market.

The care and cleanliness class addresses the issue of upkeep, thorough cleanliness and equipment maintenance. It is characterized by attributes that underline recurring problems in housing, particularly regarding the sleeping space. This class has a strong impact on the organization's performance and is measured through indicators known in the profession (Hayllar et al., 2006; Grande and Camprubi, 2022). The cost of maintenance is a relevant indicator insofar as it can be verified by types of tangible and intangible attributes. It enables individualized monitoring of maintenance operations for each piece of equipment. Campsites should have a digital tool for centralizing recurring problems reported by customers.

Comparative advantage and Tangible classes. The accommodation class comes up frequently in the sector as it is the main product and service consumed in camping, glamping, or outdoor hospitality parks. Our research consolidates the need for further research on accommodation typologies. This research refers to the attributes that make up the accommodation offer through rentals (equipped pitches) or bare pitches (standard). The multiplicity of accommodation facilities plays a central role but is mainly judged on the quantity and quality of the facilities offered. This criterion is in line with the work of Grande and Camprubi (2022), Grande and Botti (2023), and Grande et al. (2023), where all mention the importance of accumulating a multiplicity of accommodations in unattractive campsites.

For the sanitary class, in the quest for satisfaction, the article by O'Neill et al. (2010) points out that toilets should not be considered as an important factor in this sector. And yet, in our research, the attributes are related to technical problems, lack of hygiene, and functionality of the shower areas. It is therefore important to address a specific category when evaluating sanitary products and services, as they are often cited in customer reviews for this leisure-oriented chain.

Location is a class addressed in several articles. Grande et al. (2023) specifies 4 dimensions of location and the compensating effects to be controlled. This research shows that there is a dependent relationship between the result of the 4 clusters and the descriptive variables.

Moreover, Grande et al. (2023) research is interesting in that it allows the campground manager to identify his campground-destination positioning and to evaluate the strategy to deploy in relation to his real competitors. Earlier, Rice et al. (2019) and Salo et al. (2020) focused on this location criterion to evaluate pricing in a homogeneous territory but also the influence of certain exogenous variables such as climate and temperature on revenues (Rice et al., 2019).

The catering class has been cited by Brochado and Brochado (2019). A few appearances are also noted in the work of Grande and Camprubi (2022) and Grande and Botti (2023). The authors cite ancillary sales to summarize food and additional services as a competitive factor for these outdoor establishments. There is too little knowledge about the place of catering in the business models and the dynamic capacities of managers/owners. This diversification activity is sometimes the establishment's only bulwark for generating significant income. Especially for small structures (<70 sites) with or without rentals who must diversify their revenue model to become sustainable. The restaurant business makes the daily organization more complex, and the manager must master skills that are far removed from his core business. Our results show that the catering class is at the antipodes of the customer satisfaction, teamwork quality and experience classes.

Finally the leisure class is one of the most widely discussed by researchers in the field of Outdoor Hospitality management. Between 2020 and 2023, seven authors have deeply integrated leisure-related factors to contextualize the outdoor hospitality product (Lee, 2020; Brooker and Joppe, 2013). Recreational facilities are decisive elements in the selection of a vacation spot. Since recreation plays a major role in the outdoor accommodation sector, it is important to assess the extent to which it contributes to customer satisfaction.

Competitive advantage (figure 4)**.** As the camping sector becomes more and more competitive, the quality of teamwork class is a topic that is highly regarded by customers. The article by O'Neill et al. (2010) points out that companies need to regularly monitor the quality of teamwork to meet customer expectations and to constantly improve their offerings. Teamwork is a key influencing factor for customer satisfaction and future behavior intention (O'Neill et al., 2010). According to Brochado and Pereira (2017), researchers consider teamwork as the most important factor in successful nature-based tourism development. The quality of teamwork enables companies to develop competitive advantages at a time when tourism and the hospitality industries are less and less attractive in terms of employment, given the difficulty of recruiting profiles that are already trained, immediately operational and efficient.

