

Campsite revenue management decision-making - a semi-systematic review

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Abstract:	<p>This paper provides a semi-systematic review of the extant literature surrounding the concept of camping and campground revenue management from 1984 until 2023 and presents a conceptual model that encircles and categorizes all the subjects treated in the previous research which was found to be disparate and multidisciplinary in nature. This paper provides a comprehensive review of the state of knowledge in the field and a conceptual structuring of the topic which was previously lacking. By synthesising the various disparate conceptual strands of the topic that have developed over time, the paper presents a revenue management decision-support tool tailored for campsites that organizes the camping revenue management literature around its own conceptual model whilst also highlighting areas for future research.</p>

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Campsite Revenue Management Decision-Making –

A Semi-Systematic Review

Abstract

This paper provides a semi-systematic review of the extant literature surrounding the concept of camping and campground revenue management from 1984 until 2023 and presents a conceptual model that encircles and categorizes all the subjects treated in the previous research which was found to be disparate and multidisciplinary in nature. This paper provides a comprehensive review of the state of knowledge in the field and a conceptual structuring of the topic which was previously lacking. By synthesising the various disparate conceptual strands of the topic that have developed over time, the paper presents a revenue management decision-support tool tailored for campsites that organizes the camping revenue management literature around its own conceptual model whilst also highlighting areas for future research.

Keywords – camping, campsites, revenue management, decision-making, semi-systematic review

25 **Introduction**

26 The principles and applications of campsite revenue management are currently
27 underexplored, despite it sharing several characteristics with the hotels where revenue
28 management has been investigated since the 1980s. Although there is extant literature that
29 touches on the topic dating back to the 1970s, it is disparate and multidisciplinary, making
30 it hard to characterise the evolving concept of campsite revenue management. Due to these
31 challenges, a comprehensive review of the state of knowledge in campsite revenue
32 management decision-making is lacking. This paper addresses this through presenting a
33 semi-systematic review of the related literature between 1984 and 2023, providing a
34 “coherent conceptual structuring of the topic” (Bem, 1995, p.172). By synthesising the
35 various disparate conceptual strands of the topic that have developed over time, the paper is
36 able to present a revenue management decision-support tool tailored for campsites that
37 organizes the camping revenue management literature around its own conceptual model
38 whilst also highlighting areas for future research. We define a campsite as a private or public
39 for-profit establishment, classified and authorized to receive tents, caravans, motor homes,
40 leisure homes and mobile homes for revenue-generating activities.

42 **Theoretical Background**

43 In the context of performance, decision-making involves identifying actions and strategies
44 that will maximize the organization's effectiveness, efficiency, and productivity (Barros,
45 2005; Assaf et al., 2010). This can include decisions such as allocating resources, defining
46 performance objectives, implementing continuous improvement measures, and managing
47 key performance indicators (Botti et al., 2009; Assaf and Tsionas, 2018). This involves

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3 48 choosing among several possible alternatives to optimize results, profitability, or the
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5 49 achievement of long-term corporate objectives. In the hotel revenue management context, it
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7
8 50 generally takes the form of data-driven automated systems and analytical tools that assist
9
10 51 managers in the optimal allocation of resources (rooms, locations, seats, etc.) to maximize
11
12 52 revenues, while considering constraints such as capacity, fluctuating demand, customer
13
14 53 segmentation, and customer preferences (Mariani et al., 2018; Talón-Ballesteros et al., 2022).
15
16 54 However, the challenge of modern revenue decision-making is the need for multi-
17
18 55 dimensional data analysis managing large quantities of structured and unstructured data,
19
20 56 often in real time generated by automated revenue decision tools moderated by manager
21
22 57 knowledge and insight (Egan and Haynes, 2019). This use of multidimensional data analysis
23
24 58 can remove ambiguity and lead to more accurate decision-making but requires revenue
25
26 59 systems that can synthesize highly detailed data (Egan and Haynes, 2019).
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33 61 In campsite revenue management literature, the decision-making tools are less obvious and
34
35 62 there have been few articles directly concerned with the subject over the last ten years. The
36
37 63 ones that have touched on this subject (Rottembourg and Masson, 2017; Poldrugovac et al.,
38
39 64 2019; Salo et al., 2020) are linked to decision support aimed at understanding or shedding
40
41 65 light on how to better optimize revenue sources by considering consumer expectations,
42
43 66 competitor facilities, types of tourist destination, external factors that can influence choices
44
45 67 but rarely make the link to often overlooked parameters such as climatology (Ma et al., 2020;
46
47 68 Craig et al., 2023), seasonality (Rice et al., 2019), and lodging quality (Cvelić-Bonifačić et
48
49 69 al. 2017). While several tools and scientific contributions have emerged from the literature
50
51 70 review on camping management, none of them (Brooker and Joppe, 2014; Rogerson and
52
53 71 Rogerson, 2020) have thought to put the puzzle together to show how to combine all the
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3 72 contributions with a view to offer a conceptual model of revenue management (RM)
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5 73 decision-making for the for-profit campsites.
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9
10 75 Faced with these challenges we proposed the need to develop a global and integrated revenue
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12 76 management decision-making approach for campsites. This required taking a
13
14 77 comprehensive, integrated and fully coordinated review of all relevant research considering
15
16 78 not only the individual elements, but also the relationships, interactions, and mutual impacts
17
18 79 between these investigations. Such an approach provided a holistic overview that avoided
19
20 80 silos or fragmented treatment of different parts of a complex situation by coordinating
21
22 81 different disciplines, methodologies, or perspectives to create a more complete and in-depth
23
24 82 understanding of a given situation. In the context of revenue management for campsites, a
25
26 83 holistic and integrated approach meant considering not only traditional revenue management
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28 84 parameters, but also elements such as climatology, seasonality, and quality, while combining
29
30 85 them in a conceptual RM decision-making model with a view to building a suitable decision-
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32 86 making tool.
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40 **Literature Review Method and Search Strategy**

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42 89 The existing literature on camping revenue management draws from a multi-disciplinary
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44 90 field which raises challenges and complexities for doing a review (Watson and Webster,
45
46 91 2020). When a topic is studied by various groups of researchers within diverse disciplines,
47
48 92 a fully systematic approach which calls for the review of every single article that could be
49
50 93 relevant to the topic are argued to be impractical (Wong et al., 2013). Instead, this paper
51
52 94 follows a semi-systematic approach which offers a pragmatic solution recognising it may be
53
54 95 impossible to include every article that is judged to have some relevance to the topic, in
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3 96 contrast to the statistical approaches of fully systematic literature reviews (Hall et al., 2016).
4
5 97 Zunder (2021) agrees that the approach is “rigorous but flexible” (p.2) and is being
6
7 98 increasingly used in a variety of settings. In addition, Fisch and Block (2018) describe this
9
10 99 method as a goal of “summarizing and categorizing knowledge” (p.104) and Wong et al.
11
12 100 (2013) argue it aids understanding of all relevant topics and synthesizes these using meta-
13
14 101 narratives instead of measuring effect by size as may be achieved with a more quantitative
15
16 102 approach literature reviews such as meta-analysis. Snyder (2019) supports this is a good
17
18 103 strategy when the purpose of a review is to identify themes, knowledge gaps and track
19
20 104 development of knowledge over time. Thus, a semi-systematic review supports our thematic
21
22 105 analysis approach to the papers included by identifying major themes in each period,
23
24 106 tracking the development or removal of these themes over time, as well as gaps to formulate
25
26 107 a conceptual framework that highlights the key dimensions of camping revenue
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28 108 management.
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35 110 A semi-systematic review still requires rigour in identifying and selecting articles to be
36
37 111 included in the review and this paper adopted the approach of Kharawala et al. (2020) who
38
39 112 divided the process into four stages of identification, screening, eligibility, and inclusion
40
41 113 (see figure 1). This demonstrates that the review is transparent, reproducible and centred on
42
43 114 a clearly defined topic. In the first stage, articles were identified for inclusion by a single
44
45 115 reviewer via Google Scholar using various search terms to be combined with “camping”,
46
47 116 “campsite” including “revenue management”, “pricing”, “financial management”. A
48
49 117 snowball sampling approach was then used where further articles were identified through
50
51 118 reviewing the reference list of previously identified papers. This approach was successfully
52
53 119 used by Almela and Calvet (2021) in their semi-systematic review of volunteer tourism and
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3 120 **gender**. A second reviewer then conducted a quality check identifying four additional papers.
4
5 121 In the second screening, records were checked for relevance using the article title and
6
7 122 abstract. Full-text articles were then assessed for eligibility in the third stage and were
8
9 123 excluded if they were not peer reviewed or relevant to pricing, revenue management or
10
11 124 financial management. This led to the fourth stage where papers were selected for inclusion
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13 125 in the review.
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19 127 [Figure 1]
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24 129 **Summary of Identified Publications**

