An evaluation of hotel service by employees and guests and its internal marketing implications

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AN EVALUATION OF HOTEL SERVICE
BY EMPLOYEES AND GUESTS AND ITS
INTERNAL MARKETING IMPLICATIONS

by

Beverly Rihn

A thesis submitted in partial fulfillment of the requirements for the degree of

Master of Science

in

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ABSTRACT

The purpose of this study was to test the consistency of internal and external marketing messages. This concept is based on the idea that successful companies have customers and employees who agree on what is expected to occur in the service encounter.

Importance-Performance Analysis was the tool utilized to analyze data collected through a survey of employees and guests on certain services at the hotel. Once these attributes were rated, the guest and employee responses were compared to determine if there were significant differences in the responses.

The results disclosed that there were significant differences in the ratings of many of the importance items, but not many of the performance items. This indicates to management that there are gaps between employee and guest expectations. The implications for the internal marketing program are discussed, along with additional suggestions for future research.
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CHAPTER I.
INTRODUCTION

PROBLEM RECOGNITION

The United States experienced tremendous growth in the industrial sector in the first part of the twentieth century. Carnegie, Mellon, and Ford are all recognizable names that denote the growth of the manufacturing sector which made this country an economic power recognized worldwide. As wealth and prosperity spread through this country, more people had cause to travel. An advent of opportunities and choices for travelers and travel expediters occurred. A great need was recognized and filled by the likes of Hilton, Marriott, and Wilson, whose companies today survive due to the tradition of initiative and service values exhibited by their founding fathers (Goll, 1992).

In Service America, Albrecht and Zemke (1985) discuss the changing environment experienced by these companies. As the country became more technologically advanced, fewer and fewer workers were needed to produce the same number of required products. A shift from producing products to providing services changed the way organizations were
managed. Soon, services became readily recognized as a "product."

The services industry was recognized as having special characteristics that did not exist in the manufacturing sector. Among those are that services are more intangible than tangible, that simultaneous production and consumption occur, and that they are less standardized and uniform because there is large variability in the outcomes (Berry, 1980). All these features are due to the effect of the presence of both the guest and the employee in the exchange of the product. In addition, various researchers have included the additional characteristic of perishability, which stresses the short term, non-inventoriable nature of the service product (Zeithaml, Parasuraman, & Berry, 1985).

As attempts began to define the service "product," it was accepted that the marketing of this product would have new and different challenges than the marketing of a manufactured product. Berry (1980) stated that "many marketing concepts and tools are applicable to both goods and services, the relative importance of these concepts and tools, and how they are used, are often different." This is due to what Lovelock (1984) recognized as "a customer's or a prospective customer's evaluation of a service is often based on a multiplicity of impressions that are not confined to performance of the core service."
With more and more experience, the product "service" became more and more sophisticated. Now, however, the hospitality industry has reached a stage of maturation, where facilities and concepts are being overcome by increased competition for the customer (Lewis & Chambers, 1989). Now the concentration rests on the level or quality of service provided, so that in managing and marketing the service product, care must be taken to ensure a consistent and quality product.

Some strategies for services marketing include internal marketing, service customization, managing evidence, making the service tangible, and synchronizing supply and demand patterns (Berry, 1980). All these strategies are designed to address the special characteristics of services marketing.

The hospitality industry is defined as a service industry. In the 1980's, hospitality marketing was acknowledged primarily due to: (1) the dominance of marketing in literature and other industries and (2) more sophisticated and demanding customers (Lewis & Chambers, 1989). As the industry faced these challenges, non-traditional strategies for marketing in the hospitality industry were developed to meet customers' needs. Lewis and Chambers (1989) define these as internal marketing and relationship marketing. They define relationship marketing as "marketing to protect the customer base" by attracting,
maintaining and enhancing customer relationships. Internal marketing is defined as "viewing employees as internal customers, viewing jobs as internal products, and then endeavoring to offer internal products that satisfy the needs and wants of those internal customers while addressing the objectives of the organization" (Berry in Lovelock, 1984). A famous quote by Karl Albrecht and Ron Zemke (1985) illustrates this strategy: "If you're not serving the customer, you'd better be serving someone who is."

Therefore, the idea is simply that if you keep your employees satisfied, they will keep your guests satisfied. This idea also relates to the environment within the hospitality firm. The values, goals, and norms of management must also be the same for the employees, so that the external and internal marketing messages are consistent. In essence, the "consistency of the two become a predictor of positive behavior" (Goll, 1992).

In this study, the consistency of the internal and external messages will be tested. Stated in other terms, as companies send their marketing messages to their customers, they need to make the same effort to ensure that employees understand, share, and enact the same messages. Once the consistency level is determined, then suggestions can be made as to strategies for improvement. This study focuses on the internal marketing implications of the differences between guest and customer understanding of these messages.
OBJECTIVES OF THIS STUDY

The purpose of this study was to measure and compare employee and guest perceptions of services/products at the Brian Head Hotel in order to understand the internal marketing impact to management of this information. If the external and internal marketing messages are consistent, then employees and guests perceptions of service/product will be the same; therefore, what the guest expects the service to be is similar to what the employee expects to provide. The following objectives have been identified for this study:

1. To identify attributes of services at the property which are important to guests and to determine the hotel's performance in delivering these attributes.

2. To identify attributes of services at the property which employees think are important to guests and determine the hotel's performance in delivering these attributes.

3. To determine if there are significant differences between guest and employee perceptions of importance and performance.

4. To define possible implications of differences as they relate to internal marketing.
The basic question of every marketing person is "What is important to my customers?" The question in this study is whether or not the guests and employees share this same understanding of importance and expected level of performance. If the internally and externally communicated messages are consistent, then the perception of importance and performance will be the same. If there are differences, they can be attributed to a lack of internal marketing.

HYPOTHESIS

The overall research hypothesis is presented below and followed by two sub-hypotheses.

H1: It is hypothesized that there are no differences in the ratings of attributes for both importance and performance between employees and quests.

H1-1: There are no differences in the ratings of importance attributes between employees and guests.

H1-2: There are no differences in the ratings of performance attributes between employees and guests.
SIGNIFICANCE OF THIS STUDY

This study gathered ratings on the Importance and Performance of 16 specific attributes of service at the Brian Head Hotel as defined by guests and staff. This information can be used by the hotel in designing strategies to maximize guest satisfaction and to further define the services which guests desire. This may serve as an example for other hoteliers to use in designing internal marketing programs.

LIMITATIONS AND DELIMITATIONS

This study will be conducted at Brian Head Hotel in the small ski resort town of Brian Head, Utah. Brian Head itself is located within the Grand Circle, an association of seven national parks in the general area of Utah and Arizona. This is a rural, somewhat remote location. The local residents are dependent on tourism for their livelihood. This privately owned, full service hotel with approximately 180 available rooms, is in close proximity to the Brian Head ski slopes. Although it has not always been so, the owner of the hotel also owns the ski resort. The hotel is near a national forest, the closest large city is Las Vegas, Nevada, a three and one half hour drive away. Therefore, the study will be mainly applicable to hotels of this size in remote areas where winter recreational sports
are the main attraction, and where the resort area benefits from other natural attractions.

The time frame chosen for this study began at the opening of the 1992/3 ski season and covered the heaviest accommodation period - the week between Christmas and New Year's - and largest period for revenue generation. At this remote location, no regular guests (as distinguished from foreign/other bus tours which are generally staying at the hotel during the summer while traveling between national parks) come to the hotel until the snow fall is sufficient to support skiing. This study is delimited to the winter season guest. Therefore, there was no opportunity to interview the winter of 1992/3 guests for focus groups or to use them to pretest the survey. Had we chosen to wait and interview and pretest during the 1992/3 winter ski season, we would have sacrificed valuable data which could have only been attained during the same time period.

DEFINITIONS OF TERMS

1. **Internal Marketing** - Organization's internal market of employees can be influenced effectively and motivated to customer-consciousness, market-orientation, and sales-mindedness by a marketing-like internal approach and by using marketing-like activities internally (Lewis & Chambers, 1989).
2. **Services** - Nonphysical, intangible attributes that management controls (or should), including friendliness, efficiency, attitude, professionalism, responsiveness, and so on (Lewis & Chambers, 1989).

3. **Perceptions** - What is real to the consumer; that is, what the consumer perceives or believes (Lewis & Chambers, 1989).

4. **Importance-Performance Analysis (IPA)** - A survey research method that examines both the importance of certain variables and the performance of the facility on these same variables at the same time (Evans & Chon, 1989).

5. **Attributes** - Any property, quality, or characteristic that can be ascribed to a person or thing (Webster's New Universal Unabridged Dictionary, 1983).

**ORGANIZATION OF THE STUDY**

This study focuses on the service exchange between the employees of the Brian Head Hotel and their guests. In Chapter I, the study's problem, purpose, and significance were discussed. Included also was a small section defining certain terms critical to the understanding of this study. Chapter II will review the literature that was the basis for
the concept of internal marketing. Chapter III will discuss the methodology used in the study, specifically defining the steps taken in the development of the survey and its implementation. Chapter IV will disclose the results of the survey and the related implications for internal marketing. Chapter V concludes the study with a summary and suggestions for future exploratory research in this area.
CHAPTER II.
REVIEW OF RELATED LITERATURE

INTRODUCTION
This chapter will outline the development of the internal marketing concept. Internal marketing roots will be traced through the definitions of the service industry and service quality. The definition and objectives of internal marketing will be reviewed, along with organizational culture and employee impact.

THE SERVICE INDUSTRY
The idea that the services industry has unique characteristics has become widely accepted, and poses distinctive challenges in the marketing of a service. Zeithaml, Parasuraman, and Berry (1985) summarize the literature that has helped to define the fundamental differences of intangibility, simultaneous production and consumption, perishability, and heterogeneity. Intangibility refers to not having a touchable product. Simultaneous production and consumption refers to the fact that production and consumption can not be separated. Perishability means that the service can not be inventoried
or saved, and heterogeneity "concerns the potential for high variability in the performance of services" (Zeithaml, Parasuraman, & Berry, 1985).

Because the service product is significantly different, the marketing of the service product must address those differences. Based on the above listed characteristics, the emphasis is on the employee who directly affects the success of the firm. No matter what the technological state of the business is, the contacts between employees and support personnel are critical marketing resources (Gronroos, 1985). The human element still impacts every service encounter. The long term success of the company depends on the "interactive marketing function," which is that all employees—not just sales, contact, or marketing personnel are recognized as critical marketing resources (Gronroos, 1985).

In establishing a customer oriented service firm, one of the most important items to control is the service encounter itself. Successful firms meet the customer's needs and wants in the service encounter (Schmalensee, Bernhardt, & Gust, 1985). Chase (1978) defines customer contact as "the physical presence of the customer in the system." Creation of the service is the process that provides the service, and the extent of contact is the time taken to service the customer versus the time he or she must be present in the system. Therefore, there are many
variables present which may produce uncertainty in the interaction between the service provider and the guest.

While technology has sought to decrease the uncertainty of the service encounter, the human components which create variability and uncertainty cannot be eliminated completely. The amount of contact influences the decisions made relating to system design and establishes the ability of the system to match guest demand. The hospitality industry is a high contact industry which requires a significant public relations component. As the worker is part of the product, "his attitude can affect the customer's view of the service provided" (Chase, 1978).

A service encounter involves the guest and any number of employees who support or are in contact with him/her, all parties bringing "certain skills, attitudes, and perceptions to the interchange" (Lockwood & Jones, 1989). Therefore, the personality and intelligence of each party effects the degree of success of the exchange. This behavior may be inconsistent over a period of time, and the customers perceptions can be based on many components—not limited to the personal appearance of the employee, their expectations, and the environmental setting. Very often parties make quick, stereotypical judgements about each other (Lockwood & Jones, 1989). While the only direct control of the service encounter is the selection and training of employees through internal marketing and the managing of customer expectations
through external marketing, firms can also attempt to manage the "framework" of the service encounter. According to Lockwood and Jones (1989), the design of the service-delivery system can be enhanced by role playing and scripted exchanges. By teaching employees how to be comfortable during guest contact, stress for all parties can be minimized and guest service maximized.

SERVICE QUALITY

In 1982, Peters and Waterman published the book In Search of Excellence, that profiled companies with a heritage of excellent customer service. They noted that those companies which had been successful over time devoted a substantial amount of resources to serving the customer. This emphasis has been termed "service quality." Service quality is the notion that providing a high degree of quality service will result in the successful performance of company objectives. Many different ways of providing quality service have been successful, and the most successful methods are tailor-made to the situational environment of the firm. In a general sense though, internal marketing is a strategy that can be used by any firm to enhance their service quality.

In relating internal marketing to service quality, Gronroos (1985) separates the service process into the two perceived components of technical and functional quality.
The technical quality represents what the guest has when the interaction is complete, and functional quality is the transformation of the perceived end result of the interaction. Employee skills influence technical functions, while their behavior and customer orientation affect the functional quality. Functional quality may be the most important of the two factors in establishing competitiveness and marketing success. Good interactive marketing performance must include all sales employees and those in supporting roles in order to provide functional quality.

In the book Quality Service, The Restaurant Manager's Bible, Martin (1986) defines service as having two distinct components in another way. The procedural side contains the mechanisms for selling and distributing the product. Some components of the procedural dimension are flow of service, timeliness, customer convenience, communication, feedback and supervision. The flip side of service quality is conviviality, which is the warm and personal delivery of the service; essentially, the style of service. Some components of conviviality include attitude, attentiveness, body language, verbal skills, problem solving, and product knowledge. Therefore, the employees overall attitude toward the service directly affects the quality of the service delivered, and as such, customer satisfaction. Thus the internal marketing of the product to the employee is very important because it will be reflected in the conviviality
of the service encounter. In order to understand your situation, Martin (1986) suggested a service audit or a Customer-Service Assessment Scale (CSAS) of 40 items to assess needs and identify problems. On the CSAS, half of the items were procedural and the other half were convivial. Items were scored on a six point Likert scale, providing interpretation of the level of service by the group or individual, specifying the strengths and weaknesses of the program. Once the situation is more clearly defined, then strategies can be developed to improve service quality.

In an exploratory investigation of service quality for four services businesses, Parasuraman, Zeithaml, and Berry (1985) noted the difficulty in evaluating service quality due to the lack of tangible evidence of the services, which involve a comparison of expectations with performance. The authors investigated service quality through focus groups of consumers and executive interviews representing each of the four service businesses in order to develop some methodology for assessment. The study found that there are gaps between "executive perceptions of service quality and the tasks associated with service delivery to customers." Four gaps were found on the service provider's side of the service encounter, one of which is a gap in service delivery based on external communications. Because media communication affects customer expectation, it is, in turn, reflected in guest perception of quality. The company must deliver that
projected reality or suffer the consequences via customer dissatisfaction. In addition to reporting these service quality gaps, the study also defined ten dimensions that consumers use to form expectations and perceptions of services. From this study the general model for service assessment, SERVQUAL, was formed.

Based on the existence of gaps in service quality as defined by Parasuraman et al. (1985), Lewis and Klein (1986) and Lewis (1987) began to analyze these gaps in the hotel and hospital service areas in order to measure service quality. The study asked 23 hotel executives to rate customer expectation in hotel selection, perceptions of service delivery, and overall satisfaction of 44 selected attributes. One hundred and sixteen hotel guests were asked the same questions as the executives. T-tests were used to locate the potential service gaps between the mean scores. In addition to the five previous gaps noted by Parasuraman et al. (1985), three new gaps were identified, dealing with management's perception of the service delivery. These gaps, which aid in measuring effective and efficient service quality, are analyzed to help management in understanding guests' evaluation of service quality, or the lack thereof. In order for management to control perceptions, marketers must create images that produce a reality which equals the expectation so that the customer is satisfied (Lewis & Chambers, 1989).
Perceptual gap analysis helps the marketer to analyze the differences between the consumer and the service provider. To utilize this information, strategies must be developed to implement marketing tactics. While the focus must be on the customer in order to deliver a quality service, these strategies are useful only if they can be implemented within your organization (Morgan, 1991). Therefore it is necessary to recognize that an 'internal marketing gap' may exist in your firm. According to Morgan (1991), "it seems that in addition to developing marketing programs aimed at the external market place, in order to achieve the organizational change needed to make those strategies work, it is also necessary to develop a process and a program for the internal marketplace within professional service organizations." Morgan provides a framework for internal marketing strategy that is parallel to the external programs, using the same basic marketing strategies to minimize the gaps. The better we understand these gaps, the greater our ability is to satisfy the customer, both internally and externally.

Gap analysis can be used to help build customer centered attitudes. The analysis produces actionable items for complex service situations, allowing the organization the opportunity to be responsible to guests and employees (Headley & Choi, 1992). Saleh and Ryan (1991, 1992) analyzed customer satisfaction at a hotel by combining the
items used in developing the SERVQUAL model (Parasuraman, et al., 1985) and from Martin's Customer-Service Assessment Scale (1988). They developed a 33 item questionnaire rated on a five point Likert scale. The questionnaires related to the expectation of service quality and the quality provided and also gathered some demographic information. From their study, Saleh and Ryan (1992) distinguished service interaction as both procedural and convivial. The procedural component is the actual process such as giving directions, and the convivial element is the manner in which the service was delivered. Therefore, gaps can occur between providers and receivers not only in what the service provider does, but also in how he/she does it.

For their study, Saleh and Ryan (1992) chose a four-star hotel as the sample site, with 200 guests and 17 staff personnel participating in the survey. Statistically significant perceptual gaps were again noted. In general, management tended to overestimate guest expectations, guests perceive service below their expectations, and guests and employees rate service delivery in a similar manner. The conviviality factors were found to have a significant impact and are a more important determinant of satisfaction. "The findings support the contention that gap analysis oriented toward expressive performance is of help in understanding the determinants of consumer satisfaction within services generally, and the hotel industry in particular" (Saleh &
Ryan, 1992). Focusing on these differences or gaps from the viewpoint of both the guest and the employee will allow management to implement effective service quality strategies.

INTERNAL MARKETING AND ITS OBJECTIVES

Internal marketing was developed as an integral component of services marketing, as evidenced in recent literature. If external marketing reaches those outside of the company, then internal marketing must reach those inside in order to accomplish marketing in a complete and whole sense.

Each author may address internal marketing with his or her own slant, but in general, the focus is on the internal customer - who is in fact the employee. In Lovelock (1984), Berry reports on an approach that internal marketing is "viewing employees as internal customers, viewing jobs as internal products, and then endeavoring to offer internal products that satisfy the needs and wants of these internal customers while addressing the objectives of the organization." By using marketing research, market segmentation, and advertising, a hospitality firm can best satisfy the needs and wants of the external customer by getting the best possible work out of the best possible people (Lovelock, 1984). Because the employee delivers the service, "the successful service company must first sell the
job to the employees before it can sell its service to customers" (Sasser & Arbeith, 1976). According to Lewis and Chambers (1989), the aspects of marketing - segmentation, positioning, communications, product development, and research are just as important to internal marketing. Just as there must be a good fit between customer and product in marketing, the employee must also fit the job position internally. The communication, product development, and research messages must be consistent inside and outside of the firm, and must motivate the employee to perform well with customers. The employee must clearly understand his/her part in the overall marketing scheme, and its importance to meeting the company's objectives. Employee attitudes must be converted to customer consciousness of service quality, and ongoing education is a requirement of a proactive internal marketing program, as explained in Table 1. Upper management enthusiasm is an absolute necessity in achieving success in internal marketing.