Several studies have highlighted the importance of consumer atmosphere class (Farrell et al., 2001; Mikulić et al., 2017; Brochado and Pereira, 2017; Lee et al., 2019; Tong et al., 2020; Xu et al., 2022), and have shown that companies can influence this atmosphere by working on aspects such as empathy, personalization, authenticity, or consistency of their offering. It's important to see how many attractive resources a company can have (comparative advantage) but be at a disadvantage in terms of resource quality, and even in terms of the atmosphere surrounding these qualitative resources.

Customer performance. To date, no research in outdoor hospitality management has focused on conceptual representation of the customer satisfaction class through attributes. As explained in the literature section, it would be relevant to address a conceptual model based on all the classes identified during this research to conduct customer performance measurements from fuzzy numbers. Issues of multidimensional data aggregation translated into indicators, have not

been addressed in this context. However, a few works are beginning to emerge, such as Lee (2020), who uses the AHP method, or Grande and Botti (2023), who used AHP and ELECTRE TRI for classification purposes. Now we need to be able to distinguish between positive and negative values to create an appropriate score.

The loyalty class represents future behavior intention (O'Neill et al., 2010). It shows that the customer regularly buys the same brand or product. O'Neill et al. (2010) confirm that only teamwork/staff influence customer loyalty. Moreover, they indicate that a high customer satisfaction on tangible, people and services would also influence loyalty. In 2022, Grande and Camprubi's article asked managers about their customer loyalty tools. It turns out that only 9 of the 52 campsites surveyed had a loyalty program to encourage customers to return, and 78% were proposed by camping affiliated to a chain.

4.4 Discussion

The research answers the question of what are the classes and attributes valued by customers in the outdoor hospitality sector and demonstrates the need for a multi-criteria approach to the BSC customer perspective. We propose a measurement tool adapted to a large sample of customer comments, instead of a traditional questionnaire. The aim was to detail the initial basis of the standards expected in the customer perspective of the BSC for the OHPs, which will serve as a common reference for all establishments in the same group to assess their customer performance related to common classes and attributes. Our findings contribute to the camping management literature by proposing a model translating the fundamentals of customer satisfaction which deconstruct the visitor's overall performance (figure 4). We identify a set of classes related to customer perspective adapted to the outdoor hospitality sector. Above all, this research offers a battery of attributes facilitating the in-depth understanding of customer comments making the focus on comparative and competitive advantages valorized.

This article extends the camping management research of O'Neill et al. (2010), Brochado and Pereira (2017) and Brochado and Brochado (2019). In their results, O'Neill et al. (2010) proposed an analysis structure between tangible and intangible elements, followed by service quality and customer satisfaction. We extend their findings with classes and attributes to reinforce the link between them all. Brochado and Brochado (2019) findings expose 4 targets. Our work outlines 5, some of which are very different from theirs (family, friends and athletes, seniors, worker). Brochado and Brochado's (2019) work addresses 11 attributes, we propose 13, some of which are close to theirs (Camping and Accommodation; Food-Ingredients and Catering; Experience and Experience). However, others are very different (Nature vs Leisure; Schedule; Regulations; Care; Sanitary; Location; Quality; Customer Satisfaction; Customer Loyalty). Compared with previous studies, our work clarifies what a leisure camping-destination is, from the point of view of customers. The work of Brochado and Brochado (2019) did not segment their results to obtain references linked to performance measurement (Customer Satisfaction; Customer Loyalty), those linked to competitive advantage factors (experience and atmosphere, quality) and those linked to comparative advantages.

BSC is a complex, systemic, and in-depth strategy map. Each BSC requires specific attention and leads to the application of different methodological tools (Kaplan, 2009; Kumar et al., 2022). Dealing with all the dimensions of the BSC in a single piece of research may prove difficult, if not impractical, due to the diversity of methods and approaches required to study

each perspective (Kaplan, 2009). Each aspect of this strategy map requires specific indicators, metrics, and distinct measurement tools to assess performance (Tawse and Tabesh, 2023). The BSC offers a structured, uniform framework for assessing performance, and its implementation within a group enables evaluation methods to be harmonized across all the entities that make it up.