25 26 130 27 28 131 ***1980-89***

29
30 132 Only two relevant papers were identified from the 1980s and both had pricing as the
31
32 133 dominant focus, pursuing the theme of demand rationing using differential pricing. There
33
34 134 was a strong tie between pricing and social policy including equity, community stability and
35
36 135 environmental quality. The focus was not on using pricing for commercial gain with
37
38 136 Rosenthal et al. (1984) commenting that “pricing has other important implications in
39
40 137 addition to raising revenues,” (p. 196) such as rationing demand finding doing so through
41
42 138 pricing was more economically efficient than other rationing schemes. They focused on fixed
43
44 139 carry capacities set to reduce congestion and ecological damage, but they did recognise that
45
46 140 financial surplus could be used as stimulus for developing further campsites. However, what
47
48 141 did emerge from this paper was a recognition of the importance of the customers willingness
49
50 142 to pay. They recognised the link between price changes and changes in consumer behaviour,
51
52 143 for example shifting demand from off-peak times if peak prices were increased. Finally,
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3 144 Bamford et al. (1988) focused on differential pricing and price elasticity. The authors
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5 145 identified that quality of location (e.g., water or non-water-based locations) could impact
6
7 146 elasticity, with water-based parks found to be price inelastic, therefore resulting in price
8
9 147 increases driving revenue.

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14 149 [Table 1]

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19 151 ***1990-99***

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21 152 In 1991, Beaman et al. continued to explore price elasticity of demand. They identified the
22
23 153 parameters affecting demand elasticity including price but also variables such as weather.
24
25 154 They aimed to develop a pricing policy that shifted demand from extremely busy
26
27 155 campgrounds towards those experiencing lower demand during the peak season using a
28
29 156 three-tier pricing system where premium prices were charged for high-occupancy sites and
30
31 157 discounts offered for low-occupancy sites. Interestingly this introduced the concept of the
32
33 158 “feeder” campground, so called because they feed more desirable campgrounds when their
34
35 159 consumption drops owing to price increases. Price increases resulted in the full campsites
36
37 160 staying full but feeders suffering a greater reduction in use, as if price increases had not been
38
39 161 introduced.

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44
45 163 Arimond and Lethlean (1996) extended the discussion on pricing and demand to examine
46
47 164 profit centre analysis, identifying a link between campsite size and annual average
48
49 165 occupancy rates. They found that campsites with 200 or more pitches had an annual average
50
51 166 occupancy percentage than those with less than 200 pitches. Unfortunately, the authors did
52
53 167 not identify the reasons for this correlation although they did stress the importance of setting
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2
3 168 the correct site rental fee. They identified that seasonal campers contributed little revenue
4
5 169 through ancillary services and therefore pitching the site rental fee correctly for those
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7
8 170 segments was key to driving revenue. The paper also highlighted the complexity of camping
9
10 171 market segmentation with very distinctive groups of longer-stay and shorter-stay customers
11
12 172 that make revenue management in this industry more complex in terms of the impacts of
13
14 173 price bundling or unbundling, market segmentation mixes, and total revenue management.
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19 175 [Table 2].
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24 177 **2000-2009**
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26 178 After the last paper published in the 1990s, there is a six-year gap until the next relevant
27
28 179 paper by Bell and Crilley (2002). This paper marked a significant shift to a focus on
29
30 180 benchmarking techniques. They created a framework for implementing benchmarking for
31
32 181 the camping sector. Interestingly the paper mentions the need to benchmark financial data
33
34 182 such as costs but there is no discussion of benchmarking common revenue metrics such as
35
36 183 occupancy percentages and average rates. This demonstrates that by the turn of the
37
38 184 millennium, revenue KPIs were still not viewed as a focus for camping management.,
39
40 185 despite the operationalisation of revenue management benchmarking in the hospitality
41
42 186 industry (Sigala, 2004).
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49 188 Like Bell and Crilley (2002), Hayllar et al. (2006) also referred to financial benchmarks
50
51 189 without considering non-financial revenue management metrics but did move onto to
52
53 190 consider the value versus price equation. They indicated that prices had outstripped service
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3 191 and facilities but stated that “further research was needed to tease out this service quality
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5 192 attribute” (p. 125).
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10 194 [Table 3]
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15 196 ***2010-2019***
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17 197 The next two papers were both published in 2011 by Pozo et al. (2011a; 2011b). The first
18
19 198 paper (2011a) introduces hedonic pricing models which identify the internal and external
20
21 199 factors and characteristics that affect an item’s price in the market. They highlight the
22
23 200 increasing sophistication of customers, commenting on the need for campsites to adapt to
24
25 201 the constant requests from clients to improve quality of services and installations. The results
26
27 202 were explored further later that year (2011b). The authors returned to using price as a tool
28
29 203 of rationing campsite availability to reduce environmental harm. They argued that free
30
31 204 campsites lead to increased environmental degradation. Alongside this they highlighted the
32
33 205 increased complexity of campsite accommodation types and the need for a structured
34
35 206 classification of inventory. Later, Brooker and Joppe (2014) stated that lack of access to
36
37 207 data, especially from small businesses unwilling to share information have held up academic
38
39 208 research in this area but they did identify themes that were now of much closer relevance to
40
41 209 revenue management such as price, profitability, and market segments as well as themes
42
43 210 related to user experience, operations and change management which all could be considered
44
45 211 linked to revenue management.
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53 213 Rottembourg and Masson (2017) were the first to mention revenue management in their
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55 214 paper title which examined how to improve decisions around allotment contracts with tour
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3 215 operators and travel agents. They advanced the discussion of camping revenue management
4
5 216 into the field of distribution channel management, discussing balancing volume through
6
7 217 direct and in-direct channels. Later, Rottembourg and Masson (2017) described tour operator
8
9 218 bookings as a “poisoned chalice” (p. 115) for the campsite owner because though these pre-
10
11 219 booked sales guaranteed a good base level of sold inventory they could damage profits if
12
13 220 high discount levels through these third-parties could not be controlled. In addition, they
14
15 221 identified that less than 10 percent of French campsites used dynamic pricing, suggesting it
16
17 222 was not a widely used practice. They argued this was due to popular RM software not being
18
19 223 tailored to handle and optimise the combination of heterogeneous sales in the camping
20
21 224 industry especially as the number of inventory combinations increased and further
22
23 225 challenged the campsite owner to find the optimal mix. These frequent changes in inventory
24
25 226 type were also found to pose a challenge for accurate forecasting.
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33 227
34 228 Next Peršić et al. (2017) argued that “academic research has placed relatively little attention
35
36 229 on the economic aspect of the camping business and that relevant reporting standards are
37
38 230 missing” (p.451) and that both short- and long-term decision-making had not been
39
40 231 adequately considered. They specifically focused on the lack of research into campsite
41
42 232 benchmarking. They argued for the need to develop software to aid the implementation of
43
44 233 benchmarking and for collaboration between experts, educational and consultancy
45
46 234 organisations, so that an integrated approach of benchmarking could be applied, and results
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48 235 used in the right manner.
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53 236
54 237 In the same year, Mikulić et al. (2017), presented a relevance-determinance analysis of
55
56 238 camping attributes to understand how specific attributes influence customer experience.
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3 239 They uncovered which campsite attributes were most important when choosing a campsite
4
5 240 for a vacation, and those most important when on vacation. Infrastructure-related campsite
6
7 241 attributes, as well as safety and ecological standards were identified as the most important
8
9 242 attributes for both campsite choice and the camper's onsite experience confirming the
10
11 243 emerging demand for more sophisticated inventory options such as glamping. Cvelić-
12
13 244 Bonifačić et al. (2017) also looked at campsite attributes and price but related this to
14
15 245 customer age finding that for the younger generation price was the most important driver
16
17 246 but for the older generation proximity to the sea was key. Next, Poldrugovac et al. (2019)
18
19 247 studied competitive pricing, specifically examining the relationship between pricing strategy
20
21 248 and the average percentage difference in revenue per available capacity and occupancy
22
23 249 relative to their competitor sets over a three-year period. Interestingly this paper also made
24
25 250 the first reference to a camping revenue management metric aimed at measuring revenue per
26
27 251 available capacity.
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35 253 The final paper of the period returned the focus to demand forecasting (Rice et al., (2019)).
36
37 254 They also argued that the camping industry remained relatively under-researched
38
39 255 contributing to challenges faced by park managers when increasing and predicting future
40
41 256 demand. They focused on seasonality and how it can skew visitation patterns testing six
42
43 257 different forecasting models. They found no universal measure that performed best for all
44
45 258 campsites in the study due to the large variety of campsite characteristics and suggested a
46
47 259 combination method was best. The paper also highlighted that park managers favoured non-
48
49 260 market allocation of campsites such as lottery systems to smooth demand instead of dynamic
50
51 261 pricing as this more directly conformed to pre-set ecological and social carrying capacities
52
53 262 of protected areas.
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3 2634
5 264 [Table 4]6
7 2658
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10 266 ***2020 onwards***

