Proceedings of Business and Economic Studies, 2026, Volume 9, Issue 2
http://ojs.bbwpublisher.com/index.php/PBES
Online ISSN: 2209-265X
Print ISSN: 2209-2641

Research on Improving the Service Quality of Guiyang's Campsites Based on the KANO Model

Mengmeng Shu*, Qian Yu, Zhixiu Chen

School of Management, Chongqing University of Science and Technology, Chongqing 401331, China

**Author to whom correspondence should be addressed.*

Abstract: In recent years, driven by the dual factors of increased public health awareness and an upgraded consumption structure, the camping economy has witnessed explosive growth. However, the structural contradiction between the rapid expansion of the industry scale and the lagging service quality has become increasingly prominent. Addressing these issues, this study systematically reviews relevant literature both domestically and internationally, quantifies collected data through a questionnaire survey method, and compiles statistics on tourists' basic information and their engagement with campsites. Subsequently, the KANO model is employed to classify service quality indicators into attributes, and the Better-Worse index analysis is utilized to further quantify the impact of each indicator on user satisfaction sensitivity, resulting in a ranking of satisfaction sensitivity. This approach clarifies which service improvements can yield the greatest increase in satisfaction.

Keywords: KANO model; Campsites in Guiyang; Service quality; Satisfaction

Online publication: March 11, 2026

1. Introduction

Currently, driven by the renewal of cultural and tourism consumption and the rising demand for "micro-vacations," camping tourism in China has witnessed explosive growth, gradually transforming from a niche hobby into a popular leisure activity. According to the "White Paper on China's Campground Industry (2024)," the average annual growth rate of campgrounds in China reached 42.6% from 2020 to 2023, with the market size expanding rapidly from less than 20 billion yuan to 127.8 billion yuan during the same period. Camping tourism has been designated as a key industry for cultivation in the "14th Five-Year Plan for Tourism Development," and the "Guidelines on Promoting the Healthy and Orderly Development of Camping Tourism and Leisure," jointly issued by 14 departments, including the Ministry of Culture and Tourism, explicitly outline requirements for graded management and safety standards for campgrounds. Guizhou Province has actively responded by introducing the "Facility and Service Standards for Auto Campgrounds," which provides quantitative regulations on standards

such as ecological carrying capacity, sanitation facilities, and safety plans. Subsequently, Guiyang City also released the "Guidelines for High-Quality Construction and Service of Outdoor Campgrounds in Guiyang."

Despite the immense potential of camping tourism, Guiyang City still faces several practical challenges that need urgent resolution. For instance, the lag in public facilities and services is a prominent issue, and safety hazards represent another significant challenge confronting campgrounds in Guiyang.

2. Literature review

The KANO model, proposed by Professor Noriaki Kano of Japan in 1984, is a theoretical framework used to examine the correlation between element quality and consumer demand [1]. Subsequently, this model has been gradually applied in the field of tourism.

Pandey *et al*. (2020) classified service quality factors by applying the KANO two-dimensional quality model to understand the needs and perceptions of inbound tourists visiting Indian heritage sites [2]. Irene (2022) utilized the KANO model to examine destination attributes through tourism reviews in the Maasai Mara ecosystem, thereby promoting sustainable wildlife tourism development [3]. Naghizadeh (2019) employed the KANO model to investigate tourists' satisfaction with the tourism service quality in Ardabil County, collecting data through questionnaires and finding that the tourism service quality in Ardabil County had a positive and significant impact on tourist satisfaction [4]. An *et al.* (2021) used methods such as KANO to establish service quality evaluation indicators for rural inns in Guilin, classified them, and employed a comparative matrix judgment method to improve rural inns in the Guilin region [5]. Wu *et al.* (2023) introduced the Better-Worse quadrant diagram method (Better-Worse) to analyze the housing characteristics of farmers in Langjie, Gansu, providing policy references for the high-quality development of rural inns [6]. Liu (2024) conducted research on the location conditions and other aspects of leisure camping sites and analyzed some issues that emerged during the development of leisure camping sites in Korla, thereby proposing approaches and models for developing leisure camping sites based on local resources and demands [7].