In the context of the outdoor hospitality, the strategic vision of campsites is explored by customer satisfaction, operational efficiency, and controlled growth (figure 5). The vision integrates organizational sustainability, while maintaining a high level of customer experience. The strategic focus is on continuous improvement of the customer experience while optimizing operational costs. It includes the sustainable growth of attractive infrastructures. The strategic perspective corresponds to the monitoring of management indicators. It focuses on the financial perspective (profitability, operating costs, return on investment); the customer perspective (customer satisfaction, loyalty, customer feedback); the internal processes perspective (operational efficiency, infrastructure maintenance, reservations management); the learning and growth perspective (staff training, sustainable innovation, supplier management). All the KPIs cited in this document refer to the work of Grande and Haynes (2023) and their proposed listing of all the variables used in campsite management. Strategic results correspond to the monitoring of actions according to a timeframe.

The financial perspective includes all management ratios. This refers to the work of Bell and Crilley (2002), Hayllar et al. (2006), or Grande and Camprubi (2022). These authors have proposed management indicators adapted to the context of camping. In particular, the work of Grande and Camprubi (2022) has identified management indicators according to business model typologies. These indicators are relatively relevant, as they consider the heterogeneity of the sector, going further than the work of Bell and Crilley (2002) or Hayllar et al. (2006) based on non-segmented samples. Here, we might apply the management indicators of typology 4 "Outdoor Hospitality Parks", which correspond to relatively attractive campsites oriented towards leisure tourism.

The customer perspective requires daily monitoring of customer feedback and immediate problem resolution. An analysis of customer satisfaction trends and rapid adjustments are then proposed each week, to identify problematic comparative and competitive advantages to be immediately adjusted for the following weeks and months. Managers from each department meet monthly to develop operational strategies for improving customer satisfaction based on feedback, and each year, customer performance indicators are measured and analyzed against previous years to observe the management team's level of effectiveness. Ultimately, the customer perspective has a direct impact on management costs (financial perspective) but also on the internal perspective (via integrated innovations, the customer experience monitoring service, and the operational departments involved), hence the need to link these components (see figure 5).

The internal perspective requires day-to-day monitoring of departments, reception involves monitoring reservations, and the technical department involves monitoring site maintenance and works. Managers monitor operating costs and identify inefficiencies on a weekly basis. Process innovation actions are implemented to optimize costs. Every year, managers check the volatility of operating costs and the degree of innovation by department.

To the best of our knowledge, over the past decade, the outdoor hospitality management literature has made no contribution to the "learning and growth" perspective. Indeed, the only research is that of Breen et al. (2006), who focused on the dynamic capabilities of campsite entrepreneurs with the aim of establish typologies of innovative managers.

Finally, this contribution details how one study adds new classes and attributes to already established theories and models (O'Neill et al., 2010; Brochado and Pereira, 2017), making our BSC more complete, up to date and adapted to the camping industry. However, this research warns outdoor hospitality management researchers against using satisfaction questionnaires to assess the performance of camping sites. The questionnaires, through their classes and attributes, must be justified on the basis of a literature review, or else by carrying out a qualitative analysis to justify the consideration of unmentioned attributes. All this must avoid the appearance of random attributes.