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12 267 Many key papers were published in this period. The first one by Saló et al. (2020) examined
13
14 268 the impact of seasonality on supply as well as demand identifying a relationship between
15
16
17 269 star category and the percentage of time spent open. During the period January-April the
18
19 270 higher the star category the lesser percentage of opening periods. Once again, they offered
20
21 271 also further confirmation that campsite pricing strategies remain under-researched.

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26 273 A key set of papers studied exogeneous factors (Craig, 2021; Ma et al., 2020; Craig and
27
28 274 Karabas, 2021; Ma et al., 2021; Craig et al., 2023). Authors, such as Ma et al. (2020), Ma et
29
30 275 al., (2021) and Craig et al. (2023) introduced a Camping Climate Index (CCI), empirically
31
32 276 tested, validated, and applied as a method to quantify the short and long-term effects of
33
34
35 277 weather and climatic variability for camping demonstrating that demand is highly correlated
36
37 278 with climate. The authors conclude that future studies should attempt to capture factors that
38
39 279 can influence camping behaviors including shifting weather trends (including desirability of
40
41
42 280 conditions within and between seasons), types of holidays, weekend versus weekday
43
44 281 occupancy, advanced reservations, cost of stay, cancellation policies, travel distance, and
45
46 282 the length of occupancy. Craig (2021) and Craig and Karabas (2021) stressed the importance
47
48 283 of exogeneous factors on camping demand with a focus on the relationship between time
49
50
51 284 and distance travelled to each campsite and consequent demand during the Covid-19
52
53 285 pandemic. They identified that concrete construal about time and distance positively
54
55 286 impacted demand and that travel distance did not negatively influence demand for camping

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3 287 decisions in contrast to other tourism offerings during the pandemic. Although not directly
4
5 288 related to revenue management metrics these papers offer interesting insights into factors
6
7
8 289 relevant to revenue management decision-making.
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10 290

11
12 291 Next, Grande (2021) cited the continued lack of research in the campsite field and focused
13
14 292 on the intrinsic resources which influence attractiveness and revenue management. Grande
15
16
17 293 (2021) also picks up on the lack of a standardized, tailored method for benchmarking in the
18
19 294 camping industry. Later, Grande and Camprubi (2022) identified the existing camping
20
21 295 business models aimed at creating categories justified by consistent profiles. This first
22
23
24 296 business model segmentation in the camping management literature aided the understanding
25
26 297 of homogeneous categories in a very heterogeneous industry identifying both financial and
27
28 298 non-financial indicators. The article ends with an analysis grid of performance and steering
29
30 299 indicators adapted to the identified segments. The question of revenue management is
31
32
33 300 addressed in the broadest sense by the revenue stream key theme, which includes bare
34
35 301 pitches, rentals, and ancillary sales. They show that the revenues of campsites are dependent
36
37
38 302 to the associated categories. In other words, following the characteristics of a category most
39
40 303 likely leads to the identified revenue typologies. However, the authors do not explain how
41
42 304 they aggregated the diversity of rentals with currently non-standard names.
43

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46
47 306 Most recently, Grande and Botti (2023) propose a multi-criteria analysis of the intrinsic
48
49 307 factors that make up campsites. Again, this article does not directly address revenue
50
51 308 management techniques but is relevant due to the contributions it makes to the understanding
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54 309 of the leisure factors that will influence it. The challenge of this research is twofold since the
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56 310 authors aimed to identify categories and at the same time a model to perform a scan of the
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3 311 competitive environment. The results of this research conclude with the operationalization
4
5 312 of their conceptual model, the creation of a segmentation system by the intrinsic resources
6
7 313 and the proposal of a benchmarking model adapted to the campsites. In the discussion, the
8
9 314 authors show how star segmentation is much less relevant than segmentation by intrinsic
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11 315 resources. This raises the question of the relevance of segmentation in relation to comparable
12
13 316 companies from a revenue optimization perspective.
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19 318 [Table 5]
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22 319 23 320 ***Observations***

24 320
25 321 Overall, the literature review is disparate and often multidisciplinary, making it difficult to
26 322 characterize management development and particularly revenue development in this
27 323 industry. Thirteen articles have contributed to the research on revenue management applied
28 324 to campsites between 2010 and 2023, but to date no conceptual model of revenue
29 325 management linking all the contributions has been proposed. To this we add that the sub-
30 326 criteria, criteria and dimensions of campsite revenue management are scantily clear and need
31 327 to be structured based on all the scientific contributions. Categorizing and addressing a
32 328 comprehensive review of the state of knowledge in this area is an opportunity to illuminate
33 329 gaps and future research directions.
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49 331 ***Sub-criteria and Criteria for Camping Revenue Management***

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51 332 As the review has shown, revenue management is multidimensional, complex, systemic,
52 333 cross-functional, and requires the collection of information on the characteristics that make
53 334 up the enterprise. It is necessary to focus on the entire value chain leading to revenue
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3 335 management. To achieve this, we have categorized 58 sub-criteria into 12 main criteria based
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5 336 on the literature (see table 6 below).