The application of the KANO model in tourism research is relatively widespread. Foreign studies have demonstrated strong theoretical and interdisciplinary characteristics, while domestic research in China has primarily focused on night tourism in leisure districts and homestays, forming localized characteristics. Studies abroad on the service quality of camping often employ models to investigate the service quality status of campsites. In contrast, research on campsite tourism in China is still in its infancy, with limited studies primarily utilizing qualitative methods, mostly through in-depth discussions via case studies. From the aforementioned literature on the service quality of campsites, it is evident that most existing research issues pertain to the inadequate dynamic adaptation between tourism demands, lacking a refined classification and dynamic evolution-oriented tourism quality evaluation system tailored to the tourism market.

3. Survey planning and implementation

3.1. Survey targets and content

The survey locations were campsites in Guiyang City, Guizhou Province whereas the target group was tourists participating in camping tourism in Guiyang City.

3.2. Questionnaire design

This questionnaire consists of two parts. The first part aims to gather basic consumer information for subsequent analysis. The second part is designed based on the KANO model to quantify consumer satisfaction.

Among them, basic services include 24-hour security surveillance, among others, and these indicators reflect the basic recreational offerings that the campsite can provide; in terms of facility maintenance, emphasis is placed on providing a stable hot water supply, among other things; amenities include sufficient parking spaces, among others; the scope of value-added services includes free wireless internet coverage, among others, all of which are services provided by the campsite to enhance the overall experience and satisfaction of travelers [8–13].

Table 1. Scale of tourist service demands in campsites

Primary indicator	Code	Secondary indicator
(A) Basic services [8–10]	A1	Low-cost equipment rental
	A2	Nature education courses
	A3	Special dining services
	A4	Bonfire party activities
	A5	24-hour security surveillance
	A6	Regular deworming announcements
(B) Facility maintenance [11]	B1	Stable hot water supply
	B2	Clean sanitary facilities
	B3	Good privacy protection
	B4	Flat tent area
(C) Convenience facilities [12]	C1	Sufficient parking spaces
	C2	Pet-friendly
	C3	Provision of eco-friendly supplies
	C4	Regulation of quiet hours
(D) Value-added services [12,13]	D1	Free WiFi coverage
	D2	Complete first-aid facilities
	D3	Friendly service personnel
	D4	Clear nighttime lighting
	D5	Convenient mobile phone reservation

4. Sampling design

4.1. Sampling Method

Given the significant variation in perceived service quality among tourists at different campsites, a non-probability quota sampling method will be employed.

4.2. Selection of specific campsites

Three representative campsites in Guiyang will be selected using non-probability sampling for the survey, as shown in **Table 2**.

Table 2. Selection of campsites

Campsite name	Location & key features
Gaopo Raorao Campsite Base	Located in Raorao Village, Gaopo Township, Huaxi District, Guiyang City. Characterized by its natural landscape and ethnic culture, offering a rich camping experience.
Yuye Yachi River Campsite	Located in Sanhe Village, Xindian Town, Qingzhen City. Characterized by outdoor sports and glamping, offering activities such as paragliding.
Yunman Lake Stargazing Campsite	Located within the Yunman Lake International Leisure Tourism Resort, Gui'an New District. Characterized by its Swiss-style ambiance and natural ecology.

4.3. Determination of sample size

After determining the survey locations, the number of questionnaires to be distributed at each campsite will be calculated based on quota sampling combined with finite population correction. The sample size for this questionnaire survey was determined using a comprehensive calculation method, with the specific sample size calculation formula as follows [14].

For infinite populations (N ≥ 100,000):

$$n == \frac{Z_{\frac{\alpha}{2}} \times (1-p) \times p}{\delta^2} \quad (1)$$

For finite population correction:

$$n' = \frac{n}{\left[1 + \frac{(n-1)}{N}\right]} \quad (2)$$

The number of questionnaires required for this survey was calculated by assuming the absolute error limit d be 0.05, with a reference value of p = 0.5 and a confidence level of 95%, =1.96. According to **Equation (1)**, this survey requires at least 384 questionnaires. Applying the finite population correction using for **Equation (2)**, it is determined that at least 410 questionnaires need to be collected. Considering the requirements for subsequent data analysis, the sample size is ultimately adjusted to 500. Based on the quota sampling allocation plan, the specific sample size for each campsite is calculated as shown in **Table 3** below.