5. Conclusions

Our paper examines the BSC foundation, its customer dimension, and the underlying process by which customer satisfaction is formed. Consequently, dealing with each BSC perspective in a comprehensive and rigorous way requires separate research to better grasp the complexity and diversity of the measures and indicators associated with each aspect. It avoids taking an over-simplified approach to the BSC often seen in the extant literature by identifying the granual attributes that make up the customer perspective but also segmenting those into classes. We highlight the importance of a holistic approach that considers all customer interactions and experiences over time, to foster sustainable satisfaction and build strong customer relationships. As a result, this research explores organizational performance through the lens of customer satisfaction attributes. Each interaction, behaviour and perception contribute to the overall customer experience, satisfaction, and loyalty. This approach aims to consider the entire customer journey and cultivate positive experiences at each stage to foster long-term customer satisfaction. The massive content and the DHC method have helped us to use personal feedback and systematically capture attributes valued by customers. This makes it possible to create a grid of reference criteria to evaluate a batch of comments and mark points of interest for customers.

5.1 Theoretical implications

This paper reinforces the theories of previous studies that have confirmed that customer satisfaction is a central element of organizational performance assessment (Elbanna et al., 2022) but does this within the underexplored theoretical context of the camping sector addressing the first gap identified in the literature. Our research reinforces the theory that customer satisfaction management needs to be systemically integrated into service sector corporate strategies (Sainaghi et al., 2019). In this respect, this study responds to the lack of benchmarking tools adapted to the camping sector to translate and measure extra-financial performance (Persic et al., 2017; Grande, 2022; Grande and Haynes, 2023). Thus, this research offers an additional perspective by addressing internal benchmarking (Botti et al., 2009; Perrigot et al., 2009), which complements external benchmarking studies for campsites (Grande, 2022; Grande and Botti, 2023; Grande and Séraphin, 2024).

However, it also extends the BSC theory through taking a granular approach to deconstructing the attributes that contribute to the customer perspective element (O'Neill et al., 2010). Thus it avoids the over-simplification of the theory that has been a critism levied at the theory in previous research (Elbanna et al., 2022). In addition it shows how these attributes can be clustered into segments to recognize synergies and connections between the otherwise distinct attributes that allow a more comprehensive understanding of the customer perspective element of the BSC. This addresses the second gap identified.

5.2 Practical implications
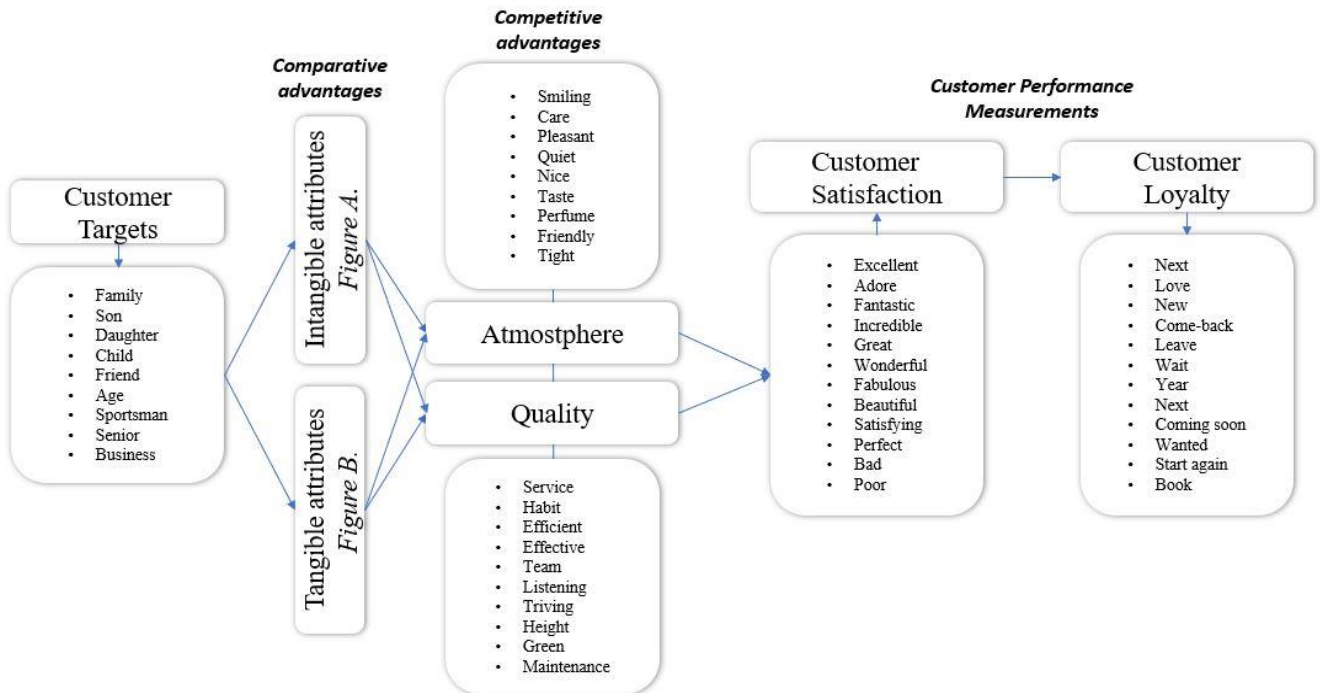
From a practical viewpoint this paper addresses the third gap identified in the extant literature that there is the lack of a measurement tool adapted to large scale samples of customer comments. The logic of benchmarking only makes sense if it enables comparable units to be compared (Neely et al., 2005) and research postulates that into chains, there are comparable units in the sense of Botti et al. (2009). The use of lexical analysis must be adopted by any integrated chains to create their customer performance foundations and building blocks to care in their BSC. This way is essential to deploy a benchmarking tool in their multiple organisations to measure and assess performance (Bell and Crilley, 2002; Persic et al., 2017).