Berry and Parasuraman (1991) state that the goal of internal marketing is to elicit effective marketing behavior, "building an organization of marketers willing and able to create true customers for the firm." Employees must understand the company's goals and objectives, they must be prepared to perform, and they must work as a team. Employees must be "free" to address the customers needs, and
The Internal Marketing Concept—A Summary

Overall Objective: To develop motivated and customer-conscious personnel.

Strategic Level

Objective: To create an internal environment that supports customer-consciousness and sales-mindedness among the personnel through supportive

- management methods,
- personnel policy,
- internal training policy, and
- planning and control procedures.

Tactical Level

Objective: To sell service, supporting services (used as means of competition), campaigns, and single marketing efforts to the employees based on these principles:

- The personnel are the first market of the service company.
- The employees must understand why they are expected to perform in a certain manner, or in a certain situation actively support a given service or supporting service.
- The employees must accept the services and other activities of the company in order to support the service in their contact with the consumers.
- A service must be fully developed and internally accepted before it is launched.
- The internal information channel must work; personal selling is needed internally, too.

Source: Gronroos, Strategic Management, 1983.
should be rewarded based on measures of customer service or service quality (Berry & Parasuraman, 1991).

In a practical sense, the purpose of identifying internal customers is to ensure that all persons and especially the sales/contact staff receive the support that they need to satisfy the customer. In fact, "internal marketing builds supportive working relationships between the sales force and other departments...in order to maintain an acceptable level of customer service" (Internal Marketing, 1990). Sales people need to realize that they can not do the job alone, and the remaining staff must develop mutually acceptable expectations for performance standards. All employees must be trained so as to stress their dependance on other departments and to understand how they fit into the overall plan. This can be accomplished through better planning and communication company wide.

Since revenue generation is one of the ultimate goals, internal marketing is used to realize the maximum potential of the operation. Any person who is in a position to affect revenue needs to be clearly informed of what the attributes of the property are and in how to suggestively sell services/products - creating an atmosphere of receptive warmth - personal hospitality at its best (Link, 1989).

Hospitality firms have now recognized the need to differentiate themselves based on service. Therefore, the delivery process of the service must be maximized to the
firm's benefit. The focus must be placed on the customer. The person selling the product to the customer must believe in it enough to convey that trust to the customer (Compton, George, Gronroos, & Karvinen, 1987). If this is so, then the employees must be satisfied with the product and with the company, and that satisfaction must be revealed through their attitudes and performance. Therefore, all traditional marketing processes should be applied to the internal customers for acceptance before going outside to the public (Lewis, 1989).

According to Gronroos (1985), internal marketing has broad strategic and tactical implications, and can be referred to as a managerial philosophy. The internal marketing concept "holds that an organization's internal market of employees can be influenced most effectively and hence motivated to customer-consciousness, market orientation and sales-mindedness by a marketing-like internal approach and by applying marketing-like activities internally" (Gronroos, 1985). The internal marketers (all employees) must be motivated to react to customers in the same way that customers must be persuaded to react favorably to those goods/services. The manner in which this process is implemented will have a "marketing-like" emphasis, coordinating the motivational activities in a goal-oriented manner (Gronroos, 1985).
An example of internal marketing objectives taken verbatim from the practical case of the John Nurminen Corporation, reinforces the "Nordic School" definition of marketing which emphasizes the strategy that contact personnel should perform their jobs in order to maintain and strengthen customer trust (Compton, et al., 1987):

1. to help the employees understand and accept the importance of the interactions with the customers and their responsibility for the total quality and for the interactive marketing performance of the firm;
2. to help the employees understand and accept the mission, strategies, goods, services, systems and external campaigns of the firm;
3. to continuously motivate the employees and inform them about new concepts, goods, services and external campaigns as well as economic results; and,
4. to attract and keep good employees.

INTERNAL INTEGRATION

The responsibility for delivering service and customer satisfaction is spread throughout service companies. Noticeable now is that the most successful firms have been able to "integrate the organization's complexities to achieve unity or wholeness," or as Heskitt says, the organization must become one personality (Congram, Czepiel,
& Shanahan, 1987). Goll (1992) has developed the Management by Values (MBV) concept, a philosophy which states that management style is determined by developing a consistency in shaping and clarifying behaviors, harmonious with the reasons why the company exists. Therefore, "the confluence of the organizations values, norms, and goals (known as the action triad)...will directly influence the quality of the roles and status of persons within the organization" (Goll, 1992).

According to Congram, Czepiel, and Shanahan (1987), there is evidence that successful integration precedes successful performances, and poses the following five propositions of internal integration:

1. Understand the customer's perspective,
2. Help employees become customer-conscious,
3. Build cooperation between functions,
4. Assess the impact of technology on service, and
5. Develop systems to support the integration process of marketing.

In following these five propositions, the company should be directed to its central purpose-customer service.

CULTURE

Very often the need for service quality is recognized, and responsibility is placed on the appropriate individuals;
however, often they are not given the authority to actually provide that service. Here marketing must seize the advantage by assuming a leadership role in order to stress the importance of service quality throughout the organization (Stershic, 1989).

Management stresses the importance of each employee and must ensure that the culture of the firm fosters the commitment to internal marketing. There are two main advantages to this process: (1) employees will be motivated to satisfy customers, and (2) internal marketing fosters the spreading of a marketing culture throughout the firm (Lewis, 1989).

Managers who define the vision for the company, must establish a corporate culture that will strategically position the firm to integrate marketing efforts (Gupta & Rogers, 1991). Many have depended on technology to differentiate their product, but that technology is only necessary to solve customer problems. Differentiation should be market-driven because the product does not stand alone—it is delivered by an employee, who therefore, affects the outcome of the exchange (Gupta & Rogers, 1991). Customers are the hospitality firm's assets, and they must be constantly maintained and enhanced. Loyal guests can be your biggest supporters, while disappointed guests can really damage your reputation. If we take the approach of first looking at satisfying ourselves inside our
organization, then we may be able to create an environment where guests can find solutions with a service oriented staff (Lewis, 1989).

Once management is committed to the process, certain shifts in management styles may be required and various levels and departments must be involved in the planning and implementation of the concept (Gronroos, 1985). Employee interviews, surveys, and focus groups can be planned to assess the internal service culture (Stershic, 1989). Gronroos (1985), borrowing from Ramm-Schmidt, divides internal marketing into three continuing processes: (1) analysis of the service attitudes of customers and employees, (2) getting everyone to understand the interactive marketing process, and (3) achieving perceived service quality through continuous customer oriented operations.

In pursuing internal marketing, a firm is emphasizing that all employees should represent their firm well and handle those "moments of truth" successfully (Gummesson, 1987). Internal marketing can be incorporated into a firm's culture and be used to help incorporate/develop new cultures, to gain the support for new corporate objectives, or to implement change, most noticeably lately in implementing quality service programs (Gummesson, 1987; Cirasuolo & Scheuing, 1991; Compton, 1987; Balombin, 1987; and Hensel, 1987). Internal marketing requires new levels
of communication and should stress both action and results. In the Red Cross case discussed by Compton (1987), a specific strategy for implementation of a cultural change to emphasize marketing was developed through a program of orientation, clarification of the issues, and defining the marketing process; enabling the employees to then discover competition and customer consciousness. Evaluation was also a significant component of the program.

COMMUNICATION

Stershic (1989) recommends that heightened employee awareness be maintained through an internal marketing communications strategy. Reinforcement of service quality must involve "research, segmentation, media, public relations, and promotion" (Stershic, 1989). Customer satisfaction research is primarily based on customers' perceptions. Armed with this information, one can proceed to address internal service issues.

Communication must be tailored to each group, refining the message so that it has personal meaning. The mission statement of the company is an integral component of the communications strategy and must clearly rely on segmentation. Each employee must personally know what the meaning of the mission statement is to them. Therefore, each department really needs its own version of the mission statement, tailored to them specifically (Stershic, 1989).
Internal communication channels should be used to recognize customer service (both internal and external) role modes. Both employee and customer publications - such as newsletters, bulletins, and internal memos should be vehicles to spread the good news. Visual recognition - such as photos depicting "Employee of the Month" can be displayed in guest and employee areas, and employees can also be featured in external advertising campaigns.

Based on cases from Northern Europe, Gronroos (1985) lists the following as major categories of tactical communications activities for internal marketing.

1. **Internal interactive communication** - Managers must demonstrate their support for service concepts, so that communication linkages between managers and employees will be continuous. Open sharing of information is preferred.

2. **Internal mass communication** - Communications media is very important to develop. People often understand the need to communicate, but just do not have the tools to accomplish the task. Videos and brochures are two examples of widely accepted media which can be used for internal communication.

3. **External mass communication and advertising** - External advertising types of campaigns can be used internally, presenting news media to employees before it goes
public. External media advertising has a great deal of impact on employees because it is expected that new customers will be developed as new products are offered, thus changing the nature and importance of positions within the firm.

According to Stershic (1990), service culture can be evaluated by examining the three key areas of internal marketing—communication, resources, and reinforcement. By asking how well we communicate customer value to our employees, how our tools perform to service quality specifications, and whether or not our programs are consistent; we can determine the level or existence of an internal marketing culture.

1. **Internal Communications** - The first question asked is whether or not management expectations are clearly understood by the employees. For instance, in defining "commitment"—what does that mean in a real situation? The ultimate requirement is that customers, employees, and managers all focus on the same goal. Media sources need to be examined for frequency, timing, and direction and assessed for feedback. Management must be on guard not to overload the employees with too many or relatively meaningless messages.
2. Resources - Are the employees skilled enough to provide service? Training is important in its content, quality, and effectiveness. Resources for internal marketing must be available and should be appropriately distributed throughout the organization. Empowerment of the employee is a valuable resource, allowing decision making to occur at lower levels in the organization.

3. Reinforcement - When reviewing the internal marketing process, the reward and recognition systems must reflect customer satisfaction and service quality performance. Operations efficiency combined with customer satisfaction are both part of performance. Employees will be watching to see if management supports the program or if the program just exists on paper; therefore, the organization's commitment must be clearly demonstrated by its management.

In the end, "external research will be what the customers want, but the internal research will tell what the employees need in order to respond to customers" (Stershic, 1990). Commitment, training, planning, and communication converge into an atmosphere where teamwork will flourish (Internal Marketing, 1990).
Cirasuolo and Scheuing (1991) discuss other aspects of communication enhancement through internal marketing. After identifying and assessing the internal customer's need, strategic alliances can be formed by turning internal customers into partners. An active marketer is always ready to cultivate new relationships and strengthen old ones.

THE EMPLOYEE

Marketing can be utilized to attract and motivate personnel. "Quality personnel will improve the capability of the firm to provide quality service" (Lewis & Chambers, 1989). Berry states that "the same marketing tools used to attract customers can also serve to attract and retain the best employees, who can be thought of as "internal customers," that is, those within the service organization" (Lovelock, 1984).

An operational approach can be adopted by management that allows employees to be flexible in responding to customer's needs. Although every situation cannot be anticipated, "individual, personal interactions are the essence of high-quality service and allow employees some freedom to respond to situations that arise" (Lewis, 1989).

HIRING AND RETENTION

In the same way that the external market responds by accepting a product or service, employees must accept the
internal product resulting in customer oriented behavior. While a job with a good salary or wage are key factors, "a more market-oriented internal product is needed" (Gronroos, 1985). Good employees are attracted by a good internal product which consists of a good work environment and a job. Strategic management decisions are required in the careful planning of the internal product. Policies for implementation, control, and evaluation of personnel are necessary for the firm's well being, and require a commitment of resources.

In 1985, Gronroos noted that as part of the strategic management philosophy, internal marketing will require certain tactical activities to ensure a product's acceptance throughout the organization. In this vein, upper management must be the first group of employees targeted. It is essential that upper management accept internal marketing as a strategic management philosophy, so that the strategic direction of the firm is clearly defined. Non-contact employees are to be targeted as a separate group because contact employees depend on their services to in turn service the customer. The final group is the contact personnel themselves. All employee groups look to management for cues on what customer services should be. That message must be clear.

It is important for a firm to hire the most qualified people to enhance its ability to satisfy the needs of its
customers. Multiple methods can be used to locate personnel, including developing candidate profiles and "segmenting to market for the product" (Berry & Parasuraman, 1991). Another possible tool is the self-monitoring scale, which has been developed to identify the service potential of an employee (Snyder & Gangestad, 1986 and Samenfink, 1992).

REWARD SYSTEMS

A firm must compete for talent by offering the things that employees desire (Berry & Parasuraman, 1991). Quality customer service by an individual might not be recognizable immediately on the financial statements; therefore, management must find ways to recognize those employees who provide great customer service. First, praise for management desired behavior must acknowledge those who take that extra step for guest satisfaction. Special treats can be designed for employees ranging from the inexpensive to expensive, and employees can be recognized verbally and in written communications - such as in employee newsletters and other media (Stershic, 1989).

Management's commitment to the process must be demonstrated with their efforts and resources in recognizing the "employees as internal customers...are just as important and desiring of good service..." (Stershic, 1989).
SUMMARY

The Internal Marketing concept was developed from the characteristics that distinguish the service industry from the product manufacturing industry. The quality of the service delivered is clearly dependent on the people that deliver the service. The most successful service companies devote a substantial amount of resources to customer service. Because people are involved in service encounters, they therefore effect customer satisfaction. Thus it behooves management to influence that encounter to reflect the company's values as much as possible.

Internal marketing seeks to apply external marketing concepts to the inside workings of the company. Employees are viewed as customers who have needs, expectations, and satisfaction levels. By recognizing employee needs in the context of company objectives, the firm is able to promote itself successfully both internally and externally. Therefore, the employee fit to the organization (shared values and goals) is just as important as the fit of the product to the customer.

The marketing function must then, be consistent both inside and outside of the organization. In this manner, both the delivery of the product by the service provider and the expectation of the service receiver will be in sync. In order for this marketing function to remain consistent,
every employee must understand his/her contribution to the overall performance of the firm.

In order to clearly understand their contribution, each employee must understand the importance of placing the customer first, and their responsibility for the quality of customer interaction. The employees must share and accept the firm's goals and be constantly kept informed of the latest company strategies.

The Internal Marketing process must permeate all departments, and be clearly supported by upper management through their actions in creating a culture conducive to the service marketing theme of customer service. Communication resources must constantly be used to support this effort, and communication channels, both inside and outside the firm, must reinforce the customer service message. Management can also demonstrate its commitment to the internal marketing concept by its ability to attract and retain quality personnel through the firm's hiring, retention, and reward systems.

In conclusion, the internal marketing concept concentrates on two sets of people - service providers and service receivers. A company can be successful when these two groups agree on both what is important in the service encounter, and what the level of performance should be for that service.
CHAPTER III.
METHODOLOGY

INTRODUCTION

This chapter presents the framework for the research study, defining the methodology used to gather, test, and interpret the data. The research questions and hypothesis will be presented, and a methodology used to test one of the questions is described.

FRAMEWORK

This study seeks to examine the following research questions.

1. To identify the attributes at the property which are important to guests and to determine the hotel's performance in delivering these attributes.

2. To identify attributes of services at the property which employees think are important to guests and determine the hotel's performance in delivering these attributes.
3. To determine if there are significant differences between guest and employee perceptions of importance and performance.

4. To define possible implications of differences as they relate to internal marketing.

RESEARCH HYPOTHESIS

Questions 1 and 2 will be analyzed using a research tool known as Importance-Performance Analysis. Question 3 is testable and is reflected in the following hypothesis and sub-hypotheses:

H1: It is hypothesized that there are no differences in the ratings of attributes for both importance and performance between employees and guests.

H1-1: There are no differences in the ratings of importance attributes between employees and guests.

H1-2: There are no differences in the ratings of performance attributes between employees and guests.

These hypotheses are based on the belief that when both internal and external marketing is consistent, guests and employees will share the same values of importance and performance. If there are statistically significant differences, then the implications for management are that
their internal marketing program needs to be reviewed and redesigned to agree with their external program. The importance and performance dimensions must be separated into sub-hypotheses because while importance and performance combined offer insight into service problems, the two are really separate dimensions. Importance being a more general, or overall measure, and performance relating specifically to this particular situation (Myers & Alpers, 1968). Studies have shown that consumer satisfaction is related to the performance that fulfills the expectation; and therefore, the two dimensions must be separated to test the hypothesis (Swan & Coombs, 1976).

SURVEY DESIGN

Introduction

The questionnaire survey was given to guests and employees (management and staff) at the Brian Head Hotel in Brian Head, Utah. The survey was separated into four parts on four pages (Appendix G). The first page was a letter to the respondent explaining the nature of the study and expressing appreciation for their participation. The second page listed attributes of the hotel and asked the respondent to rate them as to their degree of importance. The third page asked the respondent to rate the hotel's degree of performance on the same attributes. If the guests did not experience a specific attribute, they were asked to respond
appropriately. The final page included demographic questions which were used to help develop employee and guest profiles for management.

Content

Parts I and II of the survey listed the attributes of the hotel services and were rated for importance and performance. Determination of attributes is critical to the usefulness of the data gathered (Martilla & James, 1977). To develop these key features or attributes of the marketing mix, two methods were used. First, the existing marketing material was reviewed for attributes. There were two documents in use; the first was the annual brochure from the Brian Head Resort which was used to advertise the local area. The hotel was listed in the brochure along with other local properties in a chart that listed each facility's features. The Brian Head Hotel was also mentioned specifically in the verbiage, which repeated some of the attributes already listed in the chart and also introduced other features not previously mentioned. Secondly, Brian Head Resorts recently began to publish a newsletter, of which August was the first issue, and the only issue available at the time of the pretest. Verbiage in the newsletter also mentioned the hotel attributes. A list using all the attributes from both documents was developed (Appendix A). The items mentioned most often were noted and
placed at the top of the list of the attributes in alphabetical order, with the exception of the restaurants, which were mentioned most often and placed first in the survey.

The second method used to gather a listing of attributes was to interview the managers at the hotel. Eight managers at the hotel completed a short, informal interview (Appendix B), which was originally expected to take place over the telephone. However, due to certain events at the hotel, the managers completed the form and returned it to the researcher via fax. Regardless as to which question was answered, a list of attributes was developed from the managers responses. The answers were categorized into the following major areas as seen in Appendix C in order to ensure complete coverage of the hotel's attributes.