Table 3. Number of questionnaires distributed at each campsite

Campsite	Reception share (%)	Theoretical sample size	Adjusted sample size
Gaopo Raorao Campsite	46.15%	180	230
Yuye Yachi River Campsite	23.08%	100	115
Yunman Lake Stargazing Campsite	30.77%	130	155
Total	100%	410	500

5. Basic analysis of the questionnaire

5.1. Reliability and validity analysis

5.1.1. Questionnaire reliability analysis

The reliability coefficient table below was obtained through SPSS analysis. The Cronbach's α coefficient for the overall scale is 0.760, indicating good internal consistency of the scale as a whole. The Cronbach's α coefficients

for the positive and negative questions of the KANO model are 0.923 and 0.914, respectively, suggesting extremely high internal consistency, as shown in **Table 4**.

Table 4. Cronbach's α coefficient table for the questionnaire

Scale	Cronbach's α coefficient	Number of items
Overall scale	0.760	38
Positive questions of KANO model	0.923	19
Reverse questions of KANO model	0.914	19

5.1.2. Questionnaire validity analysis

The KMO value in **Table 5** below is 0.733, and the Bartlett's Test of Sphericity chi-square value is 2269.190. Both sets of data indicate that the variables meet the test criteria and exhibit significant correlations.

Table 5. Validity analysis

KMO and Bartlett's test		
Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy		0.733
Bartlett's Test of Sphericity	Approx. Chi-Square	2269.190
	df	703
	P	< 0.01

5.2. Basic sample information

As shown in **Table 6**, it can be seen that among the consumer groups at Guiyang campsites, females constitute the majority, accounting for 58.33%, while males account for 41.67%. In terms of age distribution, consumers aged 26–30 represent the highest proportion, at 34.72%. Regarding educational attainment, over 60% of consumers hold a bachelor's degree or higher. In terms of monthly income, the income group earning between 10,000 and 20,000 yuan has the highest proportion, at 27.78%. Among the occupational distributions, students have the highest proportion, at 38.89%, followed by employees from enterprises and institutions at 25%. These data reflect the basic profile of consumers at campsites.

Table 6. Analysis of basic characteristics of consumers

Survey item	Aspect	n	Percentage
Gender	Male	180	41.67%
	Female	252	58.33%
Age	Under 18	6	1.39%
	18–25 years	126	29.17%
	26–30 years	150	34.72%
	31–40 years	96	22.22%
	41–50 years	42	9.72%
	51–60 years	12	2.78%
	Over 60 years	0	0.00%

Table 6 (Continued)

Survey item	Aspect	n	Percentage
Education level	Junior high school or below	18	4.17%
	Senior high school / Technical secondary school	72	16.67%
	College (Associate degree)	66	15.28%
	University (Bachelor's degree)	144	33.33%
	Postgraduate or above	132	30.56%
Monthly income	Under ¥3,000	90	20.83%
	¥3,000–¥5,000	78	18.06%
	¥5,000–¥10,000	66	15.28%
	¥10,000–¥20,000	120	27.78%
	Above ¥20,000	78	18.06%
Occupation	Student	168	38.89%
	Employee in an enterprise or public institution	108	25.00%
	Self-employed business owner	30	6.94%
	Freelancer	90	20.83%
	Retired	0	0.00%
	Other	36	8.33%

Regarding the popularity of campsites surveyed, "other campsites" account for 65.82%, indicating that tourists in Guiyang have many options when choosing campsites. Among the three representative campsites, Gaopo Raorao Camping Base accounts for 54.74%, while Yuyeya Chi River Camping Site accounts for 32.16%. These two campsites are more frequently chosen, highlighting their wider recognition. In contrast, Yunmanhu Starry Sky Campsite is less popular, accounting for only 11.91% (**Figure 1**).