Through this proposed BSC, camping groups and chains could share their strategic vision, adjust customer needs and ensure the smooth running of day-to-day operations. It enables them to assess performance with objectives and competitors, adjust tactics accordingly to their sites and justify the need for investment in resources and skills.

Concerning Yelloh-Village chain, they should use the set of classes identified in this research to create their standardized customer survey to rate their customer performance. This chain would also focus on the key attributes of customer satisfaction, for improving the experiential positioning (Garst et al., 2010; O'Neill et al., 2010; Brochado and Pereira, 2017; Radovic et al., 2021), operational priorities (Hayllar et al., 2006) and focus on lexical improvements to marketing content that are more in tune with changing customer expectations (Montargot et al., 2021). They should pay particular attention to the length of texts on their websites and to images reflecting the categories valued by customers.

5.2 Limitations and future research

Considering the limitations, this study only collected data in France and does not assess the link between our classes and the "loyalty" class. To avoid the technical constraints of performance measurement, this study does not provide the entire process for managers. This part will be covered in a future contribution via internal benchmarking within this network (Grande and Botti, 2023). Moreover, this study does not calculate customer performance scores based on customer comments. Elmeguid et al. (2018) explained that multiple criteria decision analysis methods are clearly underutilized in the study of online guest review in hospitality management. In doing so, future research could consider an MCDM approach to aggregating customer performance through satisfaction and loyalty indicators. Criteria weighting (Zaman et al., 2016), and TOPSIS method (Vo-Thanh et al., 2022; Zaman et al., 2022) should be addressed to measure organizational performance through the prism of customer satisfaction for outdoor hospitality parks.

Customer Targets
- Family
- Son
- Daughter
- Child
- Friend
- Age
- Sportsman
- Senior
- Business

Comparative advantages

Intangible attributes *Figure A.*

Tangible attributes *Figure B.*

Competitive advantages
- Smiling
- Care
- Pleasant
- Quiet
- Nice
- Taste
- Perfume
- Friendly
- Tight

Atmostphere

Quality
- Service
- Habit
- Efficient
- Effective
- Team
- Listening
- Triving
- Height
- Green
- Maintenance

Customer Performance Measurements

Customer Satisfaction
- Excellent
- Adore
- Fantastic
- Incredible
- Great
- Wonderful
- Fabulous
- Beautiful
- Satisfying
- Perfect
- Bad
- Poor

