

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

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

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-Tham 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

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

140 From a tourism and hospitality management perspective, there are seven articles that have
141 addressed the customer perspective of the BSC from several key perspectives although the
142 majority focus on the hotel sector (McPhail et al., 2008 ; Chen et al., 2011 ; Sainaghi et al.,
143 2013 ; Elbanna et al., 2015 ; Sainaghi et al., 2019 ; Guix and Font, 2020 ; Fatima and Elbanna,
144 2020 ; Elbanna et al., 2022). There is a clear consensus amongst the articles that a focus on the
145 customer perspective as part of the BSC is crucial for organizations looking to weekly improve
146 performance and is often considered by managers to be the most important element of the BSC
147 (Guix and Font, 2020; Fatima and Elbanna, 2020). By using metrics such as customer
148 satisfaction and experience, the BSC customer focus enables hotels to consider the expectations
149 and needs of stakeholders and adapt their strategies to improve their sustainable performance.
150 Customer performance is achieved through customer satisfaction, loyalty, and service quality
151 (Chen et al., 2011; Sainaghi et al., 2013; Fatima and Elbanna's, 2020). McPhail et al. (2008)
152 found specifically that the customer perspective was able to do this by aligning employee goals
153 with customer expectations. More recently, Sainaghi et al. (2019) explored the application of
154 the BSC to ski and lodging activities. They stressed that including indicators such as satisfaction
155 rates, recommendations, and service quality in the customer perspective of the BSC enabled the
156 measurement and monitoring of these key performance factors (Sainaghi et al., 2019, p. 217).
157 Finally, Elbanna et al. (2022) comment that the BSC can also be utilized as a system to manage
158 strategy.

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

173

174 **2.3 Customer Performance in Outdoor Hospitality**

175 While the indoor hospitality sector has benefited from a great deal of research on customer
176 satisfaction measurement, the outdoor hospitality sectors have received minimal consideration.
177 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

223 customer comments in Portugal. The results relate to glamping accommodations with a focus
224 on nature. Since this, no studies have been carried out on customer satisfaction related to
225 leisure-oriented campsites. Later Radovic et al. (2021) examine camping tourism, experience,
226 satisfaction, and loyalty. The empirical research was conducted on a convenience sample of
227 143 questionnaires from campsite visitors and identified four key areas leading to satisfaction
228 and loyalty – escapism, aesthetic, entertainment, and education. However, they stress the need
229 to focus on the impact of the actual experience to consistently monitor the satisfaction and
230 loyalty of tourists during their stay in campsites. Mangaraj and Smrutirekha (2021) analyzed
231 the contribution of destination attributes to customer satisfaction from the tourists' perspective
232 in two of India's most popular glamping destinations. They collected data using a closed-ended
233 questionnaire and random convenience sampling based on less than a hundred campsite visitors.
234 They identify five common attributes already exposed by O'Neill et al. (2010) and Brochado
235 and Brochado (2019).

236 **2.4 Gaps**

237 At the enterprise level, given the small-business and family managed nature of campsite firms,
238 many operators do not have ready access to management expertise or possess the financial
239 resources necessary to engage in the management or administrative development of empirically
240 based customer service or operational management processes (Hayllar et al., 2006; Peršić et al.,
241 2017). Furthermore, internal benchmarking at campsites was never explored in the camping
242 literature review. This is mainly due to a lack of tools and access to data from chains and
243 integrated groups (Grande, 2022). And yet, the standardization of tools and practices is of
244 paramount importance for internal and external benchmarking (Peršić et al., 2017). By
245 standardizing the use of the BSC, every campsite within an integrated group or chain will use
246 the same evaluation criteria and performance indicators (Peršić et al., 2017, Grande and Botti,
247 2023) which is crucial for identifying best practices and enabling adjustments or improvements
248 where necessary.