From the review of the collateral (Appendix A), the nebulous term "guest services" was left out. Based on the managers informal interviews, the attributes of friendly customer service, ease of check-in and check-out, relaxed environment, and value received for price paid were added. The final sixteen attributes were as follows:

1. Restaurants - Quality of Food
2. Restaurants - Service
3. Restaurants - Selection
4. Bar/Lounge - Service
5. Maid Services
6. Easy Access to Lifts via Ski Shuttles
7. Availability of Lift Tickets at Hotel
8. Friendly Customer Service
9. Convenience Store - Quality of Items
10. Convenience Store - Service
11. Convenience Store - Selection
12. Accuracy of Reservations
13. Ease of Check-in
14. Ease of Check-out
15. Relaxed Atmosphere at Hotel
16. Value Received for Price Paid

An additional open-ended question was placed at the bottom of each section to encourage patrons and employees to comment on items not included in the survey.

Demographic information was collected for both guests and employees to aid in developing profiles. Satisfaction questions dealing with customer service were gathered in an attempt to provide management with useful internal and external marketing information. While not related to the particular objectives of the study, this information may provide useful insight as to guest and employee attitudes.

Validity

The final survey was developed based on input received during four pretests and a review by the thesis committee.
Managers and some staff at the hotel were given the proposed survey (Appendix D) to review on the weekend of November 6th, 1992, with comments received by November 13, 1992. Since no winter guests were available to pretest the survey, members of the Rebel Ski Club in Las Vegas, who regularly frequent the Brian Head resort area, were asked to pretest the survey at their regular Thursday meeting on November 12, 1992 (Appendix E). The executive board of the Las Vegas Ski Club also pretested the survey on the same day. Based on preliminary comments from the Brian Head Staff, question 18 was reworded for the pretest with the ski club (Appendix B). A drawing was held for free lift tickets and a demonstration ski rental to encourage participation. In addition to input from the thesis committee, an undergraduate class studying questionnaire design reviewed the guest survey, complete with the proposed cover letter (Appendix F).

Based on the comments received from the hotel management, the two ski clubs, the undergraduate class, and the thesis committee, the questionnaire was further modified. In addition, based on the pre-test, the cover letter was shortened and some cosmetic changes were made to the employee and guest information sections. The final employee and guest surveys are exhibited in Appendix G.
Measurement Scales

Likert-type scales were used in Parts I and II (McDaniel & Gates, 1991). In Part I, respondents were asked to rate the relative importance of attributes from "5-Very Important" to "1-Not At All Important." In Part II, respondents were asked to express their opinion of the hotel's degree of performance on the same attributes as in Part I on a scale of "5-Very Good" to "0-Not Applicable To Me." The additional category was added for Part II in order to eliminate respondents in the performance section who had not actually experienced that attribute.

SURVEY METHOD

This study uses the Importance-Performance Analysis method to evaluate the elements of a marketing program by examining guest and employee satisfaction. This method was chosen because it has been shown that satisfaction is associated with "both expectation related to certain importance attributes and judgement of attribute performance" (Martilla & James, 1977). The Brian Head Hotel was chosen as the site for the survey based on the prior work relationships developed by the researcher there.

The time period of the survey for guests was from November 23, 1992 to January 25, 1993. This period encompassed what was expected to be the beginning of the ski season through the holidays and into a slower period in
January. Employees were surveyed from November 20 to 23, 1992 in order to familiarize them with the process so that they could then encourage guests to participate.

The highest guest volumes of the ski season were experienced in the holiday period of December 25, 1992 to January 2, 1993, which was included in the nine week survey period. The survey was extended to either side of the December peak period in order to survey guests in high and low stress times for the hotel and related resort facilities.

Employee surveys were given either directly to the employee by the researcher or by their manager. All surveys not collected directly by the researcher were collected by the Assistant General Manager and given to the researcher at a later date.

The housekeeping staff distributed the guest surveys in the hotel rooms so that the survey began with the November 23, 1992 guests. The guest surveys were returned to the Deli, located between the front desk and the restaurants, where the guests received their appreciation gift - a poster of night time skiing at Brian Head. The only mishap which occurred in the Deli was that once the survey collection box was stolen, and occasionally coffee was spilled on the surveys. It is not known whether any surveys were lost due to the theft of the box. A sign in the lobby informed guests about the survey and gave directions on where to turn
in the survey. Initially, 600 copies of the survey were printed, and another 200 were requested by the housekeeping staff in January. Each week's surveys (Monday through Sunday) were bundled and labeled as to date and given either directly to the researcher or the Assistant General Manager for safekeeping.

DATA ANALYSIS

The first two objectives of the survey were to examine various attributes of the hotel by the respondents. The method used to analyze these attributes is called Importance-Performance Analysis (IPA) (Martilla & James, 1977). This technique allows attributes to be examined based on their relative importance and degree of performance by the hotel. The development of the attributes list is extremely important because an incomplete list will limit the accuracy of the analysis. That is why so much extensive pretesting was done.

IPA was chosen because it is timely, cost effective, easily understood, and statistically valid (Evans & Chon, 1989). A strong feature of this tool is that it can be displayed on an easily interpreted two-dimensional graph of mean importance and performance ratings (Martilla & James, 1977). The graphic can be interpreted by plotting each of the mean scores into one of the four quadrants (See Figure 1) as explained by Evans and Chon (1989). In plotting the
FIGURE 1

EXTREMELY IMPORTANT

I. NEEDS INTERVENTION       II. MAINTAIN QUALITY SERVICE

FAIR                       EXCELLENT
PERFORMANCE

III. LOW MAINTENANCE        IV. REALLOCATE RESOURCES

SLIGHTLY IMPORTANT
results of the pairing of the importance/performance ratings, four quadrants are formed to indicate four different levels of necessary management intervention in their marketing programs. The performance variable is scaled on the Y axis and the importance variable on the X axis. In order to interpret the results, each of the four quadrants are described below.

I. **Intervention Necessary** - Guests have rated these variables very important, yet they indicate that the hotel is not performing satisfactorily. Management must take steps to rectify the situation.

II. **Maintain Quality Service** - In this quadrant, guests have indicated high ratings in both the importance and performance attributes. Management needs to maintain this winning balance.

III. **Low Maintenance** - These variables indicate unsatisfactory performance of an unimportant attribute. Therefore, management should consider that low maintenance as to performance is adequate since the guests attach little importance to this attribute.

IV. **Reallocate Resources** - In this quadrant, guests perceive high performance of an attribute that is not considered important. Management should
consider a reallocation of resources to items falling in quadrant I.

As the pairings of the ratings are all positive ratings, the position of the axis must be adjusted to clearly differentiate the four areas. The position of the vertical (importance) and horizontal (performance) axis on the scale is a matter of judgement (Martilla & James, 1977).

Martilla and James (1977) also note that the use of the median is preferable to the mean score; however, if the two are similar, then the means should be used as it is a better descriptive measure. In this study, the mean scores were used, with standard deviations calculated to determine the range of the central tendency, which indicates the strength of the agreement of the sample mean.

The Statistical Package for Social Sciences (SPSSx) was utilized to analyze the data collected in the survey. The means, variance, and standard deviation were calculated in order to understand the central tendency of the data and the ability of the sample to represent the guest population of the hotel.

HYPOTHESIS TESTING

Guest and employee importance and performance mean scores were compared to determine if the variances in their scores are were significant, or merely due to chance error.
A Fortran program utilized the mean and variance scores to calculate a pooled t-test for each importance and performance attribute in order to determine the level of significance of each difference between the two groups. If the means are considered to be significantly different, then several other items may be considered before citing this attribute as different, such as a review of the standard deviations which determine the strength of the tendency, with acknowledgment for the size of the sample.

For each set of attributes, a t value at .05 level of significance will constitute a difference. The hypotheses will either be supported or not supported based on the number of attributes in each dimension which are significant. Even though an overall supported/not supported determination will be made, those attributes which are significantly different may require individual attention by management. In addition, it will be possible to have a supported hypothesis for one dimension and a not supported hypothesis for the other.

**SUMMARY**

This study seeks to evaluate importance and performance attributes at the Brian Head Hotel. Based on Likert scaling, guests and employees were asked to rate the attributes, which were then compared in order to determine the similarity of the internal and external marketing.
messages. The content of the survey was developed through media collateral analysis and management input, with pretesting of the survey to ensure its validity.

The survey was conducted over a nine week period, surveying employees at the beginning. Importance-Performance Analysis was used to evaluate the ratings of the attributes by the two groups, and then a comparison of their mean scores was used to test the hypothesis.
CHAPTER IV.
RESULTS

INTRODUCTION

This chapter submits the results of the study in which 33 employees and 201 guests participated. A description of the two groups are presented first, and then, the importance and performance ratings will be reviewed. Third, the hypothesis will be tested and finally, the findings discussed.

DESCRIPTION OF THE SAMPLE

Response Rate

During the nine week period, 201 usable guest surveys were collected. In Table 2, the number of surveys collected by week is compared to the number of guests who checked in to the hotel for each week, with 1113 total possible guest respondents. The rate of return was calculated for each week and for the cumulative sample. The return rate of the overall sample was 18% and was consistent with the weekly totals. This return rate is considered to be very good for an in-room survey, as a normal rate of return for an in-room
## TABLE 2

**GUEST SURVEY DISTRIBUTION AND RETURN RATE**

<table>
<thead>
<tr>
<th>WEEK</th>
<th>DAYS</th>
<th>NUMBER COLLECTED</th>
<th>NUMBER OF CHECK-INS</th>
<th>RETURN RATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Nov 23 - Nov 29</td>
<td>24</td>
<td>88</td>
<td>27%</td>
</tr>
<tr>
<td>2</td>
<td>Nov 30 - Dec 6</td>
<td>8</td>
<td>49</td>
<td>16%</td>
</tr>
<tr>
<td>3</td>
<td>Dec 7 - Dec 13</td>
<td>8</td>
<td>43</td>
<td>19%</td>
</tr>
<tr>
<td>4</td>
<td>Dec 14 - Dec 20</td>
<td>14</td>
<td>88</td>
<td>16%</td>
</tr>
<tr>
<td>5</td>
<td>Dec 21 - Dec 27</td>
<td>40</td>
<td>214</td>
<td>19%</td>
</tr>
<tr>
<td>6</td>
<td>Dec 28 - Jan 3</td>
<td>48</td>
<td>259</td>
<td>19%</td>
</tr>
<tr>
<td>7</td>
<td>Jan 4 - Jan 10</td>
<td>20</td>
<td>136</td>
<td>15%</td>
</tr>
<tr>
<td>8</td>
<td>Jan 11 - Jan 17</td>
<td>10</td>
<td>119</td>
<td>8%</td>
</tr>
<tr>
<td>9</td>
<td>Jan 18 - Jan 24</td>
<td>29</td>
<td>117</td>
<td>25%</td>
</tr>
</tbody>
</table>

**Total Return Rate**  

201  

1113  

18%
guest comment card/survey is less than 10% (McCleary &
Wilson, 1981). The researcher did work at the front desk of
the subject hotel from December 15, 1992 to January 15,
1993; however, no special recruitment strategies were
employed to enhance the rate of return (Trice & Layman,
1984). In the same general time period of the survey, for
the first time a comment card was placed in all the guest
rooms. Some guests attempted to complete the shorter
comment card in order to receive the incentive gift. When
this situation occurred, employees were instructed to ask
the guest to complete the longer survey. It is not known
how much this might have affected the survey, but it is
possible that the competing comment card could have reduced
the response rate for the survey.

The employees responded to the survey from November 20-
23, 1992, just prior to the initiation of the guest surveys.
Table 3 shows the composition of the employees who
participated in the survey. The employee survey return rate
was 69%, which was lower than anticipated because the
property is a relatively cohesive, family type operation;
occurring perhaps because management did not communicate its
support for the study. However, there is also probably some
fallout from those employees who do not think their answers
would remain confidential. The responses to the survey were
presented to management after the ski season ended; however,
individual responses remained confidential, and there was no
<table>
<thead>
<tr>
<th>Department</th>
<th>Number Distributed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housekeeping</td>
<td>8</td>
</tr>
<tr>
<td>Assistant General Manager</td>
<td>1</td>
</tr>
<tr>
<td>Lounge Manager</td>
<td>2</td>
</tr>
<tr>
<td>Restaurant Manager (Front)</td>
<td>10</td>
</tr>
<tr>
<td>Secretary</td>
<td>1</td>
</tr>
<tr>
<td>General Manager</td>
<td>1</td>
</tr>
<tr>
<td>Deli Manager</td>
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</tr>
<tr>
<td>Marketing</td>
<td>2</td>
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<tr>
<td>Maintenance</td>
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</tr>
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<td>Front Desk</td>
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</tr>
<tr>
<td>Reservations</td>
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</tr>
<tr>
<td>Kitchen Manager</td>
<td>7</td>
</tr>
<tr>
<td>Accounting</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>48</strong></td>
</tr>
<tr>
<td><strong>Number Returned</strong></td>
<td><strong>33</strong></td>
</tr>
<tr>
<td><strong>Return Rate</strong></td>
<td><strong>69%</strong></td>
</tr>
</tbody>
</table>
way to attribute a particular response to an individual. More importantly, management never addressed the issue of the survey to the general staff in a manager's meeting or even individually. The researcher made three trips to the site prior to the beginning of the survey period; and management may have considered this enough to broadcast the message. However, since management did not officially lend its support to the task, it may have lowered the response rate. In addition, there were a certain amount of employee trainees who were on the payroll, but not eligible for the survey because they had not been at the property long enough to be knowledgeable about the hotel's attributes, so in some cases managers were not sure of their exact employee counts.

Guest Profile

Table 4 displays the demographic information and answers to the questions found in the survey. Almost 70% of the guests participating stayed at the Brian Head Hotel for the first time, with approximately equal numbers of men and women completing the survey. Respondents were most often married, bring their children with them on vacation, have incomes in excess of $65,000 annually, with 41% between the ages of 36-45. The respondents were highly educated, with 88% possessing college or more advanced degrees.

Forty percent of the respondents reported that they learned about the hotel through word of mouth, with only 18%
### Table 4

**Summary of Guest Responses**

<table>
<thead>
<tr>
<th>AGE</th>
<th>INCOME</th>
<th>FAMILY STATUS</th>
<th>GENDER</th>
</tr>
</thead>
<tbody>
<tr>
<td>36-40</td>
<td>$65,000 + OVER</td>
<td>MARRIED WITH KIDS 50%</td>
<td>FEMALE 51%</td>
</tr>
<tr>
<td>41-45</td>
<td>$35,000-44,999</td>
<td>SINGLE 26%</td>
<td>MALE 49%</td>
</tr>
<tr>
<td>25-30</td>
<td>$45,000-64,999</td>
<td>MARRIED NO KIDS 12%</td>
<td></td>
</tr>
<tr>
<td>&lt;25</td>
<td>OTHER</td>
<td>DIVORCED 8%</td>
<td></td>
</tr>
<tr>
<td>31-35</td>
<td>OTHER</td>
<td>SINGLE WITH KIDS 4%</td>
<td></td>
</tr>
<tr>
<td>OTHER</td>
<td>19%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>VISITS PER YEAR</th>
<th>EDUCATION</th>
<th>HOMESITE</th>
<th>TRAVEL WITH KIDS?</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIRST</td>
<td>COLLEGE 46%</td>
<td>CALIFORNIA 45%</td>
<td>YES 63%</td>
</tr>
<tr>
<td>ONCE/YR</td>
<td>ADVANCED 42%</td>
<td>NEVADA 32%</td>
<td>NO 17%</td>
</tr>
<tr>
<td>OTHER</td>
<td>HIGH SCHOOL 12%</td>
<td>UTAH 9%</td>
<td>SOMETIMES 20%</td>
</tr>
</tbody>
</table>

**How Did You Learn About the Brian Head Hotel?**

- Word of Mouth 40%
- Brochure 18%
- Group Packages 8%
- Drove by 7%
- Other 27%

**On Your Next Visit to the Area, Would You Choose to Stay at the Brian Head Hotel Again?**

- Most Likely 55%
- Maybe 34%
- Not Likely 11%

**Please Describe Your Overall Experience at the Brian Head Hotel:**

- 😞 4%
- 😞 4%
- 😐 12%
- 😊 34%
- 😊 46%

69% provided comments concerning their stay at the Brian Head Hotel.
learning about the hotel through their brochures, although a variety of responses were offered in this category. Over half (55%) reported that when visiting the area again, they would stay at the hotel. Concerning the overall satisfaction rating, 80% ranked the hotel as a happy face, as shown in Table 4. In addition, 69% of the respondents took the time to share their comments concerning their stay at the Brian Head Hotel.

Employee Profile

The characteristics of the employee sample and the answers to the questions from the survey are listed in Table 5. Of the 33 employees that participated in the survey, 63% had been at the hotel less than six months, in part due to the seasonal nature of a ski resort. Most employees earned less than $15,000 annually, were married, with half under 25 years of age.

Most employees (58%) found out about employment opportunities through word of mouth, with the sample containing approximately half men and half women. As to the amount of training and the proper equipment to do the job, approximately 60% answered positively, although a significant portion did answer negatively. With 63% of the staff in place less than six months, and 36% of those less than three months, and given that the ski season runs only from November to April, it becomes very apparent that
### TABLE 5

**SUMMARY OF EMPLOYEE RESPONSES**

<table>
<thead>
<tr>
<th>AGE</th>
<th>%</th>
<th>INCOME</th>
<th>%</th>
<th>FAMILY STATUS</th>
<th>%</th>
<th>GENDER</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;25</td>
<td>48%</td>
<td>$15,000 &amp; UNDER</td>
<td>60%</td>
<td>MARRIED WITH KIDS</td>
<td>36%</td>
<td>FEMALE 53%</td>
</tr>
<tr>
<td>25-30</td>
<td>19%</td>
<td>$15,000-19,999</td>
<td>17%</td>
<td>SINGLE</td>
<td>34%</td>
<td>MALE 47%</td>
</tr>
<tr>
<td>41-55</td>
<td>29%</td>
<td>$35,000 &amp; OVER</td>
<td>14%</td>
<td>MARRIED NO KIDS</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>OTHER</td>
<td>4%</td>
<td>OTHER</td>
<td>9%</td>
<td>OTHER</td>
<td>3%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LENGTH OF EMPLOYMENT</th>
<th>TRAINED TO HANDLE GUESTS</th>
<th>%</th>
<th>NECESSARY TRAINING</th>
<th>%</th>
<th>PROPER EQUIPMENT</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-6 MONTHS</td>
<td>YES</td>
<td>61%</td>
<td>YES</td>
<td>58%</td>
<td>YES</td>
<td>61%</td>
</tr>
<tr>
<td>&lt; 3 MONTHS</td>
<td>NO</td>
<td>16%</td>
<td>NO</td>
<td>33%</td>
<td>NO</td>
<td>24%</td>
</tr>
<tr>
<td>1 YEAR +</td>
<td>SOME</td>
<td>23%</td>
<td>SOMEWHAT</td>
<td>9%</td>
<td>SOMEWHAT</td>
<td>15%</td>
</tr>
<tr>
<td>OTHER</td>
<td></td>
<td>10%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**HOW DID YOU LEARN ABOUT OPPORTUNITIES AT THE BRIAN HEAD HOTEL?**

- WORD OF MOUTH 58%
- NEWSPAPER 9%
- OTHER 33%

**IS EVERY EFFORT BEING MADE TO MAXIMIZE GUEST SATISFACTION AT THE BRIAN HEAD HOTEL?**

- YES 70%
- NO 21%
- SOMewhat 9%

**WOULD YOU RECOMMEND THE BRIAN HEAD HOTEL TO OTHERS FOR EMPLOYMENT?**

- MOST LIKELY 76%
- MAYBE 18%
- NOT LIKELY 3%
- NOT SURE 3%

**ARE GUESTS SATISFIED WITH THEIR STAY AT THE BRIAN HEAD HOTEL?**

- Sad 0%
- Unhappy 2%
- Neutral 13%
- Happy 47%
- Joyful 38%

55% PROVIDED COMMENTS CONCERNING GUEST SATISFACTION AND EMPLOYMENT AT THE BRIAN HEAD HOTEL

* EVEN AT ALL INTERVALS
training is a crucial issue for this property for both employee and guest satisfaction. Approximately 40% of the employees do not feel they are trained to handle guests, 42% do not believe that they received all the necessary training to do their job, and approximately 40% do not feel they have the proper equipment to do their jobs. These are definitely significant factors in the performance of the hotel for its guests.