Customer Loyalty
- Next
- Love
- New
- Come-back
- Leave
- Wait
- Year
- Next
- Coming soon
- Wanted
- Start again
- Book

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Comparative advantages

Intangible attributes

Schedule
- 23h
- Rest
- Morning
- Departure
- Week
- End
- Noon
- Early
- Late
- Barrier
- Pool
- Reception
- Restaurant
- Services

Regulations
- Close
- Open
- Dog
- Reservation
- Explain
- Prohibit
- Authorize
- Problems
- Leave
- Owner
- Right
- Excrement
- Law
- Complaint

Care
- Clean
- Bedding
- Room
- Storage
- Electrical connections
- Lamps
- Windows
- Curtains
- Bathroom
- Digital equipment

Comparative advantages

Tangible attributes

Accommodation
- Variety of accommodations
- Bare pitches
- Bare pitches with electricity
- Mobile homes
- Bungalows
- Glamping
- Caravanning
- Functionality
- Equipment

Sanitary
- Sanitary blocks
- Number of toilets
- Quantity of showers
- Quantity of dishwashing bins
- Number of washing machines
- Number of cleanings per day
- Frequency of use of sanitary facilities

Location
- Beach
- Sea/Ocean
- Sun
- Heat
- Nature
- City center
- Accessibility
- Park
- Noisy
- Restful
- Supermarket

Catering
- Order
- Pizza
- Snacking
- Waiting
- Long
- Serving
- Missing
- Tail
- Menu
- Staff
- Information
- Cocktail
- Bar

Leisure
- Entertainment
- Aquatic
- Water-slide
- Facility
- Infrastructure
- Field
- Team games
- Games for children
- Mini-club
- Sports entertainment
- Dance
- Cultural
- Artistic
- Wellness

629   Figure 4. Customer perspective of the balanced scorecard for the Outdoor Hospitality sector

CAMPSITE AND CAMPGROUND BALANCED SCORECARD FROM ___ / / ___ TO ___ / / ___.

STRATEGIC VISION

STRATEGIC PURPOSE

STRATEGIC PERSPECTIVE

STRATEGIC RESULT

Perspective	STRATEGIC OBJECTIVES	Key Performance Indicators	Benchmark score	My score	Future Action
Financial perspective	Increase Revenue • Increase Profit • Decrease Operating Costs	- Ratio of Net profit - Ratio of EBITDA - Ratio of Lodging sales - Additional sales - Maintenance costs - Salary costs	Fill out the level of your benchmark	Fill out your scores	Detail your operational actions
Customer perspective	**Improve Comparative advantage** Schedule* / Accommodation* Regulations* / Sanitary* Care* / Location* Catering* Leisure* **Improve Competitive advantage** Atmosphere* Quality* Customer satisfaction* Customer Loyalty*	- Attractiveness degree - Service quality - Customer satisfaction - Customer loyalty - Purchase intention - Claims Management	Fill out the level of your benchmark	Fill out your scores	
Internal perspective	**Operation management** Cleanliness service Maintenance service Reception service Entertainment service Back office service Direction service **Customer MGT Process** Customers Targets* Acquire new customers Retain customers After-sales services Involve customers Recommendations **Innovation Process** Features Complexity Mix Time Location Customization	- Efficiency-Effectiveness - Innovation degree - New customers - Retain customers - Cleanliness rate - Maintenance rate - Entertainment rate	Fill out the level of your benchmark	Fill out your scores	
Learning and Growth perspective	Improve Skills and Knowledge • Improve Technology • Improve Supply Chain	- Employee development plans - Technology management - Material costs - Supply alternatives	Fill out the level of your benchmark	Fill out your scores	