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

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

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

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263 3. Method

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265 3.1 Data collection

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

273 We collected customer comments during the period 01/04/2022 to 30/09/2022, using a
274 customer satisfaction tracking software, which is equivalent to a full season of opening.
275 Considering the previous research on 172 customer comments from Brochado and Pereira
276 (2017) and 514 comments from Brochado and Brochado (2019), a total of 3508 comments
277 including 30,332 terms were collected at the end of the 2022 season. Brochado and Pereira
278 (2017) explained that compared to questionnaires, comments offer authentic opinions and
279 feelings unfiltered by individuals, rich and diverse perspectives, real-time feedback to capture
280 current trends, and are more cost-effective and efficient for organizations with a need for
281 weekly information. Brochado and Pereira (2017) refer to a non-intrusive approach to customer
282 performance, as it is spontaneously shared. To clean up the database, customer names,
283 emoticons, and other characters were removed. Of the comments collected, 57% are female and
284 43% are male (see Table 1).

285 3.2 Data analysis

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

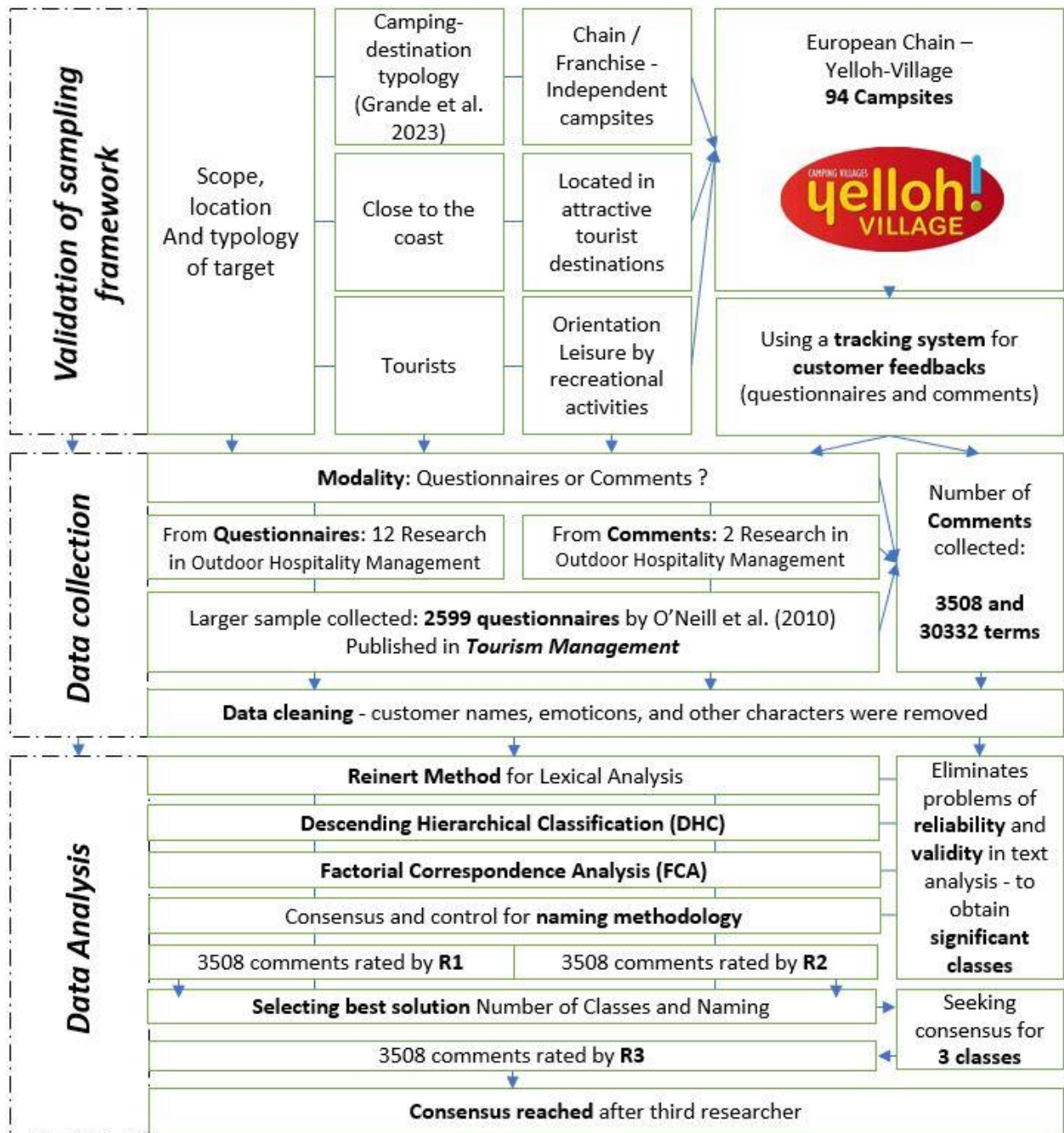
290 In this research, data analysis was carried out using the Reinert method (1996). This method
291 allows a lexical analysis of text corpora which eliminates the problems of reliability and validity
292 in textual analysis (Reinert, 1996). First, the corpus is divided into segments (40 attributes).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