Most employees would recommend the hotel to others for employment, and they feel that the hotel is making every effort to maximize guest satisfaction. As with the guest survey, 85% rate the hotel as a happy face (See Table 5), with no employees responding in the lowest category for the overall rating.

IMPORTANCE-PERFORMANCE RATINGS FOR GUESTS AND EMPLOYEES

The guest and employee IPA scores were analyzed individually and then comparatively by testing the hypotheses. The 16 importance and performance attribute mean scores and their standard deviations are reported for guest responses in Table 6. Mean scores were utilized for the IPA grid analysis, as they provide a more definitive description of the sample than the median scores.
<table>
<thead>
<tr>
<th>HOTEL ATTRIBUTES</th>
<th>Importance Mean</th>
<th>Importance SD</th>
<th>Performance Mean</th>
<th>Performance SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restaurants - Quality of Food</td>
<td>4.42</td>
<td>0.70</td>
<td>3.78</td>
<td>1.42</td>
</tr>
<tr>
<td>Restaurants - Service</td>
<td>4.55</td>
<td>0.64</td>
<td>3.86</td>
<td>1.49</td>
</tr>
<tr>
<td>Restaurants - Selection</td>
<td>4.13</td>
<td>0.74</td>
<td>3.50</td>
<td>1.32</td>
</tr>
<tr>
<td>Bar/Lounge - Service</td>
<td>3.43</td>
<td>1.40</td>
<td>2.59</td>
<td>1.93</td>
</tr>
<tr>
<td>Maid Services</td>
<td>4.16</td>
<td>0.89</td>
<td>3.79</td>
<td>1.35</td>
</tr>
<tr>
<td>Easy Access to Lifts via Ski Shuttles</td>
<td>4.49</td>
<td>0.85</td>
<td>4.06</td>
<td>1.54</td>
</tr>
<tr>
<td>Availability of Lift Tickets at Hotel</td>
<td>4.02</td>
<td>1.07</td>
<td>3.10</td>
<td>2.06</td>
</tr>
<tr>
<td>Friendly Customer Service</td>
<td>4.79</td>
<td>0.42</td>
<td>4.44</td>
<td>0.76</td>
</tr>
<tr>
<td>Convenience Store - Quality of Items</td>
<td>4.06</td>
<td>0.84</td>
<td>3.49</td>
<td>1.55</td>
</tr>
<tr>
<td>Convenience Store - Service</td>
<td>4.07</td>
<td>0.89</td>
<td>3.63</td>
<td>1.55</td>
</tr>
<tr>
<td>Convenience Store - Selection</td>
<td>4.05</td>
<td>0.86</td>
<td>3.35</td>
<td>1.55</td>
</tr>
<tr>
<td>Accuracy of Reservations</td>
<td>4.81</td>
<td>0.53</td>
<td>4.24</td>
<td>1.26</td>
</tr>
<tr>
<td>Ease of Check-in</td>
<td>4.73</td>
<td>0.59</td>
<td>4.28</td>
<td>1.14</td>
</tr>
<tr>
<td>Ease of Check-out</td>
<td>4.74</td>
<td>0.57</td>
<td>4.13</td>
<td>1.42</td>
</tr>
<tr>
<td>Relaxed Atmosphere at Hotel</td>
<td>4.52</td>
<td>0.70</td>
<td>4.40</td>
<td>0.93</td>
</tr>
<tr>
<td>Value Received for Price Paid</td>
<td>4.82</td>
<td>0.43</td>
<td>3.90</td>
<td>1.20</td>
</tr>
</tbody>
</table>

Respondents rated importance attributes on a Likert scale of "5 - Very Important" to "1 - Not at all Important" and performance attributes on a scale of "5 - Very Good" to "0 - Not Applicable to Me."

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Guests

The placement of the axes represents the very positive nature of the survey, where respondents rated all items above the neutral choice of "3" and rated all performance items but one above "3" as well. The XY intercept is set at (3.5,4.1) for data analysis, as shown in Figure 2. This intercept was chosen because it represents the median or mid-point of the mean responses.

In all cases, the guest's importance mean scores exceed the performance scores (See Table 6). The most important item was rated at 4.82 for "16-Value Received for Price Paid," followed by "12-Accuracy of Reservations" at 4.81 (See Table 7). Third and fourth place were for "8-Friendly Customer Service" and "14-Ease of Check-out" at means of 4.79 and 4.74. The lowest importance rating was 3.43 for "4-Bar/Lounge-Service."

The performance means were all lower than the importance means, ranging anywhere for .12 to .92 lower. The highest performing attributes were "8-Friendly Customer Service" at 4.44, and "15-Relaxed Atmosphere at Hotel" at 4.40. The lowest performing attributes were "4-Bar/Lounge-Service" and "7-Availability of Lift Tickets at Hotel" at 2.59 and 3.10, respectively. Although the individual ratings of the importance and performance means provide some implications for management analysis of their internal marketing programs, it is necessary to refer to the IPA grid
Figure 2
Importance-Performance Analysis Based on Guest Responses

Respondents rated importance attributes on a Likert scale of 5 - Very Important to 1 - Not at all Important and performance attributes on a scale of 5 - Very Good to 0 - Not Applicable to Me.
### TABLE 7

**HOTEL ATTRIBUTE RANKINGS**

**BASED ON GUEST RESPONSES**

<table>
<thead>
<tr>
<th>IMPORTANCE MEAN RANK</th>
<th>PERFORMANCE RANK MEAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.82 16</td>
<td>8 4.44</td>
</tr>
<tr>
<td>4.81 12</td>
<td>15 4.40</td>
</tr>
<tr>
<td>4.79 8</td>
<td>13 4.28</td>
</tr>
<tr>
<td>4.74 14</td>
<td>12 4.24</td>
</tr>
<tr>
<td>4.73 13</td>
<td>14 4.13</td>
</tr>
<tr>
<td>4.55 2</td>
<td>6 4.06</td>
</tr>
<tr>
<td>4.52 15</td>
<td>16 3.90</td>
</tr>
<tr>
<td>4.49 6</td>
<td>2 3.86</td>
</tr>
<tr>
<td>4.42 1</td>
<td>5 3.79</td>
</tr>
<tr>
<td>4.16 5</td>
<td>1 3.78</td>
</tr>
<tr>
<td>4.13 3</td>
<td>10 3.63</td>
</tr>
<tr>
<td>4.07 10</td>
<td>3 3.50</td>
</tr>
<tr>
<td>4.06 9</td>
<td>9 3.49</td>
</tr>
<tr>
<td>4.05 11</td>
<td>11 3.35</td>
</tr>
<tr>
<td>4.02 7</td>
<td>7 3.10</td>
</tr>
<tr>
<td>3.43 4</td>
<td>4 2.59</td>
</tr>
</tbody>
</table>

**HOTEL ATTRIBUTES:**

1. Restaurants - Quality of Food
2. Restaurants - Service
3. Restaurants - Selection
4. Bar/Lounge - Service
5. Maid Services
6. Easy Access to Lifts via Ski Shuttles
7. Availability of Lift Tickets at Hotel
8. Friendly Customer Service
9. Convenience Store - Quality of Items
10. Convenience Store - Service
11. Convenience Store - Selection
12. Accuracy of Reservations
13. Ease of Check-in
14. Ease of Check-out
15. Relaxed Atmosphere at Hotel
16. Value Received for Price Paid

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in Figure 2 (in the two dimensional format) in order to gain additional in-depth knowledge of each attribute. Guest and employee attributes are listed by quadrant in Table 8. The results by quadrant for the guests are presented below.

I. Needs Intervention - Guests rated only items "3-Restaurant - Selection" as needing management attention.

II. Maintain Quality Service - Attributes 1, 2, 5, 6, 8, and 12-16 all fall into the quadrant that indicates to management that they should continue to maintain their performance. Item 5 falls into this quadrant, but is near the border with quadrant IV-which may indicate that performance is more than required-so this item may require less effort than expected.

III. Low Maintenance - Because these items are less important, attributes 4, 7, 9, and 11 require no special attention at this time. However, item "9-Convenience Store - Quality of Items" is close to all quadrants, and may be inconclusively located in this quadrant. Items 7 and 11 are also borderline attributes, which may indicate intervention.

IV. Reallocate Resources - Item "10-Convenience Store - Service" falls on the borderline of this
### TABLE 8

**HOTEL ATTRIBUTES SEPARATED BY QUADRANT**

**BASED ON GUEST AND EMPLOYEE RESPONSES**

<table>
<thead>
<tr>
<th>I. INTERVENTION NECESSARY</th>
<th>GUEST</th>
<th>EMPLOYEE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3*</td>
<td>1 **</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td></td>
</tr>
<tr>
<td></td>
<td>12</td>
<td></td>
</tr>
</tbody>
</table>

| II. MAINTAIN QUALITY SERVICE | 1     | 2        |
|                             | 2     | 5        |
|                             | 5**   | 6***     |
|                             | 6     | 8        |
|                             | 8     | 13       |
|                             | 12    | 14       |
|                             | 13    | 15       |
|                             | 14    | 16***    |
|                             | 15    |          |
|                             | 16    |          |

| III. LOW MAINTENANCE       | 4     | 3        |
|                           | 7***  | 7        |
|                           | 9*    | 9***     |
|                           | 11*** | 11       |

| IV. REALLOCATE RESOURCES   | 10**  | 4        |

* | ** | *** |

**BORDERLINE II. MAINTAIN SERVICE QUALITY**

**BORDERLINE IV. POSSIBLE REALLOCATION OF RESOURCES**

**BORDERLINE I. INTERVENTION NECESSARY**

**HOTEL ATTRIBUTES:**

1. Restaurants - Quality of Food
2. Restaurants - Service
3. Restaurants - Selection
4. Bar/Lounge - Service
5. Maid Services
6. Easy Access to Lifts via Ski Shuttles
7. Availability of Lift Tickets at Hotel
8. Friendly Customer Service
9. Convenience Store - Quality of Items
10. Convenience Store - Service
11. Convenience Store - Selection
12. Accuracy of Reservations
13. Ease of Check-in
14. Ease of Check-out
15. Relaxed Atmosphere at Hotel
16. Value Received for Price Paid

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category and quadrant II, which may indicate that resources overmatch the need.

In a general sense, the hotel is performing satisfactorily, with only one attribute rated as needing immediate intervention, remembering also that these quadrants are separated by only one tenth of a point.

In reviewing the guest attribute rankings reported in Table 7, several interesting items are of note. First, the last four attribute rankings for both importance and performance are the same. Secondly, the next to last four items, while not matching exactly, are within the same group. This clearly indicates the relationship that exists between the importance and performance of an attribute. This also indicates that the hotel guests are a somewhat homogeneous group in that they seem to relate level of importance and performance, especially in what is of lesser importance.

Employees

The employee importance means, as shown in Table 9, followed the pattern of exceeding the performance means except in the case of attribute "4-Bar/Lounge - Service." The XY intercept was placed at (3.8,4.5) which reflects the very high ratings for both importance and performance by employees (See Figure 3). Employees rated all importance attributes at "4-Fairly Important" or above and all but 3
<table>
<thead>
<tr>
<th>HOTEL ATTRIBUTES</th>
<th>Importance</th>
<th></th>
<th>Performance</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean</td>
<td>SD</td>
<td>Mean</td>
<td>SD</td>
</tr>
<tr>
<td>1 Restaurants - Quality of Food</td>
<td>4.81</td>
<td>.54</td>
<td>3.78</td>
<td>1.21</td>
</tr>
<tr>
<td>2 Restaurants - Service</td>
<td>4.88</td>
<td>.42</td>
<td>4.09</td>
<td>0.89</td>
</tr>
<tr>
<td>3 Restaurants - Selection</td>
<td>4.41</td>
<td>.66</td>
<td>3.19</td>
<td>1.36</td>
</tr>
<tr>
<td>4 Bar/Lounge - Service</td>
<td>4.28</td>
<td>.68</td>
<td>4.44</td>
<td>1.27</td>
</tr>
<tr>
<td>5 Maid Services</td>
<td>4.88</td>
<td>.34</td>
<td>4.41</td>
<td>0.98</td>
</tr>
<tr>
<td>6 Easy Access to Lifts via Ski Shuttles</td>
<td>4.63</td>
<td>.66</td>
<td>3.83</td>
<td>1.23</td>
</tr>
<tr>
<td>7 Availability of Lift Tickets at Hotel</td>
<td>4.03</td>
<td>.93</td>
<td>3.15</td>
<td>1.51</td>
</tr>
<tr>
<td>8 Friendly Customer Service</td>
<td>4.97</td>
<td>.18</td>
<td>4.47</td>
<td>0.67</td>
</tr>
<tr>
<td>9 Convenience Store - Quality of Items</td>
<td>4.44</td>
<td>.67</td>
<td>3.50</td>
<td>1.02</td>
</tr>
<tr>
<td>10 Convenience Store - Service</td>
<td>4.63</td>
<td>.61</td>
<td>2.94</td>
<td>1.24</td>
</tr>
<tr>
<td>11 Convenience Store - Selection</td>
<td>4.41</td>
<td>.67</td>
<td>3.00</td>
<td>1.02</td>
</tr>
<tr>
<td>12 Accuracy of Reservations</td>
<td>4.94</td>
<td>.25</td>
<td>3.72</td>
<td>1.44</td>
</tr>
<tr>
<td>13 Ease of Check-in</td>
<td>4.91</td>
<td>.30</td>
<td>4.16</td>
<td>1.02</td>
</tr>
<tr>
<td>14 Ease of Check-out</td>
<td>4.84</td>
<td>.37</td>
<td>4.25</td>
<td>0.95</td>
</tr>
<tr>
<td>15 Relaxed Atmosphere at Hotel</td>
<td>4.69</td>
<td>.54</td>
<td>4.59</td>
<td>0.62</td>
</tr>
<tr>
<td>16 Value Received for Price Paid</td>
<td>4.91</td>
<td>.30</td>
<td>3.88</td>
<td>1.34</td>
</tr>
</tbody>
</table>

Respondents rated importance attributes on a Likert scale of "5 - Very Important" to "1 - Not at all Important" and performance attributes on a scale of "5 - Very Good" to "0 - Not Applicable to Me."
FIGURE 3
IMPOR TANCE—PERFORMANCE ANALYSIS
BASED ON EMPLOYEE RESPONSES

HOTEL ATTRIBUTES
1. Restaurants – Quality of Food
2. Restaurants – Service
3. Restaurants – Selection
4. Bar/Lounge – Service
5. Maid Services
6. Easy Access to Lifts via Ski Shuttles
7. Availability of Lift Tickets at Hotel
8. Friendly Customer Service
9. Convenience Store – Quality of Items
10. Convenience Store – Service
11. Convenience Store – Selection
12. Accuracy of Reservations
13. Ease of Check—in
14. Ease of Check—out
15. Relaxed Atmosphere at Hotel
16. Value Received for Price Paid

Respondents rated importance attributes on a Likert scale of 5 – Very Important” to “1 – Not at all Important” and performance attributes on a scale of “5 – Very Good” to “0 – Not Applicable to Me.”
performance attributes at 3.5 or above, which is between "3-Neutral" and "4-Fairly Good."

As indicated in Table 10, the most important item was "8-Friendly Customer Service" at 4.97, followed closely by "12-Accuracy of Reservations" at 4.94 and "13-Ease of Check-in" and "16-Value Received for Price Paid" both at 4.91. The highest rating for a performance attribute was "15-Relaxed Atmosphere at the Hotel" at 4.59. Item "8-Friendly Customer Service" was rated second at 4.47 with "4-Bar/Lounge-Service" and "5-Maid Service" as third and forth at 4.44 and 4.41, respectively (See Table 10). Figure 3 shows the pairing of the importance and performance attributes graphed on the IPA grid, which is discussed by quadrant below (Also See Table 8).

I. Intervention Necessary - Attributes 1, 10, and 12 were all rated as very important, but lacking in performance. The employees are indicating that they feel customer want improvements in this area, although item 1 is on the borderline with quadrant II.

II. Maintain Quality Service - According to the employees, management can maintain current policy and procedures in the areas for attributes 2, 5, 6, 8, and 13-16.

III. Low Maintenance - Attributes 3, 7, 9, and 11 require no special attention at this time.
<table>
<thead>
<tr>
<th>IMPORTANCE MEAN RANK</th>
<th>PERFORMANCE RANK MEAN</th>
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</thead>
<tbody>
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<td>4.91 13</td>
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<td>7 3.15</td>
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<td>4.28 4</td>
<td>11 3.00</td>
</tr>
<tr>
<td>4.03 7</td>
<td>10 2.94</td>
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</tbody>
</table>

**HOTEL ATTRIBUTES:**

1. Restaurants - Quality of Food
2. Restaurants - Service
3. Restaurants - Selection
4. Bar/Lounge - Service
5. Maid Services
6. Easy Access to Lifts via Ski Shuttles
7. Availability of Lift Tickets at Hotel
8. Friendly Customer Service
9. Convenience Store - Quality of Items
10. Convenience Store - Service
11. Convenience Store - Selection
12. Accuracy of Reservations
13. Ease of Check-in
14. Ease of Check-out
15. Relaxed Atmosphere at Hotel
16. Value Received for Price Paid

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IV. Reallocate Resources - The attribute for the bar, item 4, falls directly in this category, and is the only attribute whose performance is rated above its importance, indicating a need to reallocate resources.