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10 338 [Table 6]

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13
14 340 ***Dimensions for Campsite Revenue Management***

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17 341 Further analysis and conceptualization of the sub-criteria and criteria led to the identification
18
19 342 of 7 dimensions; actors, key themes, measurements, analysis, corrective actions,
20
21 343 benchmarking system, business plan and decisions (see table 7).

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25
26 345 - Dimension 1 is related to the actors. They include criteria such as demand-side and
27
28 346 the supply offer (competitors).

29
30 347 - Dimension 2 is related to key themes. They cover lodging facilities, resources,
31
32 348 quality, experience, pricing, and exogeneous factors.

33
34 349 - Dimension 3 is related to measurement. This section includes measures related to
35
36 350 market positioning and offer positioning, for example measurement of customer
37
38 351 satisfaction and the attractiveness of companies in the camping market through
39
40 352 intrinsic resources.

41
42 353 - Dimension 4 is related to analysis. It includes analysis methods to observe
43
44 354 differences between competitors or customers.

45
46 355 - Dimension 5 is related to corrective actions. These are short-term actions that impact
47
48 356 on the price adjustment, the adjustment of the product mix and creation of new added
49
50 357 value.

51
52 358 - Dimension 6 is related to benchmarking systems. It concerns all non-financial data
53
54 359 and financial data through the creation of a benchmarking tool to identify best
55
56 360 performing firms.

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3 361 - Dimension 7 is related to the business plan and decisions. This covers topics such as
4 362 investment forecasting, innovation management, and the deployment and
5 363 organization of support functions.
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10 365 [Table 7]
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13 366

14 367 **Discussion**

15 368 *Conceptual model*

16
17 369 This literature review shows that campsite management has changed radically since the 80s.

18 370 The main publications focused on pricing and the few variables that influenced it. Most

19 371 articles on campsite management dealt with non-profit organizations. With the growing

20 372 popularity of leisure time, camping facilities and infrastructures have moved upmarket to

21 373 meet the quality expectations of holidaymakers. Camping has become a profitable industry,

22 374 open to investment funds, which means that financial resources vary widely, putting pressure

23 375 on competitive levers. To remain competitive, revenue management is the perspective

24 376 addressed in this article. It highlights 7 dimensions as levers to revenue management by

25 377 decision-makers.
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42 379 The proposed categorization of the 7 dimensions corresponds to the articulation of the topics

43 380 revolving around revenue management decision-making. To provide a "coherent conceptual

44 381 structuring of the subject" (Bem, 1995, p. 172), we have drawn on all the dimensions, key

45 382 themes, criteria, and sub-criteria identified in this literature review to provide Figure 2. This

46 383 conceptual framework allowed for the organization and categorization of often disjointed

47 384 themes in the extant literature to help better understand the current position of camping

48 385 revenue management understanding and practice (Watson and Webster, 2020) and identify
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3 386 the way forward for future research and IT development. Globally, our findings show that
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5 387 the lack of clear definitions and understanding of boundary conditions in the theoretical
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7 388 application of revenue management creates a bottleneck for further adoption of revenue
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9 389 management functions. However, this study presents a conceptual model to ground new
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11 390 research and emit the sensitive links that these research wishes to address. This conceptual
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13 391 framework provides a clear architecture that guides readers through the topics of campsite
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15 392 revenue management.

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19 393 [Figure 2]
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26 396 ***Dimension 1: Actors***

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28 397 This dimension allows the research to be grounded either on the demand side or on the
29
30 398 supply side. It questions the gap obtained via an analysis of the company and its manager or
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32 399 employees on the one hand, but also via the analysis of customer segments on the other. The
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34 400 article by Pozo et al. (2011, a, b) addresses the question of demand, as does Mikulić et al.
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36 401 (2017) and Rice et al. (2019) with the capacity side addressed by Bell and Crilley (2002),
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38 402 Hayllar et al. (2006) and Persic et al. (2017).
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44 404 ***Dimension 2: Key themes***

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46 405 This dimension links themes that have been found to be revenue dependent. Articles by Saló
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48 406 et al. (2020) and Ma et al. (2022) show how seasonality and climate factors impact revenue.
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50 407 Likewise, Poldrugovac et al. (2019) emphasize the importance of evaluating prices by "night
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52 408 rates, weekly rates, period" or Grande and Camprubi (2022) include quality of service or
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54 409 intrinsic resources.
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45 411 ***Dimension 3: Measurements***

7 412 This dimension is interesting to include insofar as it appears to be a first milestone of results
8 413 in relation to the parameters identified in the key themes. The articles cited in the previous
9 414 key themes offer diagnostic tools from the demand or supply perspective. The measurement
10 415 then allows for the identification of the most appropriate management methods
11 416 (Rottembourg and Masson, 2017; Grande and Botti, 2023).

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21 418 ***Dimension 4: Analysis***

22 419 This dimension expresses the results obtained and analysis drawn from the measures applied.
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24 420 The objective is to analyze the gaps between competitor segments (Grande and Camprubi,
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26 421 2022), between customer segments (Brooker and Joppe, 2013) or even the gap between
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28 422 supply and demand (Hayllar et al. 2006) depending on the key theme selected.
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35 424 ***Dimension 5: Corrective actions***

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37 425 Next comes the dimension of corrective actions on prices and products. Here, many authors
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39 426 have challenged each other about pricing policies (Rosenthal et al. 1984) or price elasticity
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41 427 (Willis et al., 1975; Bamford et al., 1988; Beaman et al., 1991). Moreover, Rosenthal et al.
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43 428 (1984) explained the difficulty of segmenting the market, but this is necessary to adjust
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45 429 prices and/or products in the face of economic, geographical, and ecological realities.
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51 431 ***Dimension 6: Benchmarking system***

52 432 This dimension integrates financial and non-financial elements and deals with the outputs
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54 433 obtained based on the measures, analysis and corrective actions taken for each key theme
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3 434 from the demand or supply perspective. The concept of benchmarking links to the work of
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5 435 Bell and Crilley (2002), Hayllar et al. (2006), Persic et al. (2017), Grande and Camprubi
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7 436 (2022) and Grande and Botti (2023). The issue of data aggregation is addressed, as is the
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9 437 creation of a digital system of data collection, measurement, and analysis. This links the
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11 438 theoretical construction of revenue management models, the empirical application for
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13 439 scientific validation and the democratization and valorization of revenue management
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15 440 techniques. Rottembourg and Masson (2017) are an example of this since they have
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17 441 operationalized their research to democratize it via the tools marketed by Eurodecision.
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23 443 ***Dimension 7: Business plan and decisions***

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26 444 This dimension is important because it confirms the contribution of research in the camping
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28 445 industry. Specifically, it is the moment when the valorization of research is done and at the
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30 446 same time contributes to the development of companies that adopt techniques and tools. The
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32 447 whole aims at producing knowledge that has an impact on the managerial organization and
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34 448 the business plan. In revenue management, the work of Persic et al. (2017), Poldrugovac et
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36 449 al. (2019), Grande and Botti (2023) led to the development of a benchmarking tool.
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38 450 However, if these research-based techniques and tools are to be effectively implemented
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40 451 within companies in the camping industry, it is essential to take a closer look at certain key
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42 452 support functions, employee training programs and investment decisions. Regarding support
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44 453 functions, it is crucial to ensure smooth coordination and integration between different
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46 454 departments such as marketing, operations, sales and finance. In addition, data management
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48 455 and information systems play a central role in capturing, analyzing and interpreting the data
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50 456 required for informed decision-making (Grande and Botti, 2023). When it comes to
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52 457 employee training, it is imperative to put in place development programs that enable staff to
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3 458 understand new techniques and tools, as well as their implications for day-to-day operations
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5 459 (Breen et al. 2006). A well-trained workforce will contribute to the effective and efficient
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7 460 implementation of revenue management strategies. As for investment decisions, it is
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9 461 important to conduct a thorough cost-benefit analysis to assess the potential impact on long-
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11 462 term profitability. Investment decisions must be aligned with the company's strategic
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13 463 objectives and consider both short- and long-term advantages.
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For Peer Review