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

307 a second step, a factorial correspondence analysis (FCA) was carried out to graphically position
 308 the distribution of the identified thematic classes, with the aim of studying their organization.
 309 It provides additional information about the proximity or distance between the different classes,
 310 allowing a discussion of the links or lack of links that exist. The IRAMUTEQ software was
 311 applied. Figure 1 summarizes each step, the specific details of the method used and the
 312 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
	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%

313 Table 1. Sampling profile of 3508 customer comments



314

315 Figure 1. Methodological process.

316

317 4. Findings and Discussion

318 4.1 Descending Hierarchical Classification

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

324 11 to 24 terms have an X^2 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 %	X^2	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	/

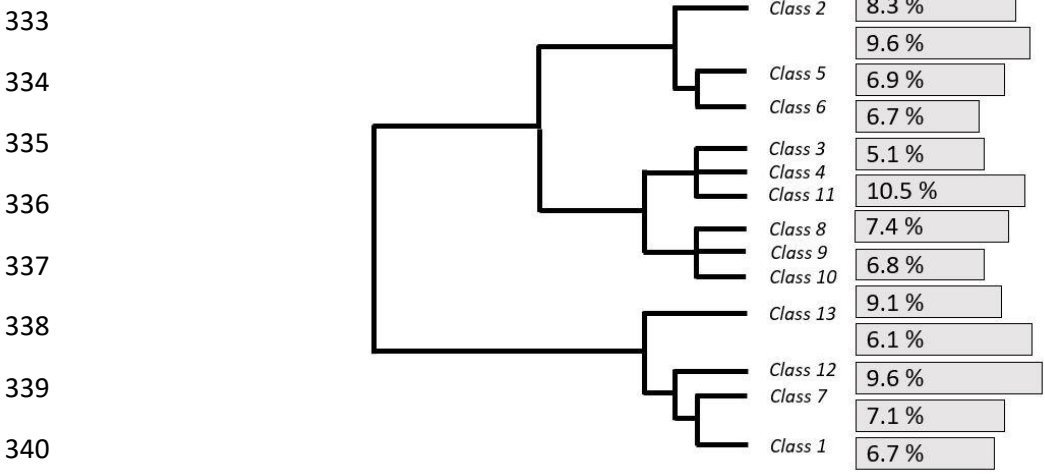
Attribute 2	Child	40.35	< 0.001	/
Attribute 3	Friend	21.35	< 0.001	/
Attribute 4	Age	18.19	< 0.001	/
Attribute 5	Sportsman	14.15	< 0.001	/
Class Name 9	Customer Satisfaction (6.80%)			O'Neill et al. (2010)
Attribute 1	Excellent	105.66	< 0.001	/
Attribute 2	Adore	63.43	< 0.001	/
Attribute 3	Fantastic	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).