The employees have rated three of the attributes as needing management attention, indicating a disparity between the importance and performance mean scores. Employees may tend to be more critical of the service process due to their familiarity with the capabilities of the organization.

Item "4-Bar/Lounge-Service" was rated as over performing importance by the employees. This may be due to the quality of the personnel in the lounge, that fact that employees always get $1 beers, or because the hotel is in Utah, which is known for having a pronounced religious preference.

Employees intervention attributes fell into several main areas of the front desk, the restaurant and the convenience store. Value received for price paid, near the borderline between quadrants I and II, is also a concern, and it was probably listed here based on feedback from customers and through the obvious income disparity between the two groups. Item "6-Easy Access to Lifts via Ski Shuttles" was a new service this year, and may be causing the borderline response. The employee rankings of the importance/performance coefficient was also more consistent
toward the lower end of the rankings (Table 10), but not to the same degree as the guests. Of the last five items, two are exactly equal and the other three fall within the group. Otherwise, the top eleven rankings are not in sync.

Management may consider both of the IPA grid analyses to be relevant, especially for attributes where the two groups clearly disagree or agree. In addition, many of the attributes fall in close proximity to several quadrants, it appears that the performance of these attributes may be inconsistent. This can be seen, for example, in item 1, where the standard deviation for performance was 1.42 for guests and 1.21 for employees. For the guest performance attributes, all but two "8-Friendly Customer Service" and "15-Relaxed Atmosphere at Hotel" - deviated from the mean by one or more, where as the deviation for the mean of the importance attributes was much less (See Table 6).

When viewing the consistency of performance, one must also consider the consistency of the sample. When reviewing the characteristics of the guest respondents in Table 4, the demographic characteristics show that there are majority groups in each category, so it seems that the sample was somewhat homogeneous for this hotel. The employees follow the same general pattern for their demographic characteristics. Their importance and performance rating's standard deviation are the same as guests, with the exception of the performance standard deviation under one
for "2-Restaurant - Service," "5-Maid Services", and "14-Ease of Check-out." The employee ratings for importance deviated even less than the guests.

HYPOTHESIS TESTING

The following hypotheses were tested by comparing the guest and employee mean scores for all 16 attributes for guests and employees:

H1: It is hypothesized that there are no differences in the ratings of attributes for both importance and performance between employees and guests.

H1-1: There are no differences in the ratings of importance attributes between employees and guests.

H1-2: There are no differences in the ratings of performance attributes between employees and guests.

Table 11 summarizes the results of the t-tests for each importance and performance attribute. For a significance level of .05 and .01, at sample sized to infinity, the t table values are 1.960 and 2.576. The t-test indicates that at the .05 significance level, differences between the means
<table>
<thead>
<tr>
<th>Hotel Attributes</th>
<th>Importance</th>
<th>Performance</th>
</tr>
</thead>
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<td>Restaurants - Quality of Food</td>
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<td>.017</td>
</tr>
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<tr>
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<td>2.104</td>
<td>1.175</td>
</tr>
<tr>
<td>Bar/Lounge - Service</td>
<td>5.388</td>
<td>6.872</td>
</tr>
<tr>
<td>Maid Services</td>
<td>8.204</td>
<td>3.092</td>
</tr>
<tr>
<td>Easy Access to Lifts via Ski Shuttles</td>
<td>1.000</td>
<td>0.899</td>
</tr>
<tr>
<td>Availability of Lift Tickets at Hotel</td>
<td>.087</td>
<td>0.159</td>
</tr>
<tr>
<td>Friendly Customer Service</td>
<td>3.940</td>
<td>0.211</td>
</tr>
<tr>
<td>Convenience Store - Quality of Items</td>
<td>2.840</td>
<td>0.070</td>
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<tr>
<td>Convenience Store - Service</td>
<td>4.388</td>
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<tr>
<td>Convenience Store - Selection</td>
<td>2.679</td>
<td>1.621</td>
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<tr>
<td>Accuracy of Reservations</td>
<td>2.247</td>
<td>1.902</td>
</tr>
<tr>
<td>Ease of Check-in</td>
<td>2.537</td>
<td>0.614</td>
</tr>
<tr>
<td>Ease of Check-out</td>
<td>1.399</td>
<td>0.604</td>
</tr>
<tr>
<td>Relaxed Atmosphere at Hotel</td>
<td>1.574</td>
<td>1.535</td>
</tr>
<tr>
<td>Value Received for Price Paid</td>
<td>1.334</td>
<td>0.114</td>
</tr>
</tbody>
</table>

* Significance at .05 = 1.960 for a two tailed t test
** Significance at .01 = 2.576 for a two tailed t test

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for guests and employees exceed the table value and are significant for the importance attributes since ten of the sixteen attributes were significantly different. The hypothesis for the importance attributes, $H_{1-1}$ was, in general, not supported because of the large number of items with significant differences.

Only three of the performance attribute ratings of employees and guests were significantly different, so the performance attributes were not considered to be significant. The performance hypothesis, $H_{1-2}$, was generally supported in that there were few significant differences between guests and employees.

Because one sub-hypothesis was not supported and one was supported, the overall hypothesis was not supported. There are significant differences in the ratings for the importance attributes, but not as many for the performance attributes; therefore, employees and guests rated performance attributes in a similar manner, but not importance attributes.

In reviewing these results, several items come to light. First, the fact that every original importance mean score by the employees exceeds the guest score was reflected in the amount of significant differences for the importance attributes. Secondly, attributes 6, 7, 14, 15, and 16 mean differences for both importance and performance were not considered to be significant. Therefore, in these areas...
where the two groups agree, management must ensure that they maintain this solid link with the guest, which is a clear indication that both groups are receiving the same type of communication messages. Third, the items which indicated significant differences for the IPA coefficient need to be examined individually by management.

Item "4-Bar/Lounge-Service" was rated as the lowest performing attribute by the guests, with a mean of 2.59, whereas the employees rated the item at 4.44, quite a significant difference in opinion. There is clearly a real or perceived difference here that is impacting the property, where the employees perceive the performance of the service to be "Fairly Good" or better, and the guests perceive services as "Not Very Good." Item "5-Maid Services" is rated higher by employees than by guests. Again, this difference could be caused by a perceived or real problem. In item "10-Convenience Store-Service," the employees rated the performance as the lowest item, with importance rated significantly higher than the guests. In this case, it appears that the employees may value the store (and use it) more than the guests, and were quite unhappy with the service. In item "12-Accuracy of Reservations" employees were more critical of the performance that guests, and also rated the importance higher.

Finally, management may want to look at the actual mean scores for any performance attribute that was rated between
"4-Fairly Good" and "3-Neutral," for either guests or employees when the statistical test did not indicate a significant difference. In these cases, both groups are in agreement that the performance is, perhaps, only average. Management may want to target these areas for additional analysis and resource expenditures.

SUMMARY

In this chapter the results of the guest and employee surveys at the Brian Head Hotel were discussed. Guest and employee profiles were developed for management's use. Then importance/performance ratings for both guests and employees were graphed to determine the level of management intervention necessary. Finally, the hypothesis was tested to determine if the differences between the means for the two groups were significant for the importance and performance dimensions. The importance sub-hypothesis was generally not supported due to the large number of significant differences between the two sample groups. The performance sub-hypothesis was supported because of the small number of significant differences between the two groups. Based on the testing of the two sub-hypotheses, the overall hypothesis was not supported. The most significant differences or gaps between internal and external communication were found in the importance dimension, with minor differences found in the performance dimension.
CHAPTER V.
SUMMARY AND CONCLUSION

This chapter is designed to discuss the results of the findings reported in Chapter IV in terms of internal marketing implications and to discuss implications for management strategies. In addition, recommendations for future research will be discussed.

CONCLUSION

In examining the results of this study, it is evident that responding employees consistently rated the importance attributes higher than the responding guests. This due in part to the premise that employees often overestimate guest expectation, creating a gap between what is expected and what is delivered (Saleh & Ryan, 1992). The authors found that often the marketing messages represent an ideal, while experience is based on some degree of tolerance.

Importance-Performance Analysis was utilized to graphically illustrate the importance and performance scores for guests and employees, which provides management with valuable information for the combined dimensions, highlighting areas which require action from intervention to
reallocating resources. In analyzing the IPA graphs, many of the attributes could have easily fallen into any of the four quadrants, indicating a lack of consistency over the survey period for the performance of the services.

Upon comparing the guest and employee responses, it was found that the importance ratings differed more significantly than the performance ratings. The sub-hypothesis for the importance dimension was not supported, while the sub-hypothesis for the performance dimension was supported. The overall hypothesis was therefore not supported.

Because many of the attributes were found to be significantly different between the two groups, they will require some adjustment based on the data received in the survey. Since this was found to be true, certain specific items were noted as needing management intervention and others were not. These items are for management to reconsider in revising its marketing program. It is recommended that the employee training programs be enhanced, and that training programs be developed and renewed each season.

IMPLICATIONS

When consistency is considered as an issue, it is no surprise that 69% of the responding guests took time to comment on their experience at the Brian Head Hotel (See
Appendix 11) and 55\% (See Appendix 12) of the responding employees commented as well. The employee comments tended to be general, pleasant comments, whereas the guests comments often addressed particular problematic areas at the hotel during their stay. Management can literally utilize these comments to discern areas in which their guests expect improvements. As to the marketing aspect, there are times when the perceptions based on external marketing clearly do not match the internal marketing as evidenced by the service. Guests expect services that are not being provided in the manner they anticipate.

Communication and training of employees are two of the most important tenants of helping employees to cope with their jobs in the complicated hospitality environment. These internal marketing concepts are reflected in the interaction with the customer, and therefore, affect satisfaction as discussed in Chapter II. In examining the employee responses to the training questions, the responses appeared at first to be positive, but still indicated that large percentages of the employees felt their training and resource allocations were lacking.

Communication goes hand in hand with training, and it was reflected in several guest comments about employees who were unaware of activities, which certainly affects the operations of the hotel. If personnel are hired, and the training is not properly and constantly communicated, then
it is of little use. A lack of training, clearly felt by the employees, is reflected in the performance scores deviation from the mean and causes the inconsistent performance reflected in this survey.

Management can take note of the fact that the majority of their guests and employees found out about the hotel via word of mouth. Based on this data, the most effective marketing tools are satisfied guests and employees. It is recommended that employees be further instructed in their role in the marketing process.

LIMITATIONS

During the survey, several items may have affected the survey's response rate which were not addressed earlier. The housekeeping staff was responsible for placing the surveys in the guest rooms. There was no way to ascertain whether or not all guests had the opportunity to participate in the survey. Secondly, the incentive gift was handed out in the Deli, and there was no assurance that the incentive gifts were being given out only in exchange for a completed survey, especially since management placed a shorter comment card in the rooms at the same time as the survey. The comment card itself, not anticipated at the time of the survey initiation, may have caused some initial confusion on the part of the guests, and may have unfavorably affected the outcome in that it was odd to have two surveys in the
same room on the same table. Finally, management's lack of public endorsement of the study to a large portion of the staff may have adversely affected the survey, especially in lowering the employee response rate.

In addition, the guest response rate was 18%, and as such, may not be representative of all guests at the Brian Head Hotel during the winter season.

RECOMMENDATIONS FOR FUTURE RESEARCH

The Brian Head Hotel has two major seasons. Ski season and summer season, which have at least a month's worth of very low occupancy in between them. Due to the seasonal nature and the large increase of employees required to provide quality service during the ski season, the hotel will always engage in major employee recruitment twice a year. As the beginning of the ski season has always been slow, there should be ample time to thoroughly train all employees on policies and procedures. In an effort to be flexible in meeting guests demands, management has been assertive in changing policies. This is an area which may also cause preparedness issues in training, and management will always have to consider whether or not a consistent service can be offered. In this survey, item "7- Availability of Lift Tickets at the Hotel" was a new product for this ski season. Both guest and employee mean scores for performance were almost a point different. An
investigation into what types of standardized training programs can be effective in this type of situation, such as those including individual instruction, computerized instruction, and video orientation tapes. In addition, research is needed for those forms of instruction that increase the amount of information delivered while reducing the training time with an individual instructor.

To further pursue this training issue, it may be necessary to test guest perceptions of employee training through some type of on-site survey in each department (right after check-in, right after dinner, and so on) to determine if guests attribute the inconsistent service to training, or perhaps some other item like personality.

In addition, management should investigate different methods of retention that are available for their best employees, or some type of incentive program to draw trained employees back to the hotel each season. There are always going to be changes in each year's program, so for example, a presentation could be developed by the general manager for returning and new employees, with a video made for all who cannot attend, so that they feel like part of the program and so they receive all the necessary information.

Finally, because of the low guest response rate, further research would serve to reinforce the results by determining whether the ratings of the non-responsive guests and employees differed materially from the respondents.
BIBLIOGRAPHY


## APPENDIX A

### REVIEW OF COLLATERAL

Attributes appearing in The Brian Head Resort brochure and the Brian Head Newsletter.

<table>
<thead>
<tr>
<th>Attribute</th>
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</thead>
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<tr>
<td>Convenience Store</td>
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</tr>
<tr>
<td>Ski Shop</td>
<td>0</td>
</tr>
<tr>
<td>Guest Services</td>
<td>0</td>
</tr>
<tr>
<td>Kitchenettes</td>
<td>0</td>
</tr>
<tr>
<td>T.V.</td>
<td>0</td>
</tr>
<tr>
<td>Game Room</td>
<td>0</td>
</tr>
<tr>
<td>Meeting Rooms</td>
<td>00</td>
</tr>
<tr>
<td>Maid Services</td>
<td>0</td>
</tr>
<tr>
<td>Sauna</td>
<td>0</td>
</tr>
<tr>
<td>Whirlpool/Hot Tubs</td>
<td>00</td>
</tr>
<tr>
<td>Elevators</td>
<td>0</td>
</tr>
<tr>
<td>Liquor Store</td>
<td>0</td>
</tr>
<tr>
<td>Guest Laundry</td>
<td>0</td>
</tr>
<tr>
<td>Restaurants</td>
<td>000</td>
</tr>
<tr>
<td>Exercise Rooms</td>
<td>00</td>
</tr>
<tr>
<td>Covered Parking</td>
<td>00</td>
</tr>
<tr>
<td>In-Room Telephone</td>
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</tr>
<tr>
<td>Airport Pickup</td>
<td>0</td>
</tr>
<tr>
<td>Lounge</td>
<td>00</td>
</tr>
<tr>
<td>Ski Shuttle</td>
<td>0</td>
</tr>
<tr>
<td>Lift Ticket Package</td>
<td>0</td>
</tr>
</tbody>
</table>

- 0 Indicates Mentioned once
- 00 Indicates Mentioned twice
- 000 Indicates Mentioned three times
APPENDIX B

BRIAN HEAD HOTEL

MANAGER'S INFORMAL INTERVIEW

The purpose of the following questions is to pinpoint the attributes of the Brian Head Hotel as seen through management's eyes. This information will be used in developing a guest survey which will begin on November 20, 1992. I will be calling on Monday, November 2nd to collect your responses.

The survey is expected to be available for your review early in the second week of November (I have to let my chairman review it first and he is at a convention, or you could have it sooner).

1. What draws people to Brian Head?

2. What makes them come back the second time?

3. What are the most important features of the hotel?

4. What are the least important features of the hotel?

5. What do people like the most about the hotel?

6. What do people like the least about the hotel?
APPENDIX C

RESPONSE TO MANAGER'S QUESTIONNAIRE

Regardless of the question, the answers have been grouped into general categories, listed from the most to least responses, with each individual response listed.

Service-20
Convenience
Friendly Service
Did or did not like stay
Outgoing employee service
Service on location
Full service
Maid service
Friendly staff
Friendly service
Attentive service
Good staff
No room service
Poor ice removal in winter
Friendly service
Central location of Services
Courteous workers
Long lines at check out
Lack of information
Ice in parking lot
Difficulties in getting refunds

Setting-11
Beauty
Environment
Beautiful Setting
Mountains
Cedar Breaks
Natural Experience
Beautiful Setting
Wooded Area
Mountain Setting
Close to parks in Southern Utah
Views - Summer and Winter

Atmosphere-11
Serenity
Resort
No crowds
Quaint, Friendly
Feeling Comfortable
Cozy feeling
Interior warmth-accommodating
Resort attitude
APPENDIX C-Continued

Ambiance
Peaceful
Friendly atmosphere

Location-11
Location
Outdoors
Winter Snow
Cool in Summer
Nice weather for skiing
Location
Drive up mountain
Transportation to slopes
Skiing
Parks
Biking

Facilities-9
Restaurant
Conference Center
Kitchenettes
Conference Center
Dining Rooms
Club with entertainment
Indoor Parking
Quad
Bar/Restaurant

Equipment-7
Weight room
Weight room
No air conditioning
Equipment doesn't work
No pool
Construction errors (fireplaces)
Broken equipment (ice machines, fireplaces)
Rooms-5
Nicer rooms than anyone else
Nice accommodations
Luxury rooms
Large rooms
Too many rooms
Prior Trip-4
Been here before and liked it
Enjoyed previous visit
First experience was good
Customers
APPENDIX C-Continued

Price-4
Low cost
Dollar value
Reasonable Price
Price

Appearance-4
Dark glass and wood
Exterior architecture
Brick & mortar vs. black glass
Managers offices

Events-3
Holiday Events
2-5 dead time
Summer-nothing to do
Dear Respondent:

Thank you for coming to Brian Head Hotel, and I hope that you enjoy your visit. My name is Beverly Rihn, and I am currently a graduate student in the William F. Harrah College of Hotel Administration at the University of Nevada, Las Vegas. As part of my degree program, I will be conducting a survey at the Brian Head Hotel. I greatly appreciate your cooperation in completing this survey.

The continuing focus in the hospitality industry is to refine services to enhance guest satisfaction. As such, it is important for the Brian Head Hotel and researchers such as myself to study the guest and the services provided to that guest. The objective of my study is to survey hotel guests opinions of various attributes (features) of the hotel in order to understand the relative importance of these attributes to the guest and how well the hotel performs in these areas. The findings of this study will be used to help enhance the service you receive while enjoying your stay at the Brian Head Hotel.

Your views are representative of the hotel clientele, and as such are very important. Your answers will remain confidential. To express appreciation for your participation, the Brian Head Hotel would like to give you a THANK YOU GIFT. Please return your completed survey to the Deli to receive your gift.

Thank you for your patronage and participation.

Sincerely yours,

Beverly Rihn

Brian Head Resorts, Inc.