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3 482 **Research Agenda**
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5 483 The future of research in this area could focus on many emerging topics, including those
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7 484 related to:

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12 486 (i) The best and most profitable mix of stocks.
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14 487 (ii) The restrictions specific to campgrounds versus hotels, e.g., overbooking,
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16 488 upgrading, etc.
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18 489 (iii) Existing business models that highlight the best revenue optimization,
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20 490 (iv) Available data sources and difficulties in consolidating them
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22 491 (v) The way to combine the data produced
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24 492 (vi) The degree of complexity of the hosting/inventory segments for effective
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26 493 revenue management and revenue growth
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28 494 (vii) Factors that influence revenue management by family-owned campsites and
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30 495 VSEs
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32 496 (viii) Identifying the optimal mix of long and short stay customers for a campsite.
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40 498 Overall, it would be interesting to observe to what extent European camping managers have
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42 499 integrated revenue management into their business. In addition, it would also be relevant to
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44 500 explore a level of maturity to the business strategy. That is, what is the degree of applicability
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46 501 of all the key themes in integrated criteria in the managerial organization of the camping
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48 502 company.
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45 507 **Managerial implications**
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7 508 Our research has high levels of relevance to camping industry stakeholders. Researchers
8 (Persic et al. 2017; Grande and Camprubi, 2022) and stakeholders (Croatian, English,
9 French, and Spanish Camping Federations) have been working for several years to build a
10 509 revenue management decision-making tool. This research demonstrates to managers the
11 range of factors to consider in their revenue management decision-making. Firstly, this
12 510 research contributes to drawing up specifications for a future RM tool based on scientific
13 contributions in camping management and where each dimension and key theme is an IT
14 511 development brick to be modeled, justified by our solid literature review. For teams of
15 engineers and developers, each dimension is justified by articles that influence the choice of
16 512 analysis techniques. The architecture of the tool can follow the conceptual model presented.
17 Secondly it should help mobilize regional/national/international funds for proof-of-concept
18 513 on a first test platform. Actors seeking credibility will be able to draw on the body of work
19 514 to justify the need to develop a revenue management brick. This study is a guarantee of the
20 growing interest in research and the lack of IT development of support tools. Finally,
21 515 stakeholder collaboration could be initiated based on this input. The RM decision-making
22 516 model encourages collaboration with stakeholders, including local communities and national
23 517 campsite organizations. This could open opportunities for partnerships and joint projects to
24 518 improve the camper experience and strengthen the camping industry.
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45 531 **Conclusions**6
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8 532 An analysis of the literature review was proposed based on a semi-systematic approach.9
10 533 Based on the analysis of the literature review, our research focused on the constitution of a
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12 534 conceptual model aiming at encircling and categorizing all the subjects treated in the13
14 535 previous research. Beyond structuring the contributions, this research proposes a conceptual15
16 536 model to follow for the development of new multidimensional revenue management tools.17
18 537 Finally, this paper raises awareness of revenue management practices among camping19
20 538 managers with a view to democratizing the adoption of existing tools.
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26 540 Our research has a few limitations that are also perspectives. This article uses a semi-27
28 541 systematic methodology to form a conceptual model based on the sub-criteria, criteria, key29
30 542 themes and dimensions identified by the authors. Camping revenue management31
32 543 practitioners were not interviewed. It would be helpful to have their perspective on how33
34 544 market knowledge is structured and understand the most important attributes. Furthermore,35
36 545 future research should focus on the factors identified by camping RM experts to assess the37
38 546 gap between the literature review and the expert review.
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718 **Tables**
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Authors	Criteria used	Gaps
Rosenthal et al. (1984)	<ul style="list-style-type: none"> - Marginal costs, - Ecological costs, - Operating costs, - Prices, - Demand, - Sites quantity, - Investments (facilities and amenities) 	<p>Operationalize the pricing decision model. Identify solutions to relieve congestion in high-demand locations.</p>
Bamford et al. (1988)	<ul style="list-style-type: none"> - Location, - Prices, - Occupancy rates, - Facilities, - Income of campers, - Length of stay, - History of Park Use - Satisfaction with fee 	<p>Social equity of revenue management. Formulating pricing policy with management objectives.</p>

Table 1 - Camping management literature including criteria and gaps from 1980-1989.

Authors	Criteria used	Gaps
Beaman et al. (1991)	<ul style="list-style-type: none"> - Annual capacity, - Current capacity, - Number of campgrounds around, - Level of services available, - Weather conditions, - Prices, - Revenue, - Total nights, 	<p>Authors call for better prediction of behaviour. This study points to additional parameters which need to be incorporated to produce accurate estimates of price elasticity of demand in relation to campgrounds and tourism-related services.</p>
Arimond and Lethlean (1996)	<ul style="list-style-type: none"> - Campsite rental, - Store, - Supplement services, - Recreation, - Occupancy rate, - Prices, - Size, - Net profit, 	<p>Organized recreational activities and rental equipment should increase camping profits.</p> <p>Financial reports help in assessing net profit, but the influence of expenses not considered.</p> <p>Impact of family-ownership on the acceptance and adoption of revenue management techniques for campgrounds.</p>

Table 2 - Camping management literature including criteria and gaps from 1990-1999.

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Authors	Criteria used	Gaps
Bell and Crilley (2002)	<ul style="list-style-type: none"> - Performance indicators - Service quality - Facilities and service - Marketing - Secondary spend 	<p>Create a benchmarking program and software</p> <p>Explore further the performance indicators required for benchmarking exercises</p>
Hayllar et al. (2006)	<ul style="list-style-type: none"> - Visitor service quality - Income share (cabin, powered sites, ensuite, unpowered sites, secondary spend) - Cost share (cleaning, maintenance, energy, water, marketing, labour) - Other (Operational expenses, occupancy rate, cabin cleaning and maintenance, secondary services) 	<p>The parallel between the types of indicators obtained and customer satisfaction is not proposed. The article proposes a set of indicators without being able to offer segmented indicators according to company type. Lack of indicator consistency.</p> <p>Create a benchmarking program and software</p>

Table 3 - Camping management literature including criteria and gaps from 2000-2009.