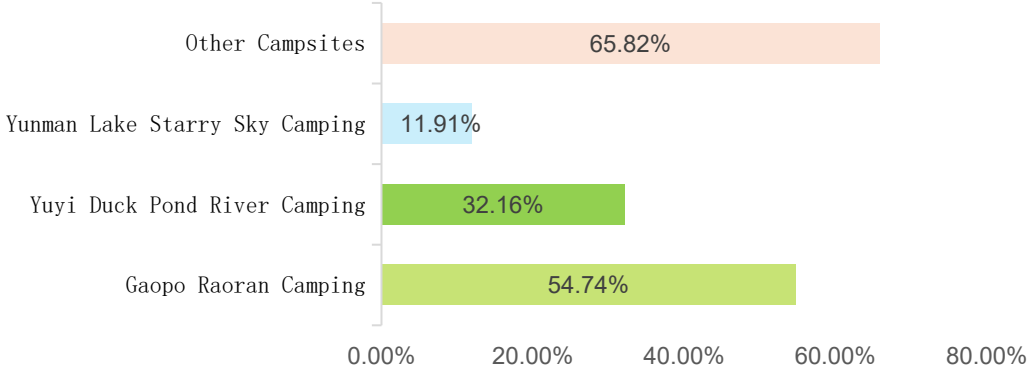

Figure 1. Distribution of campsite popularity.

As shown in **Figure 2**, the proportion of people who have participated in camping 1–2 times within a year reaches 69.44%, indicating that most people only occasionally experience camping activities. Among them, the proportion of people who tried camping for the first time in the past year is 19.44%, suggesting that this group may be newcomers to camping activities. The proportion of consumers who have camped three or more times within a

year is relatively low, accounting for only 11.11%. Based on the distribution of camping frequency, it can be seen that most people choose to participate occasionally, while frequent participants are relatively few.

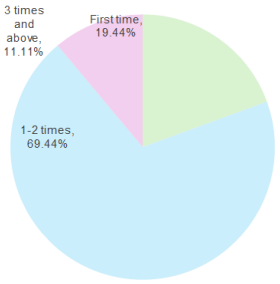

Figure 2. Frequency distribution of camping.

As seen from **Figure 3**, the most popular camping mode is group camping, accounting for 47.22%, indicating that many people choose to camp with family or friends. Among them, family camping accounts for 43.06%, suggesting that family-based camping activities still constitute a significant proportion of camping. The rate of solo camping is very low, at only 4.17%, in contrast to 5.56% for group camping and 1.17% for other camping forms. These data indicate that camping with companions and family has become a mainstream trend.

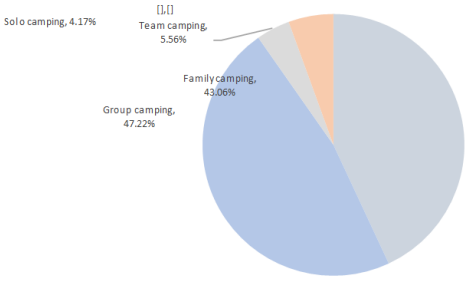

Figure 3. Distribution of camping types.

6. Analysis of the service quality of camping sites in Guiyang based on the KANO model

6.1. Categorization of attributes

By statistically analyzing the attribute ratios of the 19 selected indicators, the classification results for each specific indicator were obtained, as shown in **Table 7** below.

Table 7. Summary of KANO model analysis results for camping sites in Guiyang

Code	Service Item	A	O	M	I	R	Q	Category
A1	Low-cost equipment rental	120	114	6	192	0	0	I
A2	Nature education courses	162	78	6	186	0	0	A
A3	Special dining services	150	90	0	192	0	0	I
A4	Bonfire party activities	138	90	0	204	0	0	I

Table 7 (Continued)

Code	Service Item	A	O	M	I	R	Q	Category
A5	24-hour security surveillance	168	126	6	132	0	0	A
A6	Regular deworming announcements	144	150	6	132	0	0	O
B1	Stable hot water supply	156	174	30	72	0	0	O
B2	Clean sanitary facilities	150	186	18	78	0	0	O
B3	Good privacy protection	138	204	18	72	0	0	O
B4	Flat tent area	102	168	24	138	0	0	O
C1	Sufficient parking spaces	132	198	0	102	0	0	O
C2	Pet-friendly	138	144	0	144	3	0	O
C3	Provision of eco-friendly supplies	156	90	0	186	0	0	I
C4	Regulation of quiet hours	114	132	12	174	0	0	I
D1	Free WiFi coverage	204	138	6	84	0	0	A
D2	Complete first-aid facilities	150	144	18	120	0	0	A
D3	Friendly service personnel	120	198	36	78	0	0	O
D4	Clear nighttime lighting	150	132	30	120	0	0	A
D5	Convenient mobile phone reservation	162	132	6	132	0	0	A

The attributes in the KANO model have a clear priority order, typically as follows: must-have attributes > performance attributes > delight attributes > indifferent attributes. If an indicator fits multiple attributes simultaneously, the attribute with the higher priority is chosen. Therefore, for the “pet-friendly” item, based on the relevant priority, its type is classified as a performance model.