Please continue to the next page
The purpose of this section is to get your opinion of the relative IMPORTANCE of various hotel attributes you consider when coming to the Brian Head Hotel. Based on your experience, please circle the item that most clearly indicates the DEGREE OF IMPORTANCE of each item:

<table>
<thead>
<tr>
<th>VERY IMPORTANT</th>
<th>FAIRLY IMPORTANT</th>
<th>NEUTRAL</th>
<th>NOT SO IMPORTANT</th>
<th>NOT AT ALL IMPORTANT</th>
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<td>(FI)</td>
<td>(N)</td>
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<td>(NI)</td>
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<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
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1. Restaurants 5 4 3 2 1
2. Bar/Lounge 5 4 3 2 1
3. Covered Parking 5 4 3 2 1
4. Exercise Room 5 4 3 2 1
5. Whirlpool/Hot Tubs 5 4 3 2 1
6. Meeting Rooms 5 4 3 2 1
7. Kitchenettes 5 4 3 2 1
8. Cable Television 5 4 3 2 1
9. Game Room 5 4 3 2 1
10. Maid Services 5 4 3 2 1
11. Sauna 5 4 3 2 1
12. Elevators 5 4 3 2 1
13. Liquor Store 5 4 3 2 1
14. Guest Laundry 5 4 3 2 1
15. In-Room Telephone 5 4 3 2 1
16. Availability of Airport Pickup 5 4 3 2 1
17. Easy access to lifts via Ski Shuttles 5 4 3 2 1
18. Centralization of Services Lift in Ticket Packaging 5 4 3 2 1
19. Friendly Customer Service 5 4 3 2 1
20. Convenience Store 5 4 3 2 1
21. Ski Shop on premises 5 4 3 2 1
22. Accuracy of Reservation 5 4 3 2 1
23. Check-in 5 4 3 2 1
24. Check-out 5 4 3 2 1
25. Relaxed environment 5 4 3 2 1

Please continue to the next page
26. Value received for Price Paid  

5 4 3 2 1

27. The space below is for any additional comments you would like to share about your stay at the Brian Head Hotel.

Please continue to the next page
The purpose of this section is to get your opinion of how well the hotel performs the services it offers. Based on your experience, please circle the item that most clearly indicates the degree of performance of each item:

<table>
<thead>
<tr>
<th>Item</th>
<th>VERY GOOD (VG)</th>
<th>FAIRLY GOOD (FG)</th>
<th>NEUTRAL (N)</th>
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<th>NOT GOOD AT ALL (NX)</th>
<th>DOESN'T APPLY TO ME (NA)</th>
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<td>Exercise Room</td>
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<tr>
<td>Meeting Rooms</td>
<td>5</td>
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</tr>
<tr>
<td>Kitchenettes</td>
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<td>4</td>
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</tr>
<tr>
<td>Cable Television</td>
<td>5</td>
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</tr>
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<td>Game Room</td>
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<tr>
<td>Maid Services</td>
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<tr>
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<tr>
<td>Elevators</td>
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<td>4</td>
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<td>Liquor Store</td>
<td>5</td>
<td>4</td>
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<td>2</td>
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</tr>
<tr>
<td>Guest Laundry</td>
<td>5</td>
<td>4</td>
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</tr>
<tr>
<td>In-Room Telephone</td>
<td>5</td>
<td>4</td>
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<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Availability of Airport Pickup</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
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</tr>
<tr>
<td>Easy access to lifts via Ski Shuttles</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Centralization of Services Lift Ticket Packaging</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Friendly Customer Service</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
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<tr>
<td>Convenience Store</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
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<td>0</td>
</tr>
<tr>
<td>Ski Shop on premises</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Accuracy of Reservation</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Check-in</td>
<td>5</td>
<td>4</td>
<td>3</td>
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<td>1</td>
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</tr>
<tr>
<td>Check-out</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Relaxed environment</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>

Please continue to the next page.
26. Value received for Price Paid  5  4  3  2  1  0

27. The space below is for any additional comments you would like to share about your stay at the Brian Head Hotel.

Please continue to the next page
PART III.

GUEST INFORMATION

To complete this survey, please be kind enough to provide us with some information about yourself and your stay at Brian Head by circling the appropriate choice.

1. Approximately how many times a year do you visit the Brian Head Hotel?
   A. This is my First Time  D. Three times a year
   B. Once a year  E. More than three times a year
   C. Twice a year

2. Each time you visit, how long do you normally stay at Brian Head Hotel?
   A. Overnight  D. 6-9 nights
   B. 2-3 nights  E. 10 or more nights
   C. 4-5 nights

3. How did you come to know about the Brian Head Hotel?
   A. Word of Mouth  E. Brochure
   B. Magazine Advertising  F. Newspaper Article
   C. Group Package  G. Other (specify)
   D. Radio Advertising

4. On your next visit to the area, would you choose to stay at the Brian Head Hotel again?
   A. Most Likely  C. Not Likely
   B. Maybe  D. Not Sure

5. Your Marital Status:
   A. Single  D. Single, with children
   B. Married, no children  E. Married, children
   C. Widowed  F. Divorced or separated

6. If you have children, do you typically bring them with you on trips to Brian Head?
   A. Yes  B. No  C. Sometimes

7. Your Household Income:
   A. Under $25,000  G. $45,000-$49,999
   B. $25,000-$29,999  H. $50,000-$54,999
   C. $30,000-$34,999  I. $55,000-$59,999
   D. $35,000-$39,999  J. $60,000-$64,999
   E. $40,000-$44,999  K. $65,000-$69,999
   F. $45,000-$49,999  L. $70,000 and above

8. What is your Gender?
   A. Female  B. Male

9. What is your Age?
   A. Under 25 years  E. 41-45 years
   B. 25-30 years  F. 45 to 50 years
   C. 31-35 years  G. 51 to 55 years
   D. 36-40 years  H. 56 and above

Please continue to the next page
10. Where are you From?
   A. Arizona             D. Nevada, other cities
   B. California          E. Utah
   C. Las Vegas, Nevada   F. Other (specify) __________________________

11. Please describe the highest level of your Education:
   A. High School         C. Advanced Degree
   B. College            D. Other (specify) __________________________

12. Please describe your Overall Experience by circling the face that best describes your stay at the Brian Head Hotel.

(Emoji faces indicating levels of satisfaction)

13. The space below is for your Comments about your stay at the Brian Head Hotel.

Thank you for your participation! Your answers will remain confidential. Please return the completed survey to the Dell, which is located between the front desk and the restaurants in the main building, where you will receive your complimentary Gift.
PART III.

EMPLOYEE INFORMATION

To complete this survey, please be kind enough to provide us with some information about yourself by circling the appropriate choice.

1. How Long have you worked at the Brian Head Hotel?
   A. Less than 3 months D. 9-12 months
   B. 3-6 months E. over a year
   C. 6-9 months F. over 5 years

2. What is your current Position at Brian Head Hotel?

3. How did you come to Know about employment opportunities at the Brian Head Hotel?
   A. Word of Mouth D. Magazine Advertising
   B. Newspaper Advertising E. Radio Advertising
   C. Brochure F. Other (specify) _____

4. Did your training include advice on how to handle Customer requests/complaints?
   A. Yes B. No C. Some D. Not sure

5. Do you feel that you are Equiped with the proper tools to do your job well and serve the guests of the hotel?
   A. Yes B. No C. Somewhat D. Not sure

6. Do you feel that you have received all the necessary Training to perform your job well?
   A. Yes B. No C. Somewhat D. Not sure

7. In your opinion, do you think that the Brian Head Hotel is making every effort to Maximize guest satisfaction?
   A. Yes B. No C. Somewhat D. Not sure

8. Would you Recommend the Brian Head Hotel to others for employment?
   A. Most Likely B. Maybe C. Not Likely D. Not Sure

9. Your Marital Status:
   A. Single D. Single, with children
   B. Married, no children E. Married, children
   C. Widowed F. Divorced or separated

10. Your Household Income:
    A. Under $25,000 G. $45,000-$49,999
    B. $25,000-$29,999 H. $50,000-$54,999
    C. $30,000-$34,999 I. $55,000-$59,999
    D. $35,000-$39,999 J. $60,000-$64,999
    E. $40,000-$44,999 K. $65,000-$69,999
    L. $70,000 and above

11. What is your Gender?
    A. Female B. Male

Please continue to the next page
12. What is your Age?
A. Under 25 years  E. 41-45 years
B. 25-30 years  F. 45 to 50 years
C. 31-35 years  G. 51 to 55 years
D. 36-40 years  H. 56 and above

13. In what State did you work before coming to Brian Head?
Please specify: ________________________

14. The space below is for additional comments you may have concerning how satisfying customers effects your employment at the Brian Head Hotel.

15. Please express your Overall Satisfaction with employment at Brian Head hotel by circling the appropriate face:

      ☹ ☹ ☹ ☹ ☹

Thank you for your participation! Your answers will remain confidential. Please return your completed survey to Beverly Rihn on November 20th. If you are unable to do so, please place your completed survey in the box in the employee lounge.
Dear Respondent:

I am pretesting a survey that will be conducted at the Brian Head Hotel this winter season. My name is Beverly Rihn, and I am currently a graduate student in the William F. Harrah College of Hotel Administration at the University of Nevada, Las Vegas. I greatly appreciate your cooperation in completing this pretest survey.

The objective of my study is to survey hotel guests' opinions of various attributes (features) of the hotel in order to understand the relative importance of these attributes to the guest and how well the hotel performs in these areas. Please complete the questionnaire, commenting on any items that are difficult to understand, need to be taken out or added, and/or need clarification.

Your views are representative of the hotel clientele, and as such are very important. Your answers will remain confidential. To express appreciation for your participation, the Brian Head Hotel would like to offer you a chance at winning a THANK YOU GIFT. Please return your completed survey to me to receive your entry form for the drawing.

Thank you for your patronage and participation.

Sincerely yours,

Beverly Rihn
### PART I. IMPORTANCE

The purpose of this section is to get your opinion of the relative IMPORTANCE of various hotel attributes you consider when coming to the Brian Head Hotel. Based on your experience, please circle the item that most clearly indicates the DEGREE OF IMPORTANCE of each item:

<table>
<thead>
<tr>
<th></th>
<th>VERY IMPORTANT (VI)</th>
<th>FAIRLY IMPORTANT (FI)</th>
<th>NEUTRAL (N)</th>
<th>NOT SO IMPORTANT (NS)</th>
<th>NOT AT ALL IMPORTANT (NI)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

**PLEASE CIRCLE ONE RESPONSE:**

1. Restaurants
2. Bar/Lounge
3. Covered Parking
4. Exercise Room
5. Whirlpool/Hot Tubs
6. Meeting Rooms
7. Kitchenettes
8. Cable Television
9. Game Room
10. Maid Services
11. Sauna
12. Elevators
13. Liquor Store
14. Guest Laundry
15. In-Room Telephone
16. Availability of Airport Pickup
17. Easy access to lifts via Ski Shuttles
18. Availability of Lift Tickets at Hotel
19. Friendly Customer Service
20. Convenience Store
21. Ski Shop on premises
22. Accuracy of Reservation
23. Check-in
24. Check-out
25. Relaxed environment
26. Value received for Price Paid
27. The space below is for any additional attributes that you consider important that have not been included on the above list.

Please continue to the next page

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**PART II. PERFORMANCE**

The purpose of this section is to get your opinion of how well the hotel PERFORMS the services it offers. Based on your experience, please circle the item that most clearly indicates the DEGREE OF PERFORMANCE of each item:

<table>
<thead>
<tr>
<th>Item</th>
<th>VERY GOOD (VG)</th>
<th>FAIRLY GOOD (FG)</th>
<th>NEUTRAL (N)</th>
<th>NOT VERY GOOD (NG)</th>
<th>NOT GOOD AT ALL (NX)</th>
<th>DOESN'T APPLY TO ME (NA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Restaurants</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>2. Bar/Lounge</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
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<td>3. Covered Parking</td>
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<td>4</td>
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<td>2</td>
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<tr>
<td>4. Exercise Room</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>5. Whirlpool/Hot Tubs</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>6. Meeting Rooms</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>7. Kitchenettes</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>8. Cable Television</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
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<tr>
<td>9. Game Room</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>10. Maid Services</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>11. Sauna</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>12. Elevators</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>13. Liquor Store</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
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<td>0</td>
</tr>
<tr>
<td>14. Guest Laundry</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>15. In-Room Telephone</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>16. Availability of Airport Pickup</td>
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<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>17. Easy access to lifts via Ski Shuttles</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>18. Availability of Lift Tickets at Hotel</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>19. Friendly Customer Service</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>20. Convenience Store</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>21. Ski Shop on premises</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>22. Accuracy of Reservation</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>23. Check-in</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>24. Check-out</td>
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<td>25. Relaxed environment</td>
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<tr>
<td>26. Value received for Price Paid</td>
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<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>

27. The space below is for any additional performance issues that you would like to comment on.

Please continue to the next page
PART III. GUEST INFORMATION

To complete this survey, please be kind enough to provide us with some information about yourself and your stay at Brian Head by circling the appropriate choice.

1. Approximately how many times a year do you Visit the Brian Head Hotel?
   A. This is my First Time   D. Three times a year
   B. Once a year             E. More than three times a year
   C. Twice a year

2. Each time you visit, how Long do you normally stay at Brian Head Hotel?
   A. Overnight               D. 6-9 nights
   B. 2-3 nights              E. 10 or more nights
   C. 4-5 nights

3. How did you come to Know about the Brian Head Hotel?
   A. Word of Mouth         E. Brochure
   B. Magazine Advertising F. Newspaper Article
   C. Group Package         G. Other (specify)
   D. Radio Advertising    

4. On your next visit to the area, would you Choose to stay at the Brian Head Hotel again?
   A. Most Likely   C. Not Likely
   B. Maybe        D. Not Sure

5. Your Marital Status:
   A. Single
   B. Married, no children
   C. Widowed
   D. Single, with children
   E. Married, children
   F. Divorced or separated

6. If you have children, do you typically Bring them with you on trips to Brian Head?
   A. Yes   B. No   C. Sometimes

7. Your Household Income:
   A. Under $25,000   G. $45,000-$49,999
   B. $25,000-$29,999 H. $50,000-$54,999
   C. $30,000-$34,999 I. $55,000-$59,999
   D. $35,000-$39,999 J. $60,000-$64,999
   E. $40,000-$44,999 K. $65,000-$69,999
   F. $45,000-$49,999 L. $70,000 and above

8. What is your Gender?
   A. Female   B. Male

9. What is your Age?
   A. Under 25 years   E. 41-45 years
   B. 25-30 years     F. 45 to 50 years
   C. 31-35 years     G. 51 to 55 years
   D. 36-40 years     H. 56 and above

10. Where are you From?
    A. Arizona   D. Nevada, other cities
    B. California E. Utah
    C. Las Vegas, Nevada F. Other (specify)________________________

Please continue to the next page
11. Please describe the highest level of your Education:
   A. High School  C. Advanced Degree
   B. College  D. Other (specify) ___________________________

12. Please describe your Overall Experience by circling the face that best describes your stay at the Brian Head Hotel.

![Faces representing different levels of satisfaction]

13. The space below is for your Comments about your stay at the Brian Head Hotel.

   [Blank space for comments]

Thank you for your participation! Your answers will remain confidential.
Dear Respondent:

Thank you for the opportunity to work with you at the Brian Head Hotel, and I hope that you enjoy your work here as much as I do. My name is Beverly Rihn, and I am currently a graduate student in the William F. Harrah College of Hotel Administration at the University of Nevada, Las Vegas. As part of my degree program, I will be conducting a survey at the Brian Head Hotel. I greatly appreciate your cooperation in completing this survey.

The continuing focus in the hospitality industry is to refine services to enhance guest satisfaction. As such, it is important for the Brian Head Hotel and researchers such as myself to study the guest and the services provided to that guest. The objective of my study is to survey hotel employee opinions of various attributes (features) of the hotel in order to understand the relative importance of these attributes to the employee and how well the hotel performs in these areas. The findings of this study will be used to help enhance the service you provide while working at the Brian Head Hotel.

Your views are representative of the hotel employees, and as such are very important. Your answers will remain confidential. Please return your completed survey to me or to Therese by November 23.

Thank you for your patronage and participation.

Sincerely yours,

Beverly Rihn

Please continue to the next page
The purpose of this section is to get your opinion of the relative IMPORTANCE of various hotel attributes you consider when coming to the Brian Head Hotel. Based on your experience, please circle the item that most clearly indicates the DEGREE OF IMPORTANCE of each item:

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Very Important</th>
<th>Fairly Important</th>
<th>Neutral</th>
<th>Not So Important</th>
<th>Not at All Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restaurants</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Bar/Lounge</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Covered Parking</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Exercise Room</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Whirlpool/Hot Tubs</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Meeting Rooms</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Kitchenettes</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
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<td>Cable Television</td>
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<td>2</td>
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</tr>
<tr>
<td>Game Room</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Maid Services</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Sauna</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Elevators</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Liquor Store</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Guest Laundry</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>In-Room Telephone</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Availability of Airport Pickup</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Easy access to Lifts via Ski Shuttles</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Availability of Lift Tickets at Hotel</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Friendly Customer Service</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Convenience Store</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Ski Shop on Premises</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Accuracy of Reservations</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Ease of Check-in</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Ease of Check-out</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Relaxed Environment at the Hotel</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Value received for Price Paid</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

Please continue to the next page
### PART II. PERFORMANCE

The purpose of this section is to get your opinion of how well the hotel performs the services it offers. Based on your experience, please circle the item that most clearly indicates the degree of performance of each item:

<table>
<thead>
<tr>
<th>VERY GOOD (VG)</th>
<th>FAIRLY GOOD (FG)</th>
<th>NEUTRAL (N)</th>
<th>NOT VERY GOOD (NG)</th>
<th>NOT GOOD AT ALL (NX)</th>
<th>DOESN'T APPLY TO ME (NA)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5</strong></td>
<td><strong>4</strong></td>
<td><strong>3</strong></td>
<td><strong>2</strong></td>
<td><strong>1</strong></td>
<td><strong>0</strong></td>
</tr>
</tbody>
</table>

1. Restaurants  
2. Bar/Lounge  
3. Covered Parking  
4. Exercise Room  
5. Whirlpool/Hot Tubs  
6. Meeting Rooms  
7. Kitchenettes  
8. Cable Television  
9. Game Room  
10. Maid Services  
11. Sauna  
12. Elevators  
13. Liquor Store  
14. Guest Laundry  
15. In-Room Telephone  
16. Availability of Airport Pickup  
17. Easy access to Lifts via Ski Shuttles  
18. Availability of Lift Tickets at Hotel  
19. Friendly Customer Service  
20. Convenience Store  
21. Ski Shop on Premises  
22. Accuracy of Reservations  
23. Ease of Check-in  
24. Ease of Check-out  
25. Relaxed Environment at the Hotel  
26. Value received for Price Paid

Please continue to the next page
PART III. GUEST INFORMATION

To complete this survey, please be kind enough to provide us with some information about yourself and your stay at Brian Head by circling the appropriate choice.