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Authors	Criteria used	Gaps
Pozo et al. (2011a)	<ul style="list-style-type: none"> - Total travellers Spanish - Total overnight stays Spanish - Foreigners - Open campsites - Estimated spaces - Estimated pitches - Estimated occupied pitches - Week-end occupation - Employees - With websites - With online booking - With online publicity 	Pricing analysis using hedonic methods at a national scale. Complexity of campsite inventory with new types of accommodations.
Pozo et al. (2011b)	<ul style="list-style-type: none"> - Mean daily price - Infrastructures - Prices - Regions 	Limited database with only supply information. Hedonic pricing model and the attributes of tourism products. Complexity of campsite inventory with new types of accommodations.
Brooker and Joppe (2013)	<ul style="list-style-type: none"> - Individual demand dependent on market segment - Service experience - Product innovation and variety (e.g., glamping) - Price 	Provides review of existing literature only. Suggests the need for research to focus not just on the attraction of repeat business but on ways to attract new market segments.
Rottembourg and Masson (2017)	<ul style="list-style-type: none"> - Capacity - Allotment requests (Mobile-home week quantity) - Length of stay - Prices - Individual demand 	Full time pricing analysts or revenue managers are still very rare and to date there is no training course available in the camping industry. This discipline is new and advocates for dedicated expertise and tools.
Peršić et al. (2017)	<ul style="list-style-type: none"> - Site occupancy - Secondary services income share (per visitor/per night) - Cabin income share - Powered site - En-suite powered site income share and un- 	Relevant reporting standards. Benchmarking tools and software for comparative analysis. Lack of research in performance measurement. Lack of research in camping categorization.

	powered site income share	
Mikulic et al. (2017)	<p>19 attributes:</p> <ul style="list-style-type: none"> - Accommodation infrastructures, - Leisure infrastructures - Quality of services 	Authors explain that there is no study that has tried to understand the processes of campsite choice and camping experience.
Cvelić-Bonifačić et al. (2017)	<ul style="list-style-type: none"> - Age - Nationality - Family status - Location/Destination - Sense of privacy - Safety - Price - New experiences - Entertainment - Food and beverage services - Family community 	Authors explain the negative impact on the validity of research results when there is no clear definition or categorization of the term “glamping” and campsite relate glamping to a large range of different accommodation types.
Poldrugovac et al. (2019)	<ul style="list-style-type: none"> - Occupancy rate - Revenue per available capacity - Revenue per overnight stay - Average daily rate - Length of stay - Double occupancy factor 	Data were collected in 2010 and the sample size was low. Future research should consider other sources of revenue (FandB and other services). Research should follow campsite segmentation by quality, location, brand, affiliation, and similar businesses.
Rice et al. (2019)	<ul style="list-style-type: none"> - Occupancy, - Booking, - Length of stay, - Number of people, - Daily fee, - Daily paid, - Start date, - End date, 	These amenities could translate into a measure of relative importance for a given NPS unit or subunit. Future research should assess the validity of the reservation window, occupancy, and other measures as indicators of significance.

Table 4 - Camping management literature including criteria and gaps from 2010-2019.

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Authors	Criteria used	Gaps
Saló et al. (2020)	<ul style="list-style-type: none"> - Number of campsites - Number of sites - Prices - Facilities and services - Location - Size - Star categories 	Pricing strategies for bungalows, caravans and motor homes and the comparison with tents. Not only is it worth analysing the price seasonality pattern, but also the effects on pricing of different attributes also mentioned in this paper (services, campsite size, and location).
Ma et al. (2020)	<ul style="list-style-type: none"> - Daytime comfort index - Daily comfort index - Thermal comfort - Precipitation - Windspeed - Sunshine hours - Cloud cover 	The CCI addresses four gaps in the nature-based tourism literature by (1) introducing a camping sector index, (2) empirically testing relationships between weather variables and actual outcomes (3) independently integrating extreme/adverse weather events into an index, and (4) empirically capturing seasonality using multiple methods.
Craig (2021)	<ul style="list-style-type: none"> - Location - Safety beliefs - 2019 camping experience - 2020 camping plans - Timing - Distance - Overcrowding 	Lack of longitudinality and in-depth measurements. Lack of accounts of travelers' attitudes and social norms. At the same time, the rules of distancing meant that, by default, people had to go to places where social distance was easily respected. The study focuses on behaviors that are planned but not real. Lack of consideration of perceived vs. experienced risks. Lack of differentiation of camping typologies.
Craig et al. (2021)	<ul style="list-style-type: none"> - Travel time - Travel distance - Impact of Covid-19 	A concrete construal about time and distance positively impacted demand and that distance did not negatively influence demand for camping decisions in contrast to other tourism offering during the pandemic.
Craig and Karabas (2021)	<ul style="list-style-type: none"> - Post Covid-19 trip plans for glamping - Post Covid-19 trip plans for resort / hotel - Trips taken in 2019 and pre-Covid-19 - Sociodemographic data 	Influence of Factors Other than Leisure; Fuzzy Temporal Definition; Lack of Characterization of Different Types of Accommodation; Diversification of Travel Motives; Longitudinal Study; Comparison with Other Disruptive Events.
Ma et al. (2021)	<ul style="list-style-type: none"> - Thermal comfort - Sunshine hours - Max/Min temperature - Precipitation - Windspeed 	Spatial distribution of seasons, regional trends in the CCI index, and adaptation to climatic extremes illustrate the main findings of this research. There are gaps to be filled, such as the geographical resolution of campsites, evaluation of campsite characteristics, and the impact of climate change on consumption patterns.

Grande (2021)	<ul style="list-style-type: none"> - Intrinsic resources - Star rating - Size 	The proposed conceptual model has not been empirically tested. No benchmarking methodology is proposed. No financial data is associated with intrinsic resources. Proposed evaluation under a multi-criteria analysis logic.
Grande and Camprubi (2022)	<ul style="list-style-type: none"> - Key resources - Key activities - Key partners - Value proposition - Customer channel - Customer relationship - Cost structure - Revenue stream - Human Resources - Size - Number of sites - Service Quality - Length of stay - Customer satisfaction - External providers - Maintenance and Repairs - Salaries - Accommodation revenues - Additional sales 	Benchmarking at the micro level. Integrate more companies to conceptualize the results. Revenues are not detailed due to a lack of data standardization. Firm performance analysis. Operationalize the method via a data consolidation platform
Craig et al. (2023)	<ul style="list-style-type: none"> - Tent and RV occupancy (dependent variables) - Climate resources (independent variables) - CCI index 	This article introduces the notion of heterogeneous climatic resources by territory, thus broadening the scope of RBV, between public and private resources. The gaps considered are based on Lack of Theoretical Application, Segmentation of Camping Types, Limited Temporal Data. Comparing different climatic indices and seeing which are the most appropriate for the world's tourist destinations. Also, how climatic resources influence different camping activities and especially their revenues.
Grande and Botti (2023)	<ul style="list-style-type: none"> - Lodging facilities - Additional sales - Bathing areas - Additional amenities - Entertainments and activities organized - Sports and activities non-organized - Multimedia facilities 	Evaluating the performance of tourism companies. Measure the camping-destination effect, business model, firm efficiency and finally create a complete model for measuring camping competitiveness

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805 Table 5 - Camping management literature including criteria and gaps after 2020.

The 58 sub-criteria and 12 criteria related to revenue management for the camping industry.