6.2. KANO hybrid analysis

The quantitative indicators for hybrid categories are total strength (TS) and category strength (CS), representing whether the influencing factors bring satisfaction and the extent to which respondents believe they belong to a certain category, respectively. When TS ≥ 60% and CS ≤ 6%, the factors are classified as hybrid categories; when CS > 6%, the differences between categories are significant [15].

The TS and CS values for the 19 indicators were calculated based on the aforementioned **Equation (3)** and **Equation (4)**, with detailed results shown in **Table 8** below. The service quality attributes of campsites in Guiyang exhibit complex demand characteristics that are not fully covered by traditional classifications. However, in its hybrid classification, only hybrid attributes represented by “H(A+O)” emerged. These attributes demonstrate dual characteristics of attractive attributes and potential basic needs.

$$TS = \frac{Quantity\ of\ replying\ O、\ M、\ A}{Total\ quantity} \tag{3}$$

$$CS = \frac{\max\{O、\ M、\ A、\ I、\ R、\ Q\} - second\ max\{O、\ M、\ A、\ I、\ R、\ Q\}}{Total\ quantity} \tag{4}$$

Table 8. KANO hybrid classification statistics for service quality of campsites in Guiyang

Code	Service Item	Traditional KANO category	TS	CS	Hybrid classification
A1	Low-cost equipment rental	I	0.56	0.17	I
A2	Nature education courses	A	0.57	0.06	A
A3	Special dining services	I	0.56	0.10	I
A4	Bonfire party activities	I	0.53	0.15	I
A5	24-hour security surveillance	A	0.69	0.08	A
A6	Regular deworming announcements	O	0.69	0.01	H(A+O)
B1	Stable hot water supply	O	0.83	0.04	H(A+O)
B2	Clean sanitary facilities	O	0.82	0.08	O
B3	Good privacy protection	O	0.83	0.15	O
B4	Flat tent area	O	0.68	0.07	O
C1	Sufficient parking spaces	O	0.76	0.15	O
C2	Pet-friendly	O	0.65	0.00	H(A+O)
C3	Provision of eco-friendly supplies	I	0.57	0.07	I
C4	Regulation of quiet hours	I	0.60	0.10	I
D1	Free WiFi coverage	A	0.81	0.15	A
D2	Complete first-aid facilities	A	0.72	0.01	H(A+O)
D3	Friendly service personnel	O	0.82	0.18	O
D4	Clear nighttime lighting	A	0.72	0.04	H(A+O)
D5	Convenient mobile phone reservation	A	0.69	0.07	A

6.3. KANO cluster analysis

$$Better\ coefficient = \frac{(A+O)}{(A+O+M+I)} \tag{5}$$

$$Worse\ coefficient = (-1)\frac{(M+O)}{(A+O+M+I)} \tag{6}$$

The Better-Worse indices for the service quality indicators of campsites were calculated using the formulas, and the questionnaire data from this study were imported into SPSS software to derive the results, as shown in **Table 9** below.

Table 9. Better-worse index table for service quality indicators of campsites in Guiyang

Code	Service item	B-W result	Better coefficient	Worse coefficient
A1	Low-cost equipment rental	I	0.54	-0.28
A2	Nature education courses	I	0.56	-0.19
A3	Special dining services	I	0.56	-0.21
A4	Bonfire party activities	I	0.53	-0.21

Table 9 (Continued)