1. Approximately how many times a year do you visit the Brian Head Hotel?
   A. This is my First Time
   B. Once a year
   C. Twice a year
   D. Three times a year
   E. More than three times a year

2. How did you come to Know about the Brian Head Hotel?
   A. Word of Mouth
   B. Magazine Advertising
   C. Group Package
   D. Radio Advertising
   E. Brochure
   F. Newspaper Article
   G. Other (specify)

3. On your next visit to the area, would you Choose to stay at the Brian Head Hotel again?
   A. Very Likely
   B. Most Likely
   C. Maybe
   D. Not Likely
   E. Not Sure

4. Your Marital Status:
   A. Single
   B. Married, no children
   C. Widowed
   D. Single, with children
   E. Married, children
   F. Divorced or separated

5. If you have children, do you typically Bring them with you on trips to Brian Head?
   A. Yes
   B. No
   C. Sometimes
   D. Doesn't apply to me

6. Your Household Income:
   A. Under $25,000
   B. $25,000-$34,999
   C. $35,000-$44,999
   D. $45,000-$54,999
   E. $55,000-$64,000
   F. $65,000 and above

7. What is your Gender?
   A. Female
   B. Male

8. What is your Age?
   A. Under 25 years
   B. 25-30 years
   C. 31-35 years
   D. 36-40 years
   E. 41-45 years
   F. 45 to 50 years
   G. 51 to 55 years
   H. 56 and above

9. Where is your Residence?
   A. Arizona
   B. California
   C. Las Vegas, Nevada
   D. Nevada, other cities
   E. Utah
   F. Other (specify)

10. Please describe the highest level of your Education:
    A. High School
    B. College
    C. Advanced Degree
    D. Other (specify)

11. Please describe your Overall Experience by circling the face that best describes your stay at the Brian Head Hotel.
    ![Sad Face](sad.png)
    ![Neutral Face](neutral.png)
    ![Happy Face](happy.png)

12. The space below is for Comments about your stay at Brian Head Hotel.

Thank you for your participation! Your answers will remain confidential. Please return the completed survey to the Dell, which is located between the front desk and the restaurants in the main building, where you will receive your complimentary Gift.
Dear Guest:

Thank you for coming to the Brian Head Hotel, and I hope that you enjoy your visit. I am currently a graduate student in the William F. Harrah College of Hotel Administration at the University of Nevada, Las Vegas. As part of my degree program, I will be conducting a survey at the Brian Head Hotel. I greatly appreciate your cooperation in completing this survey.

The findings of this study will be used to improve the service you receive while enjoying your stay at the Brian Head Hotel. Your views are representative of the hotel clientele and are very important. Your answers will remain confidential.

To express appreciation for your participation, the Brian Head Hotel would like to give you a THANK YOU GIFT. Please return your completed survey to the Deli to receive your gift.

Thank you for your patronage and participation.

Sincerely yours,

Beverly Rihn
PART I. IMPORTANCE

The purpose of this section is to ask your opinion of the relative IMPORTANCE of various hotel attributes you consider when coming to stay at the Brian Head Hotel. Please circle the response that most clearly represents the DEGREE OF IMPORTANCE you place on each item:

<table>
<thead>
<tr>
<th>Item</th>
<th>Very Important</th>
<th>Fairly Important</th>
<th>Neutral</th>
<th>Not So Important</th>
<th>Not At All Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restaurants - Quality of Food</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Restaurants - Service</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Restaurants - Selection</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Bar/Lounge - Service</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Maid Services</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Easy Access to Lifts via Ski Shuttles</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Availability of Lift Tickets at Hotel</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Friendly Customer Service</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Convenience Store - Quality of Items</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Convenience Store - Service</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Convenience Store - Selection</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Accuracy of Reservations</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Ease of Check-in</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Ease of Check-out</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Relaxed Atmosphere at the Hotel</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Value Received for Price Paid</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

Please continue to the next page
The purpose of this section is to ask your opinion of how well the hotel performs the services it offers. Based on your experience, please circle the response that most clearly indicates the DEGREE OF PERFORMANCE of each item:

<table>
<thead>
<tr>
<th>Item</th>
<th>Very Good</th>
<th>Fairly Good</th>
<th>Neutral</th>
<th>Not Very Good</th>
<th>Not Good at All</th>
<th>Not Applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Restaurants - Quality of Food</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>2. Restaurants - Service</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>3. Restaurants - Selection</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>4. Bar/Lounge - Service</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>5. Maid Services</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>6. Easy Access to Lifts via Ski Shuttles</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>7. Availability of Lift Tickets at Hotel</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>8. Friendly Customer Service</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>9. Convenience Store - Quality of Items</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>10. Convenience Store - Service</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>11. Convenience Store - Selection</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>12. Accuracy of Reservations</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>13. Ease of Check-in</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>14. Ease of Check-out</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>15. Relaxed Atmosphere at the Hotel</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
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</tr>
<tr>
<td>16. Value Received for Price Paid</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>

Please continue to the next page
PART III. GUEST INFORMATION

Please be kind enough to provide us with some information about yourself and your stay at the Brian Head Hotel by circling the appropriate choice.

1. Approximately how many times a year do you visit the Brian Head Hotel?
   A. This is my first visit
   B. Once a year
   C. Twice a year
   D. Three times a year
   E. More than three times a year

2. How did you learn about the Brian Head Hotel? (Circle all applicable)
   A. Word of Mouth
   B. Magazine Advertising
   C. Group Package
   D. Radio Advertising
   E. Brochure
   F. Newspaper Advertising
   G. Other (specify) ___________

3. On your next visit to the area, would you choose to stay at the Brian Head Hotel again?
   A. Most Likely
   B. Maybe
   C. Not Likely
   D. Not Sure

4. What is your marital status?
   A. Single
   B. Married, no children
   C. Widowed
   D. Single, with children
   E. Married, children
   F. Divorced or separated

5. If you have children, do you typically bring them with you on trips to Brian Head?
   A. Yes
   B. No
   C. Sometimes
   D. Not applicable to me

6. What is your household income?
   A. Under $25,000
   B. $25,000-$34,999
   C. $35,000-$44,999
   D. $45,000-$54,999
   E. $55,000-$64,999
   F. $65,000 and above

7. What is your age?
   A. Under 25 years
   B. 25-30 years
   C. 31-35 years
   D. 36-40 years
   E. 41-45 years
   F. 46-50 years
   G. 51-55 years
   H. 56 and above

8. What is your gender?
   A. Female
   B. Male

9. What is your home zip code? (specify) ___________

10. Please describe the highest level of your education:
    A. High School
    B. College
    C. Advanced Degree
    D. Other (specify) ___________

11. Please describe your overall experience by marking the face that best describes your feelings about your stay at the Brian Head Hotel:

   ![Faces for rating]

12. The space below is for any additional comments you may have concerning your stay at the Brian Head Hotel.

   ______________________________

Thank you for your participation!

Please return your completed survey to the Deli, which is located between the front desk and the restaurants in the main building, where you will receive your complimentary Gift.
EMPLOYEE SURVEY

Winter, 1992-1993

Dear Employee:

I have enjoyed the opportunity of working with you at the Brian Head Hotel. I am currently a graduate student in the William F. Harrah College of Hotel Administration at the University of Nevada, Las Vegas. As part of my degree program, I will be conducting a survey at the Brian Head Hotel. I greatly appreciate your cooperation in completing this survey.

The findings of this study will be used to help improve guest service at the Brian Head Hotel. Your views are representative of hotel employees and are very important. Your answers will remain confidential.

While the survey is being conducted on November 20, I will be available in the main building of the hotel to answer questions.

Thank you for your participation.

Sincerely yours,

Beverly Rihn
PART I. IMPORTANCE

The purpose of this section is to ask your opinion of the relative IMPORTANCE of various hotel attributes that guests consider when coming to stay at the Brian Head Hotel. Please circle the response that you think most clearly represents the DEGREE OF IMPORTANCE guests place on each item:

<table>
<thead>
<tr>
<th>VERY IMPORTANT</th>
<th>FAIRLY IMPORTANT</th>
<th>NEUTRAL</th>
<th>NOT SO IMPORTANT</th>
<th>NOT AT ALL IMPORTANT</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

PLEASE CIRCLE ONE RESPONSE:

1. Restaurants - Quality of Food
2. Restaurants - Service
3. Restaurants - Selection
4. Bar/Lounge - Service
5. Maid Services
6. Easy Access to Lifts via Ski Shuttles
7. Availability of Lift Tickets at Hotel
8. Friendly Customer Service
9. Convenience Store - Quality of Items
10. Convenience Store - Service
11. Convenience Store - Selection
12. Accuracy of Reservations
13. Ease of Check-in
14. Ease of Check-out
15. Relaxed Atmosphere at the Hotel
16. Value Received for Price Paid

Please continue to the next page
The purpose of this section is to ask your opinion of how well the hotel performs the services it offers. Please circle the response that most clearly indicates the degree of performance of each item:

<table>
<thead>
<tr>
<th>Item</th>
<th>Very Good</th>
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<td>Maid Services</td>
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<td>Convenience Store - Quality of Items</td>
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<tr>
<td>Convenience Store - Selection</td>
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</tr>
<tr>
<td>Accuracy of Reservations</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Ease of Check-in</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Ease of Check-out</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Relaxed Atmosphere at the Hotel</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Value Received for Price Paid</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>

Please continue to the next page
PART III. EMPLOYEE INFORMATION

Please be kind enough to provide us with some information about yourself by circling the appropriate choice.

1. How long have you worked at the Brian Head Hotel?
   A. Less than 3 months  C. 6-9 months  E. over a year
   B. 3-6 months  D. 9-12 months  F. over 5 years

2. What is your current position at Brian Head Hotel? (specify) ________________

3. How did you learn about employment opportunities at the Hotel? (Circle all applicable)
   A. Word of Mouth  D. Magazine Advertising  G. Other (specify) ________________
   B. Newspaper Advertising  E. Radio Advertising
   C. Brochure

4. Did your training include advice on how to handle guest requests/complaints?
   A. Yes  B. No  C. Some  D. Not sure

5. Do you feel that you have received all the necessary training to perform your job well?
   A. Yes  B. No  C. Somewhat  D. Not sure

6. Do you feel that you have the proper equipment (tools) to do your job well?
   A. Yes  B. No  C. Somewhat  D. Not sure

7. In your opinion, do you think that the Brian Head Hotel is making every effort to maximize guest satisfaction?
   A. Yes  B. No  C. Somewhat  D. Not sure

8. Would you recommend the Brian Head Hotel to others for employment?
   A. Most Likely  B. Maybe  C. Not Likely  D. Not Sure

9. What is your marital status?
   A. Single  C. Widowed  D. Single, with children
   B. Married, no children  E. Married, children

10. What is your household income:
    A. Under $15,000  C. $20,000-$24,999  E. $30,000-$34,999
    B. $15,000-$19,999  D. $25,000-$29,999  F. $35,000 and above

11. What is your gender?
    A. Female  B. Male

12. What is your age?
    A. Under 25 years  E. 41-45 years
    B. 25-30 years  F. 46-50 years
    C. 31-35 years  G. 51-55 years
    D. 36-40 years  H. 56 and above

13. To what extent do you feel the hotel guests are satisfied with their stay at the Brian Head Hotel? Please indicate your feelings by marking the appropriate face.

14. The space below is for additional comments you may have concerning guest satisfaction and your employment at the Brian Head Hotel.

Thank you for your participation!

Please return your completed survey to Beverly Rihn on November 20th. If you are unable to do so, please give your completed survey to Therese Belanger as soon as possible.
APPENDIX H

RESPONSES TO GUEST QUESTION #2G

How did you learn about the Brian Head Hotel? (Circle all applicable)

G. Other (specify)

01 – day skiing at Brian Head
02 – brother/relative
03 – drove by, seeing it/stopped in, saw it while at Brian Head
04 – conference
05 – visit
06 – AAA book
07 – recoded to #3
08 – agent
09 – USRSA member
10 – NPS business meeting
11 – owner of unit
12 – Realis ???(039)
13 – did finish work
14 – relative works here
15 – phone book
16 – was here when it 1st opened
17 – friend
18 – Cedar City chamber of commerce
19 – 800 number
20 – billboard
21 – school ski club
22 – skidazzle
23 – parents/owner
24 – recoded to #3
25 – accommodation station
26 – ski chalet
27 – church group
28 – won package from family fitness, LV,NV
99 – marked with no data
RESPONSES TO GUEST QUESTION #9

What is your home zip code? (specify) ______________

ZIP CODE

99999 – NO ZIP CODE
00000 – FOREIGN
RESPONSES TO GUEST QUESTION #10D

Please describe the highest level of your education: D. Other (specify)

023 – M.S., D.D.S.
025 – B.S., MBA, J.D.
045 – Law
046 – Paramedic spec.
051 – Anesthetist PhD
073 – 4th grade
074 – 8th grade
081 – Jurisdoctorate
082 – M.D.
115 – Lawyer
136 – Elementary
137 – Some college
142 – MST
160 – RRT, ORT, MBA
RESPONSES TO GUEST QUESTION #12

The space below is for any additional comments you may have concerning your stay at the Brian Head Hotel.

001 - Room Service w/ small bar & appetizer menu, windows that open easier, & both jacuzzi's working

002 - Overall, a very pleasant visit each time, excellent value, especially for a group of 9–11 people

003 - The heating system is horrible, either freeze or burn-up. We went to restaurant for Thanksgiving Dinner at approx. 7 PM and all the rolls were already gone, they served us bagels for bread. Very disappointing. We had to wait forever for ketchup & mustard for burgers & fries for kids. Another waitress – not our own finally got them some. Chose to leave and eat breakfast somewhere else. Relaxed Atmosphere at the Hotel – Fireplace, most important in lobby and room, Real One! No Kleenex in room, no washcloths available – 4 people – only 2 cloths given even when we asked for some more – their was none. Needs a fireplace in lobby – REAL!

004 - A very pleasant experience!

005 - Great we will come back

006 - Too expensive for multiple nights, more reasonable to stay in Cedar City and drive to resort each day.

007 - My favorite hotel!

008 - The room was hard to get warm and the heater was very noisy. The choice was to be a cold and quiet or warm and noisy room. The food was just acceptable for flavor and not served as hot as I like it. (heat plates?)
009 – Should connect buildings together, better heaters that are not noisy

010 – You need a large public room with fireplace and view to sit, relax write, read. Maid services really superior.

011 – Pre-heat condo units better before guests arrive.

012 – Your rooms are too high, the cost to feed, room, and ski is very hard to make this a family outing.

013 – I was very disappointed with restaurant – no fireplace in room.

014 – I stayed at Brian Hotel on personal & business & occasionally entertain here. I was extremely displeased to learn upon arrival that a recently advertised package was not even available – this is poor business management on the part of the owner/director in my opinion. The excuse used as error in advertising doesn’t work – too many areas in Brian Head made same excuse for higher than advertised prices. Also initial maid service was not very good BUT the Hotel Manager corrected immediately as soon as she was notified. The staff, manager & treatment is what has kept us coming back in the past but now am looking at better prices & packages elsewhere.

015 – Service is always very slow for breakfast.

016 – We called 7 days in advance to our stay and would have liked to have liked to have adequate linens when we arrived at 8 PM. Room wasn’t ready when we arrived ie: not enough towels, sheets were not clean on foldout bed. Short 1 pillow and told "All the others are in rooms." It wasn’t until I suggested they went into an unoccupied room for a pillow. We sent our children to the desk after calling in to say we didn’t have sheets for our fold out bed. At that time they were told there were no more pillows. Seeing that we were short 1 pillow, my husband and I went back to the front desk and again told "the only pillows they had left were in the rooms". Seeing that we were...
RESPONSES TO GUEST QUESTION #12

2 people out of the 30 people registered in this large hotel, we couldn't understand why we were being inconvenienced. This was truly poor customer service. Comfortable beds and pleasant room decor, friendly customer service mostly in restaurant.

017 – Lovely, very friendly and cooperative

018 – Cover the jacuzzi!

019 – I am very pleased with all of the amenities Brian Head Hotel offers.


021 – Add indoor jacuzzi, fix wallpaper in bathroom. Why no fires allowed in fireplace?

022 – The overall service here is 5 star. The employees here were very friendly and helpful. The manager of your ski shop was particularly informative regarding what to do in the area. Judy Lynn gave excellent service in the restaurant each meal. The front desk staff was also helpful and excellent. We will refer friends here and also return ourselves! Restaurant muffins were delicious. Great view and fireplace. Bar/lounge a wonderful, relaxing bar with fireplace, couches – we loved it! Employees sitting at the bar last night were very loud (Tues, 12/1/92) (not the bartender). Friendly customer service – exceptional, we will remember the people more than the skiing!

023 – The service & quality of food is EXCELLENT at Brian Head. Unfortunately, I stayed at Copper Chase because I was told of the indoor pool & jacuzzi. I was not told it was in a different building. Also, why don’t you have a wood burning fire in the lounge, a gas burning fire in there is a joke. Overall I look forward to returning and staying at the hotel.
024 - Service is especially good in restaurant. Rooms nicely decorated. Good get away for us.

025 - Alot more entertainment

026 - It was hell getting to the place because of the storms, trucks had trouble. Could the shuttles run more often. Also the info about the lifts and locations was minimal. Overall nice place. I'll be back.

027 - Very friendly staff

028 - We came to the Brian Head Hotel to celebrate our fourth anniversary. Maybe next time we will plan to ski.

029 - Need greater variety in Restaurant's children's selections. Late check out or more flexibility in check out times desirable, staff very friendly and helpful, ski shop operator in hotel lobby very helpful.

030 - Heating and cooling in room need to be better regulated. Shower water temp is problem. needs to renovate rooms, decorations??????? (045), failed to clean room until 5:00 PM, ease of check-out not yet.

031 - Check in time could be earlier, check out the same

032 - Lighting in rooms is too dim

033 - Everything is over priced but that's the way it is at all ski resorts

034 - The room was extremely cold, took us all day and night to get warm

035 - The set up of the hotel could be better. Having an indoor/outdoor jacuzzi
036 – We came when you apparently are undergoing some changes so we are patient. Having the staff more informed would have helped new comers as ourselves. Overall it was a good stay. We needed more light in the rooms.

037 – Week-end and Holiday rates are too high for what you offer. No swimming or jacuzzi’s

038 – Rooms too dark

039 – Washer, dryer, ice machine are broken all too often. Need more hot water supply, spas need to be cleaner and hotter (104 degrees) and Restaurant should take reservations

040 – Restaurant dinner food and wine deplorable quality

041 – Maid didn’t empty trash – left no shampoo, lotion, bath mat or change the sheets. Floor was dirty in bathroom. Everything else was great!

042 – If you advertise kitchenettes, they should be fully stocked kitchenettes with silverware, plates, glasses, cups, cooking pans, etc. This is misrepresentation at its fullest. Your restaurant food is excellent, your service is slow and disorganized. Other than that everyone is very courteous and friendly.