341 *Figure 2. Descending Hierarchical Classification dendrogram per class*

342

343 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.

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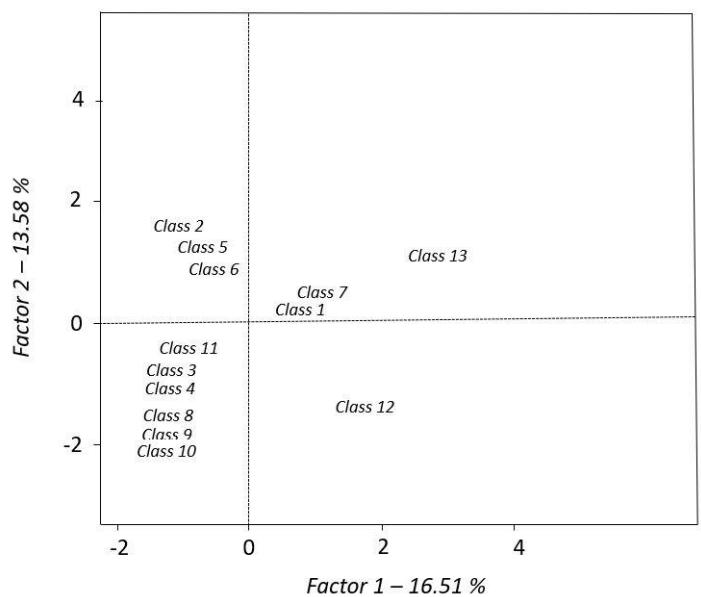


Figure 3. FCA performed on the corpus of 3508 customer comments.

363 4.3 Segmentation of Classes and Attributes

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

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

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

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

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

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

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

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

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

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

438 Several studies have highlighted the importance of consumer atmosphere class (Farrell et al.,
439 2001; Mikulić et al., 2017; Brochado and Pereira, 2017; Lee et al., 2019; Tong et al., 2020; Xu
440 et al., 2022), and have shown that companies can influence this atmosphere by working on
441 aspects such as empathy, personalization, authenticity, or consistency of their offering. It's
442 important to see how many attractive resources a company can have (comparative advantage)
443 but be at a disadvantage in terms of resource quality, and even in terms of the atmosphere
444 surrounding these qualitative resources.

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

450 been addressed in this context. However, a few works are beginning to emerge, such as Lee
451 (2020), who uses the AHP method, or Grande and Botti (2023), who used AHP and ELECTRE
452 TRI for classification purposes. Now we need to be able to distinguish between positive and
453 negative values to create an appropriate score.

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

461

462 **4.4 Discussion**

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

475 This article extends the camping management research of O'Neill et al. (2010), Brochado and
476 Pereira (2017) and Brochado and Brochado (2019). In their results, O'Neill et al. (2010)
477 proposed an analysis structure between tangible and intangible elements, followed by service
478 quality and customer satisfaction. We extend their findings with classes and attributes to
479 reinforce the link between them all. Brochado and Brochado (2019) findings expose 4 targets.
480 Our work outlines 5, some of which are very different from theirs (family, friends and athletes,
481 seniors, worker). Brochado and Brochado's (2019) work addresses 11 attributes, we propose
482 13, some of which are close to theirs (Camping and Accommodation; Food-Ingredients and
483 Catering; Experience and Experience). However, others are very different (Nature vs Leisure;
484 Schedule; Regulations; Care; Sanitary; Location; Quality; Customer Satisfaction; Customer
485 Loyalty). Compared with previous studies, our work clarifies what a leisure camping-
486 destination is, from the point of view of customers. The work of Brochado and Brochado (2019)
487 did not segment their results to obtain references linked to performance measurement
488 (Customer Satisfaction; Customer Loyalty), those linked to competitive advantage factors
489 (experience and atmosphere, quality) and those linked to comparative advantages.