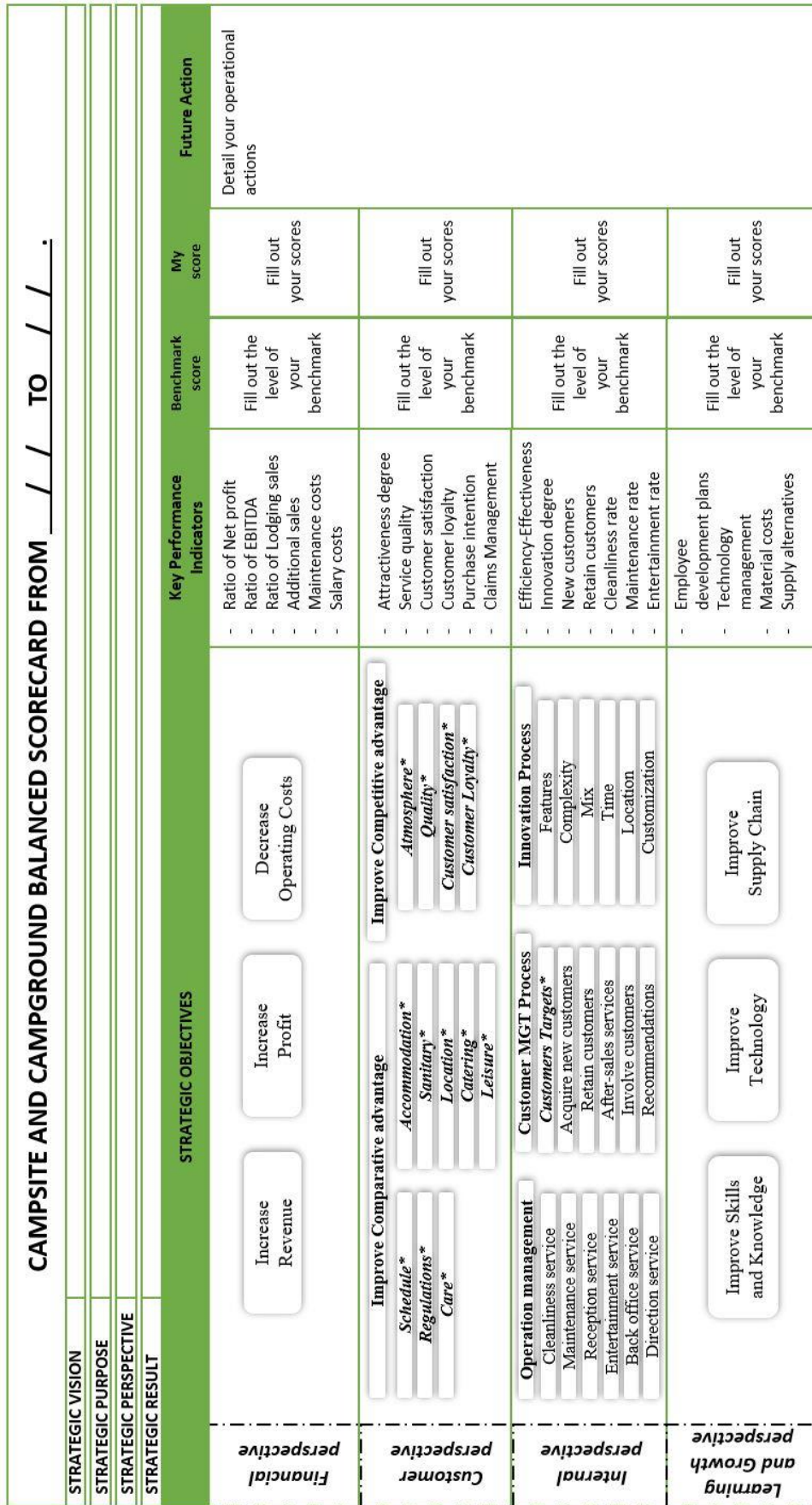Figure 5. Campsite and Campground BSC foundation (adapted from Kaplan, 2009)

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