	Contribution	Sub-criteria	Criteria
1	Hayllar et al. (2006) Poza et al. (2011a, b) Mikulic et al. (2017) Cvelić-Bonifačić et al. (2017) Rice et al. (2019)	<ul style="list-style-type: none"> - Main motivations (lodging, attracting resources, quality, pricing, exogeneous factors) - Variety of facilities - Occupancy rate - Number of Booking - Number of customers - Length of stay - Daily fee - Daily paid - Start date - End date - Customer Satisfaction 	Demand
2	Rosenthal et al. (1984) Bell and Crilley (2002) Hayllar et al. (2006) Brooker and Joppe (2014) Persic et al. (2017) Poldrugovac et al. (2019) Grande (2021) Grande and Camprubi (2022) Grande and Botti (2023)	<ul style="list-style-type: none"> - Typologies of innovative managers - Typologies of businesses - Profiles of managers - Profiles of businesses - Diversity of resources - Diversity of business models - Stakeholder impact studies 	Supply
3	Hayllar et al. (2006) Brooker and Joppe (2013) Rottembourg and Masson (2017) Cvelić-Bonifačić et al. (2017) Grande and Botti (2023)	<ul style="list-style-type: none"> - Quantities - Characteristics - Specificities - Year of purchase - Maintenance budget 	Lodging
4	Brooker and Joppe (2013) Salo et al. (2020) Grande (2021) Grande and Camprubi (2022) Grande and Botti (2023)	<ul style="list-style-type: none"> - Internal Attractive Potential - External attractive potential 	Recreation Resources
5	Hayllar et al. (2006) Mikulic et al. (2017) Cvelić-Bonifačić et al. (2017) Grande and Camprubi (2022)	<ul style="list-style-type: none"> - Value for money - Park Cleanliness - Accommodation comfort - Suitable secondary services - Customer satisfaction - Star-rating 	Quality, experience and reputation

1	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52	Dimension 1	Dimension 2	Dimension 3	Dimension 4	Dimension 5	Dimension 6	Dimension 7
2		Actors	Key themes	Measurements	Analysis	Corrective	Benchmark-	Decision
6	Bamford et al (1988) Beaman, Hegmann and DuWors (1991) Arimond and Lethlean (1996) Poza et al. (2011a, b) Rottembourg and Masson (2017) Cvelić-Bonifačić et al. (2017) Poldrugovac et al. (2019) Salo et al. (2020)				- Period - Night rates - Weekly rates - Previous night rates - Previous week rates		Pricing	
7	Beaman et al. (1991) Poza et al. (2011a, b) Rice et al. (2019) Salo et al. (2020) Craig (2021) Ma et al. (2020) Ma et al. (2021) Craig and Karabas (2021) Craig et al. (2023)				- Weather forecast - Exceptional natural events - Tourist destination governance - Economic crisis - Climate crisis - Epidemic crisis		Exogeneous factors	
8	Brooker and Joppe (2013) Rottembourg and Masson (2017) Grande and Camprubi (2022)				- Customer channel - Customer relationship		Distribution actions and impacts	
9	Arimond and Lethlean (1991) Hayllar et al. (2006) Peršić et al. (2019) Grande (2021) Grande and Botti (2023)				- Period - Short stay - Long stay - Current occupancy level - Occupancy related to previous years - Industry occupancy level		Non-Financial Data	
10	Rosenthal et al. (1984) Arimond and Lethlean (1991) Bell and Crilley (2002) Hayllar et al. (2006) Grande and Camprubi (2022)				- Overall revenue per lodging category - EBITDA - Operating income after taxes		Financial Data	
11	Rosenthal et al. (1984) Arimond and Lethlean (1991) Bell and Crilley (2002) Hayllar et al. (2006) Poldrugovac et al. (2019) Peršić et al. (2019) Grande and Camprubi (2022)				- Occupancy rate - Length of stay - Quantity of demand - Revenue stream - Cost of structure		Performance Analysis	
12	Grande and Botti (2023) Rottembourg and Masson (2017) Brooker and Joppe. (2014)				- Investment forecast - Training process - Support function		Business Plan	

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807 Table 6 - The 58 sub-criteria and 12 criteria related to revenue management for the

808 camping industry.

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					actions	ing	process
Rosenthal et al. (1984)	Both	-	-	-	Product adjustment	-	Investment forecast
Bamford et al. (1988)	Supply	Pricing and forecasting	-	-	Price adjustment	-	Support function
Beaman et al. (1991)	Demand	-	-	-	Price adjustment	-	Support function
Arimond and Lethlean (1996)	Supply	Leisure resources; Pricing and forecasting	-	-	Both	-	Investment forecast
Bell and Crilley (2002)	Supply		Market position	-	Both	Financial	Support function
Hayllar et al. (2006)	Both	Lodging and Leisure resources; Quality	Both	Both	Both	Both	Support function
Pozo et al. (2011a)	Supply	-	Market position	Gaps to competitors	Price adjustment	Non-financial	Support function
Pozo et al. (2011b)	Supply	-	Market position	-	Price adjustment	-	Support function
Brooker and Joppe (2014)	Demand	-	-	-	Product adjustment	-	Investment forecast
Rottembourg and Masson (2017)	Supply	Pricing and forecasting	-	-	Distribution actions	-	Support function
Peršić et al. (2017)	Supply	Pricing and forecasting	-	-	-	Both	Support function
Mikulić et al. (2017)	Demand	Lodging and Leisure resources	Demand position	-	Product adjustment	-	Investment forecast
Cvelić-Bonifačić et al. (2017)	Demand	Pricing, Lodging, Exogeneous factors	Demand position	-	-	-	Support function
Poldrugovac et al. (2019)	Supply	Pricing and forecasting	Market position	Gaps to competitors	-	Both	Support function
Rice et al. (2019)	Demand	Pricing and forecasting; Exogeneous factors	Demand position	-	-	-	Investment forecast
Saló et al. (2020)	Supply	Lodging and Leisure resources; Exogeneous factors	Market position	Gaps to competitors	-	-	Support function
Ma et al. (2020)	Both	Exogeneous factors	Market position	Gaps to competitors	Both	Non-financial	Support function
Craig (2021)	Both	Exogeneous factors	Demand position	-	Both	-	Support function
Craig and	Both	Exogeneous	Demand	-	Both	-	Support

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		factors	position				function
Karabas (2021)							
Craig et al. (2021)	Both	Exogeneous factors	Demand position	-	Both		
Ma et al. (2021)	Both	Exogeneous factors	Market position	Gaps to competitors	Both	Non-financial	Support function
Grande (2021)	Supply	Leisure resources	Market position	Gaps to competitors	Product adjustment	Non-financial	Investment forecast
Grande and Camprubi (2022)	Supply	Lodging and Leisure resources	Market position	Gaps to competitors	Both	Both	Business plan
Craig et al. (2023)	Both	Exogeneous factors	Market position	Gaps to competitors	Both	Non-financial	Support function
Grande and Botti (2023)	Supply	Lodging and Leisure resources; Pricing and forecasting	Market position	Gaps to competitors	Product adjustment	Non-financial	Investment forecast