Code	Service item	B-W result	Better coefficient	Worse coefficient
A5	24-hour security surveillance	M	0.68	-0.31
A6	Regular deworming announcements	O	0.68	-0.36
B1	Stable hot water supply	O	0.76	-0.47
B2	Clean sanitary facilities	O	0.78	-0.47
B3	Good privacy protection	O	0.79	-0.51
B4	Flat tent area	A	0.63	-0.44
C1	Sufficient parking spaces	O	0.76	-0.46
C2	Pet-friendly	I	0.66	-0.34
C3	Provision of eco-friendly supplies	I	0.57	-0.21
C4	Regulation of quiet hours	I	0.57	-0.33
D1	Free WiFi coverage	M	0.79	-0.33
D2	Complete first-aid facilities	O	0.68	-0.38
D3	Friendly service personnel	O	0.74	-0.54
D4	Clear nighttime lighting	A	0.65	-0.38
D5	Convenient mobile phone reservation	M	0.68	-0.32

By calculating the better and worse values for each indicator, it was found that indicators such as cleanliness of sanitary facilities had high values for both, indicating their extremely high value.

A satisfaction matrix diagram regarding the service quality of campsites in Guiyang was constructed, as shown in **Figure 4** below. Some indicators broke through traditional classification boundaries and formed new attribute characteristics.

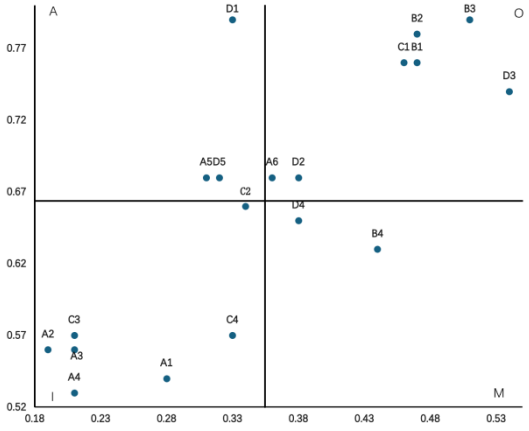

Figure 4. Four-quadrant diagram of better-worse coefficients for camping sites in Guiyang.

6.4. Satisfaction sensitivity analysis

The satisfaction sensitivity (S) is determined by calculating the distance from the origin to the coordinate point formed by the absolute values of the better and worse scores. The priority ranking of indicators within the same attribute category is based on the S value (**Table 10**).

Table 10. Ranking of satisfaction sensitivity for camping sites in Guiyang

Code	Service item	B-W result	Better	Worse	New category	S	Priority rank
A1	Low-cost equipment rental	I	0.54	-0.28	I	0.608	15
A2	Nature education courses	A	0.56	-0.19	I	0.591	18
A3	Special dining services	I	0.56	-0.21	I	0.598	17
A4	Bonfire party activities	I	0.53	-0.21	I	0.570	19
A5	24-hour security surveillance	A	0.68	-0.31	A	0.747	12
A6	Regular deworming announcements	O	0.68	-0.36	O	0.769	8
B1	Stable hot water supply	O	0.76	-0.47	O	0.894	4
B2	Clean sanitary facilities	O	0.78	-0.47	O	0.911	3
B3	Good privacy protection	O	0.79	-0.51	O	0.940	1
B4	Flat tent area	O	0.63	-0.44	M	0.768	9
C1	Sufficient parking spaces	O	0.76	-0.46	O	0.888	5
C2	Pet-friendly	O	0.66	-0.34	I	0.742	13
C3	Provision of eco-friendly supplies	I	0.57	-0.21	I	0.607	16
C4	Regulation of quiet hours	I	0.57	-0.33	I	0.659	14
D1	Free WiFi coverage	A	0.79	-0.33	A	0.856	6
D2	Complete first-aid facilities	A	0.68	-0.38	O	0.779	7
D3	Friendly service personnel	O	0.74	-0.54	O	0.916	2
D4	Clear nighttime lighting	A	0.65	-0.38	M	0.753	11
D5	Convenient mobile phone reservation	A	0.68	-0.32	A	0.752	10

7. Survey conclusions

7.1. KANO model reveals priority for improving service quality

Based on data analysis using the KANO model, it was found that among the 19 secondary indicators used in this study, 3 are attractive attributes, 7 are indifferent attributes, 7 are expected attributes, and 2 are essential attributes. The final results of the data analysis are presented in **Table 11** below.