490 BSC is a complex, systemic, and in-depth strategy map. Each BSC requires specific attention
491 and leads to the application of different methodological tools (Kaplan, 2009; Kumar et al.,
492 2022). Dealing with all the dimensions of the BSC in a single piece of research may prove
493 difficult, if not impractical, due to the diversity of methods and approaches required to study

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

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

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

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

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

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

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

549

550 **5. Conclusions**

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

567 **5.1 Theoretical implications**

568 This paper reinforces the theories of previous studies that have confirmed that customer
569 satisfaction is a central element of organizational performance assessment (Elbanna et al., 2022)
570 but does this within the underexplored theoretical context of the camping sector addressing the
571 first gap identified in the literature. Our research reinforces the theory that customer satisfaction
572 management needs to be systemically integrated into service sector corporate strategies
573 (Sainaghi et al., 2019). In this respect, this study responds to the lack of benchmarking tools
574 adapted to the camping sector to translate and measure extra-financial performance (Persic et
575 al., 2017; Grande, 2022; Grande and Haynes, 2023). Thus, this research offers an additional
576 perspective by addressing internal benchmarking (Botti et al., 2009; Perrigot et al., 2009), which
577 complements external benchmarking studies for campsites (Grande, 2022; Grande and Botti,
578 2023; Grande and Séraphin, 2024).

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

586 **5.2 Practical implications**

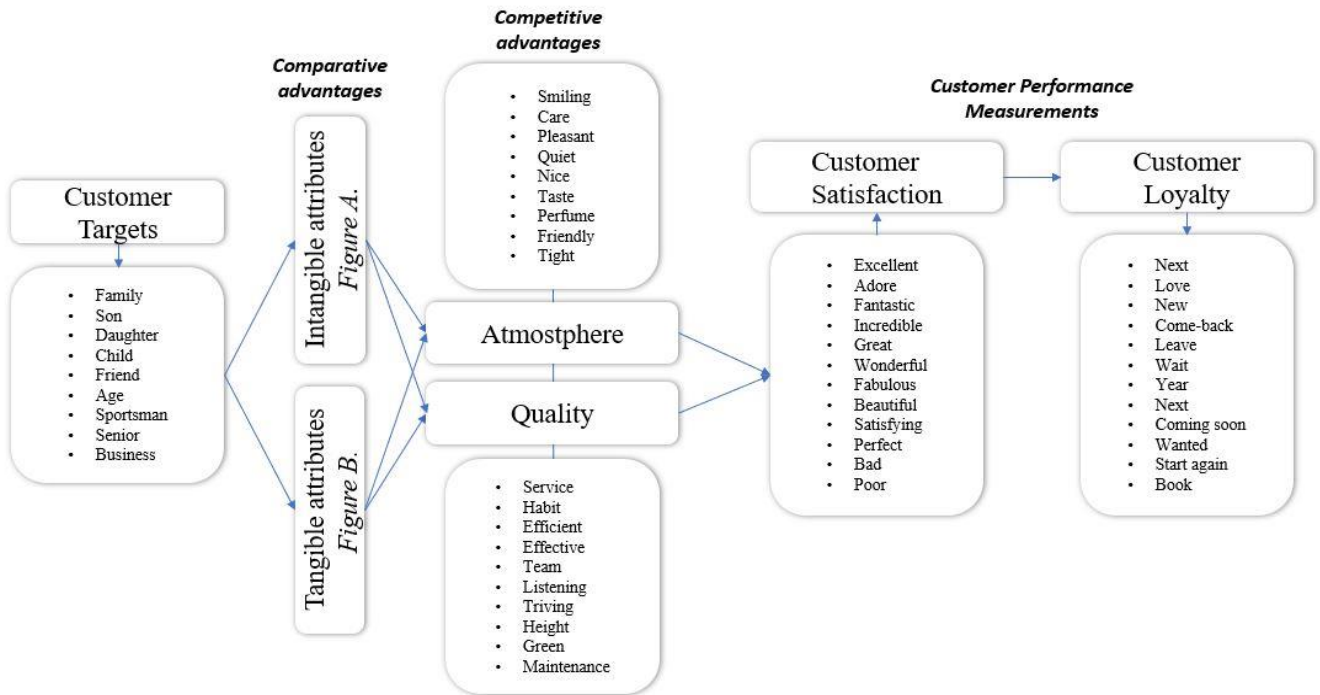
587 From a practical viewpoint this paper addresses the third gap identified in the extant literature
588 that there is the lack of a measurement tool adapted to large scale samples of customer
589 comments. The logic of benchmarking only makes sense if it enables comparable units to be
590 compared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