043 – The Christmas Dinner was awful. The dressing was BLACK and should have never been allowed out of the kitchen. The mashed potatoes were one big chunk you had to cut them. (they were not edible) Our waiter was Kevin his service was excellent. I would suggest a new chef.

044 – We have been coming here since it first opened. We have ridden with the waves – the ups and downs. Need to cater to children more. Service in restaurant is consistently slow, though food has always been good. What happened to the pool?

045 – It is a good hotel
RESPONSES TO GUEST QUESTION #12

046 – There should be enough towel racks in each bathroom for the stated capacity of the room, the cupboards by the TV are useless, one cupboard should be used for hanging cloths, the other cupboard and shelves should be changed into drawers, the light bulbs should be higher wattage, there should be clothes hooks in the bathroom.

047 – Would like a **relaxing** place with fireplace to take children under 21 without loud music.

048 – Everyone in the staff and at the ski lifts including the instructors were **very** helpful and pleasant.

049 – Grammatical error on housekeeping card (see circled area), Poor/noisy heating system, made check—in a poor experience!

050 – Heat is very dry

051 – Room heater was noisy, noise from neighbors was a bit annoying at night. All in all we enjoyed a **wonderful** Christmas week here at Brian Head Hotel!

052 – More fun, cartoons, family fun, & movies

053 – The Brian Head Hotel is one of the best I have ever visited. There is easy access to the shuttle. I have had one of the best times of my life here at the Brian Head Hotel.

054 – Check—in was very difficult, made reservations 3 months with 2 other parties. Asked for rooms on the same floor. When we all arrived, we were told 2 would be on 3rd floor and 1 on the second. Employees at the front desk were very disinterested. No help at all. Very bad odor in the hallways on the second floor.

055 – All personnel **very** friendly and accommodating. Parlor rooms very nice, wish the hot tub was working when we were here but jacuzzi in room was great.
056 – improve the heaters in the rooms, TV's with remote control

057 – Be nice if it was somewhat cheaper!

058 – Our first night here, we were in our room watching TV, when someone knocked at the door. My husband opened the door, no one was there, but they left an empty non-alcohol bottle outside our door. A few minutes later, another knock on the door. We didn't bother answering the door. Who would do something so stupid and rude and sick? I'm not blaming the hotel, but some of the people that stay are not very nice. There are some good looking guys that work at the front desk.

059 – We enjoyed our stay immensely. People were extremely friendly and helpful. We'll be back soon.

060 – I believe the resort is over sold as having many activities which are actually not as they were presented for example entertainment, theater, arcade, jacuzzi.

061 – Very affordable vacation – looking forward to returning

062 – We had a wonderful time. The dining room was great! The kids enjoyed everything about the vacation.

063 – The heating system needs to be replaced with something more efficient. This type of wall heater gives the user very little control and comfort because the temperature is either too hot with it on or too cold otherwise. A comfortable temperature is impossible to attain during the night!

064 – The hotel staff were very friendly, professional and helpful. The waitress in the restaurant was also. The rooms were beautiful, nice extras. One point about the fireplaces, if in the rooms provide info on how to use, where to get wood etc. if fireplaces can't be used take them out! P.S. also clean the jacuzzi.
Much nicer than I expected, we had a wonderful time, all your staff were especially helpful.

Please advise your Reservation Staff about check-in time. We came at 2 PM and your check-in time is 3 PM. Also, advise of all the Services your Hotel offers. It would be a big help for first time customers!

Exceeded our expectations in most areas, shuttle service was excellent and we will plan to return in near future!

We were not at all happy with our accommodations. We were told we would have a full kitchen with all utensils (not so!). The hot water was very rare and almost never when we needed it. Maid service was sporadic. Hallway outside our room was always dirty. Electrical problems kept us waiting up till 11 PM our first night here. Falling light fixtures started our second day off terrible. We will definitely not stay here again! Also, bathroom towels smelled like vinegar!!

Was checked into the wrong room. Came back from skiing at 4:30 and the room was not cleaned. Had to wait about 30 minutes after calling the front desk. Next day came back from skiing and someone had opened our door and broke the lock. That took one hour to fix. Our window did not properly close and the wind howled through it.

Need indoor jacuzzi

The band on the evening of 1–2–93 was smoking! Fantastic Apres??? ski.

Everyone is so friendly and it is a pleasure to stay here. Thank you for everything.

Understaffed for volume of people at restaurant otherwise great
RESPONSES TO GUEST QUESTION #12

074 – Nothing at this hotel works, we stayed at a hotel instead of a condo for the benefits of which there were none. The washer, ice maker, jacuzzi and apparently water heater were not working. The response was "I'm sorry". We did not speak to any guest that were happy. Front desk service was atrocious. We will not be back and would never recommend this hotel to anyone.

075 – The shuttle service response needs to be improved. The ski lessons at the Brian Head Station need to be improved as far as young children are concerned.

076 – The temperature of shower water varies too much, one minute freezing, the next scalding. Hot tubs weren't working, a disappointment. Most staff very friendly especially the front desk folks, some staff however don't seem to understand customer service... they were abrupt/surly, ie one shuttle driver.

077 – We had alot of trouble with NO HOT WATER. Our reservation was all wrong but finally after 5 we got a room. I wish you had a few dishes and something to cook in. We also wish that the armimg huts at the ski loft would stay open later for hot chocolate after skiing. Everyone was so helpful and nice. We will be back next year again. Please fix the hot water.

078 – Waitress service excellent, however misinformation regarding reservations for dinner extremely unorganized – noticed turning away people while empty tables – confusion regarding reservations/ no reservations. New Year at bar a joke. Only 1 waitress to handle overload of people – high cover charge with NO service. This was our 2nd visit here and our 2nd bad experience with restaurant.

079 – Need more underground parking. It seems that BHH employees used most of the available space. I had to dig my car out of 4 feet of snow. Not fun! Jacuzzi did not work, so no post ski relaxation. Confusing instructions on shuttle service, not all employees gave same info. Some with info on getting ice.
Maid service was very poor. Room not cleaned one day, another was done after 5 PM.

080 - The staff was inadequate to handle the holiday crowd. The maid service was terrible! It was very disconcerting to return to a dirty room after being on the slopes all day. After finally getting it cleaned at 5:30 PM, no clean towels were left. INEXCUSABLE. The jacuzzi was inoperable, jacuzzi's are important to us after skiing. The underground parking is woefully inadequate. We will not return. I don't feel that you provide what you advertise. You say "daily maid service" and it was hit and miss. You say "jacuzzi" NOT. You say "lift ticket purchases" and I had very bad luck buying lift tickets here.

081 - My only complaint was weather and I realize that this is beyond your excellent service. Anna, our room attendant was wonderful as was everyone in the Hotel and on the Mountain. See ya all in April.

082 - The stay was nice

083 - Maid service never came, we emptied own trash cans and had to go get towels. Check-in was late, we had to wait after a 7 hour drive. We were told we would have a fireplace, the one in the room didn't work. Bathtub leaked, we had to sop up mess with towels. The came and fixed the tub, but no one took away the soggy towels. Room smelled like ammonia when we checked in, had to air out room for an hour. Heater in room only heated part of room directly in front of heater, other half was freezing! Someone checked our room to someone else a man with a key walked right in! Cupboard door in bathroom fell off hinges.

084 - Fun place

085 - Rooms are nicely appointed. Why not provide list of TV stations, channels, etc. Cob webs in room, check lint in exhaust
fan in bathroom. One light fixture lacks a bulb. Bed and table lights should be 60 – 100 watts for reading (they are 40 watt)!

086 – Friendly place

087 – Label buildings for easier findings. Had a bit of trouble.

088 – Some of the staff seemed as if they were too distracted to even answer simple questions – except those at the restaurant who were extremely nice. Also, we had several important messages that were not given to us until we personally asked if there were any. In the room, it was either too hot or too cold but other than that it was comfortable.

089 – Our family arrived here at 12:40. We were informed that our room wouldn't be ready till 3. At 3 we were told our room would be ready in 20 minutes. At 4 we were told we must wait 10 more minutes. At 4:30 room still wasn't ready. We were offered coffee. We got our room at 4:45. We received one key and 72 hours later we are still waiting for a second key. Your room heaters are too noisy. We have a cooking unit with no utensils. The room is dark and dreary. Our sink leaks. The jacuzzi is a frightening experience. Our drapes don’t close, there's no remote to the TV (there is no clock or radio) All in all it's better than Motel 6. The sheets and napkins (napkins at the restaurant) were dirty.

090 – I think they should have told us that there was a stove, microwave, and fridge in the room. Also that there were some pots and dishes in the cupboards when we had called to make reservations. But other than that everything was great and everyone was very friendly. Keep up the good work!

091 – Service at hotel restaurant, one night way too slow – 2nd night much better. Ran out of hot water in building 3. 2 queen bed room not enough drawer space for 2 adult and 2 children ski clothes, etc. Rooms should have spot for skies, poles, boots, etc. – or have ski room in each building. Shuttle slow to respond
off hours, off site, took 30 minutes to go to Big O's.

092 - The buildings are poorly marked on the outside. There is not enough indoor parking. The shuttle service to the ski lifts is great, the shuttle service for neighboring restaurants is atrocious. We waited over an hour after calling for a ride. We had to call 5 times before a shuttle came. Our dinner service and food was SO BAD the manager picked up the tab. The baked potatoes were raw (one was rotten) they ran out of ranch salad dressing and french rolls, the soups were greasy, the meat over-cooked and everything was cold. The service was s-l-o-w! Encourage recycling. Access to restaurants sucks! Availability of lift tickets at Hotel which is five.

093 - Poor Service, no hangers in room and when we called 2 times to get some delivered, none were forthcoming. Maid service did not come on December 27th until we called 3 times and then (at 5:30 PM) only brought towels and emptied trash. Room Quality, Bath tub leaked out of wall when jets were turned on, fold out sofa was broken, hide away deb never came.

094 - Randy (Ski Instructor) and Bill (Ski Shop) were especially friendly and helpful.

095 - Spruce up the outside decor – to dark... make it cheery!

096 - This is a very nice Hotel

097 - When first arrived they showed that our reservation was canceled which worried me since we had driven so far. Then they found it! Whatever, we were given a room and found EVERYONE to be nice, friendly and quite helpful.

098 - Not honest about the status of the spas (not working and outside)! "Game" room insufficient (only two games) – important for kids. Maid service very late continually. There were no advanced areas close to the hotel due to Chair closure. Also, the weather (not your fault) was terrible, and the shuttle
RESPONSES TO GUEST QUESTION #12

099 - USED FOR NO DATA

100 - Hot water should stay one temp and should be able to rent some kitchen utilities.

101 - We stayed in a 3 bedroom (2 families). We were disappointed in the closet space, eating and kitchen area were too small. Personnel friendly and cheerful.

102 - The response about maid service refers to the late hour in which they came to refresh our room. We had already skied all day and had returned to freshen up for dinner. They had not yet come and when they did we must asked for towels.

103 - Would like a lower price room for economy trips. Would like to tour some of your condos for sale.

104 - Heater in room very loud, ran all night. Entrance steps not clean very icy.

105 - I can't believe all of the run-around here! But it was basically satisfying!

106 - Too cold in the restaurants

107 - Room decor excellent physical enviro beat on! Reservations was not clear on check-in procedure. "We are out of the item!" Quote in Restaurant service in general was fair! Van drivers 2/3 were friendly and provided info, 1/3 was non-helpful and unfriendly. The heat in the room is cold.

108 - At breakfast – coffee should be served when seated – I have been here twice and had the same problem. Also a refill is hard to obtain. It was 5 PM before we received maid service the first
RESPONSES TO GUEST QUESTION #12

day. The 2nd day, no glasses or cups were left in the room. I called the front desk and requested some and they were to send them right away, but they were never sent. Sometimes the little things turn you off when you are paying $140 per day.

109 – Hot tub more accessible and enclosed

110 – Guests were al little noisy.

111 – Would like to see a child's menu in the restaurant.

112 – The hotel is great, love the atmosphere. The next comment is beyond the hotel's control, but the mountain needs, or snowcat off trail skiing.

113 – The hotel was great, the other guests were not, one gentleman was bringing his passed out girlfriend up stairs asked my son to open room, he was to drunk. Then the rest of their group banged on door all night to get in because they didn't have keys and couldn't get in. Last night large group right next door screaming banging on walls! You need a section that is just for families! If your floor is not busy only few people at hotel DON'T put them together because one suggestion sleeping was impossible in this hotel either night because of people partying - no respect for others.

114 – The service was excellent, the people were friendly.

115 – Everything was very nice. I would like to see a package deal for weekend visitors.

116 – ONLY CRITICISM We have is about the toilet in our room 1209. It doesn't flush well at all and it's been a consistent problem since 1990. We wonder if it will ever be fixed. It's quite annoying. Other than that everything was fine.

117 – The Hotel was not prepared for package deals. They seemed untrained.
RESPONSES TO GUEST QUESTION #12

118 - Friendliest people – excellent service!

119 - Most disappointed that a quality hotel has the elevator unusable for 3 consecutive days.

120 - We asked where to get the lift tickets and what time the shuttle leaves. We sat for 25 minutes in the front of the Hotel because your front desk didn’t say oh you’ll pick it up in the back.

121 - Brian Head Hotel charges 1st class prices for 4th class accommodations. They should be ashamed.

122 - Would like the fireplace to work & a remote for TV

123 - Would have been nice if kitchens had towels, soap, etc.

124 - Excellent service from Barbara Foster in setting up a group. Overall, the group was happy! See you next trip! Problem Drippy kitchen faucet in Room 3316

125 - Room 1316, everyone was really friendly, esp. the shuttle drivers. Also, we had some difficulty cooling the room down. The 2nd night here we had the heaters turned off all night, didn’t use anything but sheets and were still hot. Still it is better than being cold!

126 - Aside from our bill being wrong, we had a great stay

127 - We had a wonderful stay, I plan on coming back

128 - Why have fireplaces that don’t work, why show model rooms with things like 2 tv’s microwaves & stoves, without providing them in the room that is actually rented, poor lighting in bedroom, jacuzzi tub does not work properly, no coffee in rooms, inferior fold out bed w/no blankets, phone in bedroom only, no TV guide, not worth price and I have been many places.
Everyone at the hotel and ski resort was very friendly, outgoing and polite. If we were to return to Brian Head we would most likely stay here again.

When reservations were made we were told our accommodation were ski in/out - we used our car as the walk was much too long in ski boots and with 4 children. The elevator was broke when we arrived, so we were forced after along drive here to carry boots, poles, skies & luggage up 2 flights of stairs. We stayed 4 nights 5 days and the elevator was never fixed. The lighting in the room was very dim. I hurt my knee my second day here (pulled a ligament) & had to be carried up 2 flights of stairs where I remained in my dimly lit room for the last 2 days. The shower had a mind of its own & sprayed scalding or freezing water. On the good side, the restaurant food & service was excellent and the maid service great. Jacuzzi should be indoors, we were very disappointed to find it outside surrounded by snow drifts.

Rooms should have another lock up high enough so children can't reach. My two year old was able to unlock & open door!

Great Place

Jacuzzi is in out building

Room was strong smelling with both stale cigarette and spray cover-up odor. Drapes are broken. Water wouldn't get hot enough to be able to use jacuzzi. Room layout is out nicely and decorated well. Trying to get an ATT operator was impossible and very irritating. Front desk was no help with this problem.

We chose this hotel rather than condos in order to have the convenience of restaurants, shops, lounge, etc. within the building, rather than going outside. We are not skiers and came only to enjoy the snow and to snowmobile. We were assigned a room already occupied!
136 – These are not complaints about the hotel just things that might make it more convenient for customers, no remote control in room, no ice machine in building besides at restaurant, no writing utensils except for this dull one.

137 – Jacuzzi was inoperable and dirty, weight room marginal – fireplace unusable, no hangers in room (none delivered when asked for) very noisy!!! jacuzzi tubs & guests partying in the halls! ALL NIGHT!

138 – No Coors or Coors Light

139 – Need better lightening in rooms
APPENDIX I
RESPONSES TO EMPLOYEE QUESTION #2

What is your current position at Brian Head Hotel? (specify)

01 - maintenance
02 - cashier
03 - reservations
04 - audition
05 - sales & marketing
06 - front desk
07 - food server
08 - waitress/waiter
09 - housekeeping
10 - cook
11 - director of entertainment
12 - custodian
13 - administrative assistant
14 - club manager
99 - no data
RESPONSES TO EMPLOYEE QUESTION #3F

How did you learn about employment opportunities at the Hotel? (Circle all applicable) F. Other (specify)

00 – none
01 – yearly bicycling event
02 – job service
03 – friend
04 – been here and wanted to be a part of this wonderful place
05 – brother
06 – walked in
The space below is for additional comments you may have concerning guest satisfaction and your employment at the Brian Head Hotel.

01 – I realize budget constraints dictate all decisions regarding making our resort the "Luxury" accommodations which we advertise. I think we have a long way to go to meet most peoples "Luxury" standards. Until we reach the "Luxury" level we will not reach our goal of complete customer or employee satisfaction.

02 – All the customers are happy campers when they leave. I like my job alot!

03 – I think the majority of guests staying here are satisfied. The employees are very friendly and easy to work with.

04 – Every guest I have talked to have been very satisfied with their experience here.

05 – The Hotel is a beautiful and very welcoming place to be apart of – as in any Resort area – you have slow times – however I truly believe that in the future we will become more consistent in year round activities. It is a pleasure to work here and for and with all who are part of this place.

06 – No comment

07 – Should have an ATM machine for tourists and guests.

08 – When I first started to work here, I had no training at all. Then we had new management and things started to change around here.

09 – I have experienced the feeling of common goal, both in making the customer happy and the employees. I feel as season gets into full swing, the hotel will maximize it's potential.
10 – This is the best crew I've seen in 4 seasons. Experienced management personnel will make a difference this season. Some training is now happening which should help the younger, less experienced hires. Most people and I really appreciate our setting and our jobs. It's nice to contribute and know you are making a difference.

11 – I enjoy the job, co-workers and atmosphere.

12 – I have heard many good comments from guests here. I strongly feel that this hotel has a lot of positive goals it has set for itself. With some positive effort put forth in my department it could be a very smooth operation. In everything there is always room for improvement, but overall Brian Head is a good place to work.

13 – Guests should be treated good to the best of our ability and as for employment, it's very hard work for no money! I'm under paid! Other than that it's OK!

14 – Brian Head staff and workers have a great deal of respect for visitors and try and make them feel at home. I've heard a lot of good comments, while serving people, of how well the service, people and Hotel is. I have not once (except witch from hell – tour guide) heard a negative thing or comment. That's why I enjoy it here so much.

15 – #7 this effort has increased markedly in the past 2–3 months.

16 – Guest satisfaction is getting better all the time!

17 – Maybe increased communication and adequate personnel can solve many of the perceived problems.

18 – I feel that things will really be better once we open for sure. For the employees a little travel time pay or some kind of help.

99 – no data