Table 11. Ranking of importance for service demands at camping sites in Guiyang

Attribute category	Importance ranking (from highest to lowest)
Attractive attributes	D1 > D5 > A5
One-dimensional attributes	B3 > D3 > B2 > B1> C1 > D2 > A6
Must-be attributes	B4 > D4
Indifferent attributes	C2 > C4 > A1 > C3 > A3 > A2 > A4

Based on the attribute presentation in **Table 11** and the ranking of importance for each indicator, the demand model for service quality at camping sites in Guiyang, as shown in **Figure 5** below, has been designed.

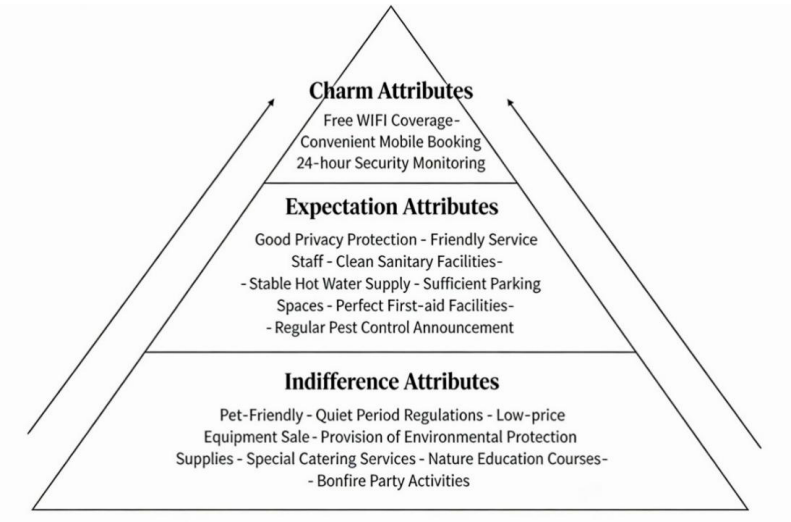

Figure 5. Demand model for service quality at camping sites in Guiyang.

8. Recommendations for improving service quality at camping sites in Guiyang

8.1. Multi-path collaborative strategy from the perspective of the KANO model

Each KANO type possesses distinct characteristics, and the needs of service recipients also exhibit unique features. Based on the traditional KANO model classification results of factors influencing the service quality of campsites in Guiyang, different management strategies can be formulated.

8.1.1. Establish service standards

The government needs to establish strict and comprehensive service quality standards for campsites, clearly defining the minimum requirements for essential services. These standards should cover aspects such as sanitation facilities to ensure that all campsites can provide services that meet basic requirements.

8.1.2. Optimization strategy for essential attributes: Ensuring stable basic services

According to the satisfaction sensitivity ranking, a flat tent area (ranked 1st in sensitivity) and clean sanitation facilities (ranked 3rd in sensitivity) are the basic services most valued by tourists. Enterprises should ensure the stability and reliability of these services through standardized processes and regular maintenance, ensuring that services consistently meet the basic needs of tourists.

8.1.3. Optimization strategy for expected attributes: Closed-loop management to enhance tourist satisfaction

Privacy protection and friendly service staff are expected services highly valued by tourists. Enterprises need to train their employees to improve their service attitudes while strengthening privacy protection measures to provide tourists with a more private camping environment.

8.1.4. Optimization strategy for attractive attributes: Surprise services to drive satisfaction and loyalty improvement

Introduce intelligent technologies to provide surprise services that exceed tourists' expectations; companies

can also offer unique camping experiences through innovative service design, helping them stand out in the competition and attract more tourists.

8.1.5. Optimization strategy for indifferent attributes: Proactive dynamic monitoring and flexible cultivation integration

Service indicators with indifferent attributes, such as low-cost equipment rental, currently have a relatively minor impact on tourist satisfaction. However, according to Yang (2005), these needs may transform into attractive needs in the future and thus should not be overlooked [16]. Companies should continuously monitor changes in satisfaction with these services through regular surveys and big data analysis, promptly identifying key turning points.

Funding

2025 Chongqing Postgraduate Research and Innovation Project: "Research on Service Quality Improvement of Guiyang Campgrounds Based on the KANO Model" (Project No.: CYS25839)

Disclosure statement

The author declares no conflict of interest.

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