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

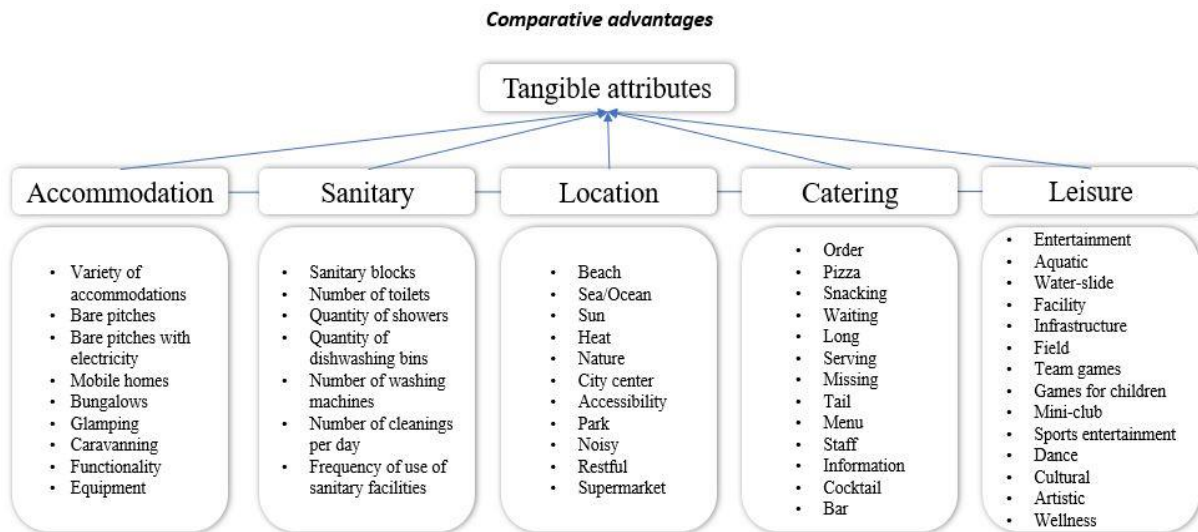
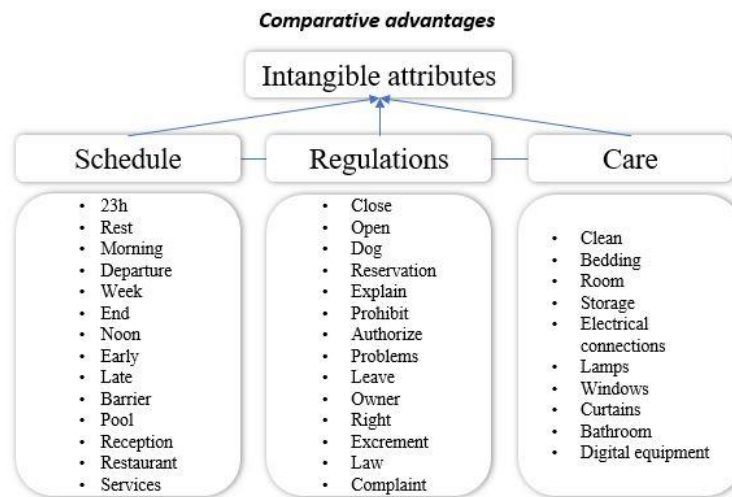
599 Concerning Yelloh-Village chain, they should use the set of classes identified in this research
600 to create their standardized customer survey to rate their customer performance. This chain
601 would also focus on the key attributes of customer satisfaction, for improving the experiential
602 positioning (Garst et al., 2010; O'Neill et al., 2010; Brochado and Pereira, 2017; Radovic et al.,
603 2021), operational priorities (Hayllar et al., 2006) and focus on lexical improvements to
604 marketing content that are more in tune with changing customer expectations (Montargot et al.,
605 2021). They should pay particular attention to the length of texts on their websites and to images
606 reflecting the categories valued by customers.