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810 Table 7 - The dimensions of revenue management in the camping sector: Analysis of
811 academic contributions.
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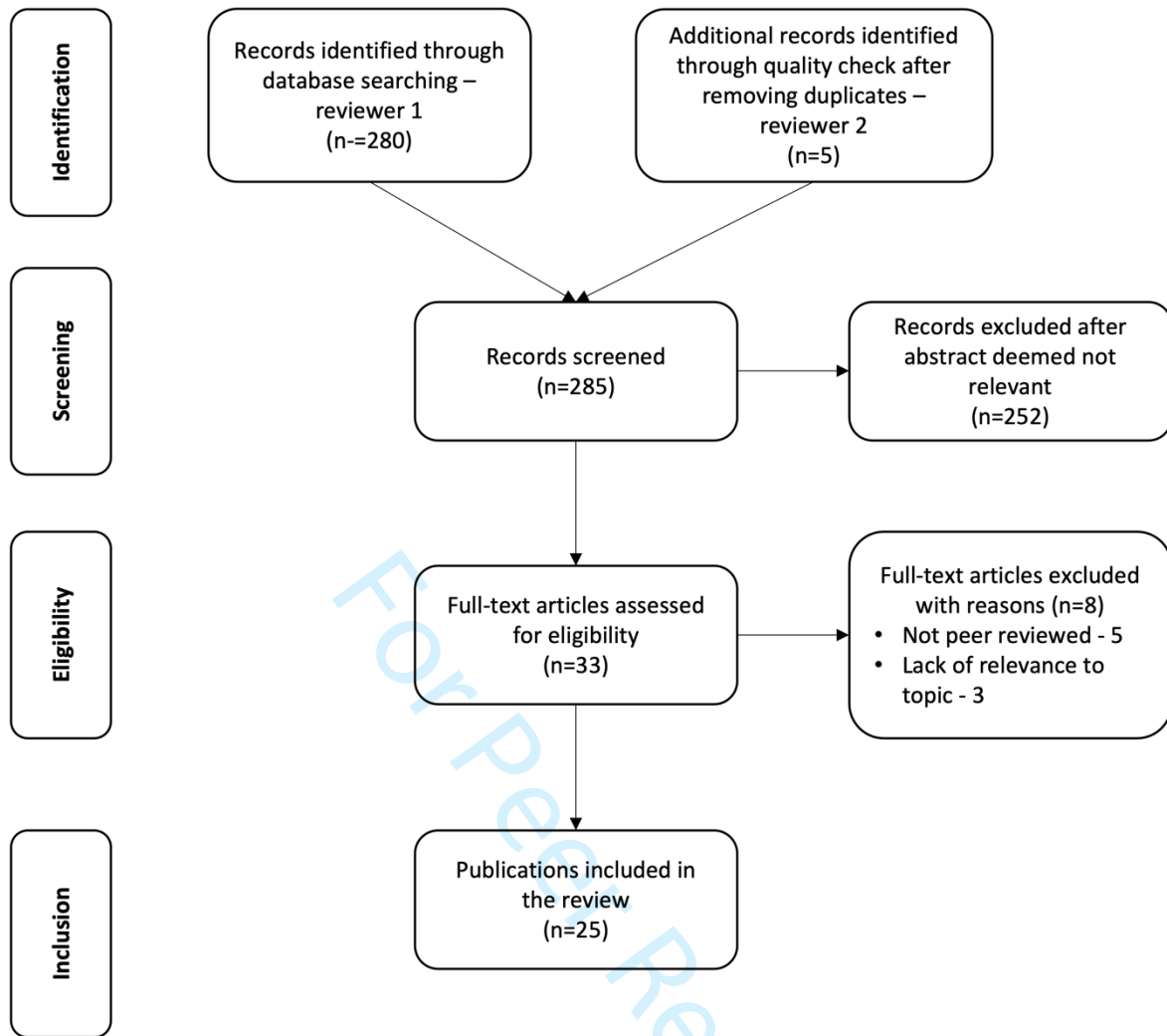
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824 **Figures**



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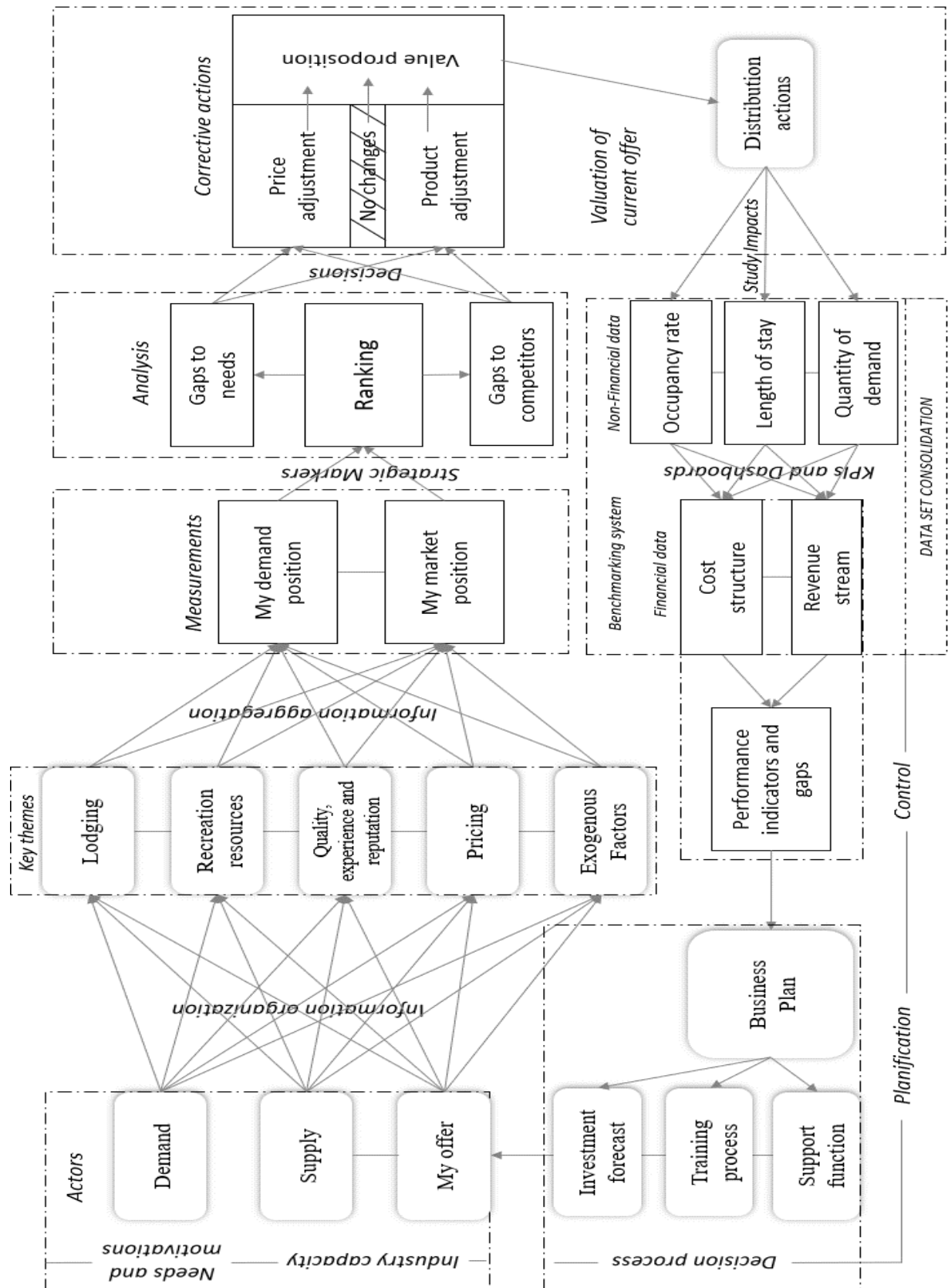
826 Figure 1 - Flowchart for the identification, selection, and prioritisation of articles in the
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831 Figure 2 - Dimensions of camping revenue management - a conceptual framework



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3 Dr Kévin Grande is a Lecturer in Hospitality and Tourism Management Studies. He holds a
4 PhD from the University of Girona (Spain) and joined Excelia Business School located in La
5 Rochelle in 2022. Dr Kévin Grande has expertise and interests in Outdoor Hospitality
6 Management, focusing on strategy and decisions. He works in collaboration with the National
7 Federation of French Outdoor Hospitality businesses and many camping groups and chains.
8 Previously director of campsites, he is now dedicated to the development of decision support
9 tools, competitiveness measurement, and performance analysis.
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14 Dr Natalie Haynes is a Principal Lecturer and has taught revenue management across a range
15 of Hospitality and Airline Management courses for over ten years after joining Sheffield Hallam
16 University from a successful career in hotel sales and marketing. She holds a PhD from
17 Sheffield Hallam University that focused on the use of big data by hotel general managers in
18 transient price decision-making. She has published several articles on hotel pricing, big data,
19 and the use of revenue management in alternative sectors.
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