607 **5.2 Limitations and future research**

608 Considering the limitations, this study only collected data in France and does not assess the link
609 between our classes and the "loyalty" class. To avoid the technical constraints of performance
610 measurement, this study does not provide the entire process for managers. This part will be
611 covered in a future contribution via internal benchmarking within this network (Grande and
612 Botti, 2023). Moreover, this study does not calculate customer performance scores based on
613 customer comments. Elmeguid et al. (2018) explained that multiple criteria decision analysis
614 methods are clearly underutilized in the study of online guest review in hospitality management.
615 In doing so, future research could consider an MCDM approach to aggregating customer
616 performance through satisfaction and loyalty indicators. Criteria weighting (Zaman et al.,
617 2016), and TOPSIS method (Vo-Thanh et al., 2022; Zaman et al., 2022) should be addressed
618 to measure organizational performance through the prism of customer satisfaction for outdoor
619 hospitality parks.



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

CAMPSITE AND CAMPGROUND BALANCED SCORECARD FROM <u> </u> / <u> </u> TO <u> </u> / <u> </u> .					
STRATEGIC VISION					
STRATEGIC PURPOSE					
STRATEGIC PERSPECTIVE					
STRATEGIC RESULT					
STRATEGIC OBJECTIVES					
	Key Performance Indicators			Future Action	
		Benchmark score	My score		
<i>Financial perspective</i>	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; width: 15%;">Increase Revenue</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; width: 15%;">Increase Profit</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; width: 15%;">Decrease Operating Costs</div> </div>	<ul style="list-style-type: none"> - 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
<i>Customer perspective</i>	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; width: 15%;"> Improve Comparative advantage <i>Schedule*</i> <i>Regulations*</i> <i>Care*</i> </div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; width: 15%;"> Improve Comparative advantage <i>Accommodation*</i> <i>Sanitary*</i> <i>Location*</i> <i>Catering*</i> <i>Leisure*</i> </div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; width: 15%;"> Improve Competitive advantage <i>Atmosphere*</i> <i>Quality*</i> <i>Customer satisfaction*</i> <i>Customer Loyalty*</i> </div> </div>	<ul style="list-style-type: none"> - Attractiveness degree - Service quality - Customer satisfaction - Customer loyalty - Purchase intention - Claims Management 	Fill out the level of your benchmark	Fill out your scores	
<i>Internal perspective</i>	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; width: 15%;"> Operation management Cleanliness service Maintenance service Reception service Entertainment service Back office service Direction service </div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; width: 15%;"> Customer MGT Process Customers Targets* Acquire new customers Retain customers After-sales services Involve customers Recommendations </div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; width: 15%;"> Innovation Process Features Complexity Mix Time Location Customization </div> </div>	<ul style="list-style-type: none"> - 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	
<i>Learning and Growth perspective</i>	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; width: 15%;">Improve Skills and Knowledge</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; width: 15%;">Improve Technology</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 5px; width: 15%;">Improve Supply Chain</div> </div>	<ul style="list-style-type: none"> - 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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