**PLACE IN RETURN BOX** to remove this checkout from your record.
**TO AVOID FINES** return on or before date due.
**MAY BE RECALLED** with earlier due date if requested.

| DATE DUE | DATE DUE | DATE DUE |
|----------|----------|----------|
| SEP 1 8 2002 |  | FEB 2 5 2005 |
|  |  | 1 4 0 |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  | . |
|  |  |  |

RESORT MARKETING TO THE MEMBERS OF THE BABY BOOM
GENERATION:  HOW TO ATTRACT AND RETAIN THIS AFFLUENT MARKET

By

Misty Marie Johanson

A DISSERTATION

Submitted to
Michigan State University
in partial fulfillment of the requirements
for the degree of

DOCTOR OF PHILOSOPHY

Department of Park, Recreation, and Tourism Resources

2000

market

indus

servi

indic

the

membe

resort

resort

captur

market

evalu

of the

T

will

within

planni

of th

# ABSTRACT

## RESORT MARKETING TO THE MEMBERS OF THE BABY BOOM GENERATION: HOW TO ATTRACT AND RETAIN THIS AFFLUENT MARKET

By

Misty Marie Johanson

The resort industry has increased in complexity as market demands for products and services have changed. The industry is witnessing increasing competition for high service quality and customer retention. Research has indicated that the baby boomer will be the salvation for the resort industry. Between roughly 2000 and 2020 the members of the baby boom generation will dominate the resort market. It therefore becomes the challenge for resort developers, managers and marketing executives to capture the distinctive patronage of the aging boomer market for future leisure travel. This study provides an evaluation of the resort industry focused towards the era of the baby boomers.

The goal of this study was to determine factors that will significantly influence boomer's vacation experiences within resorts, and to decipher whether or not resorts are planning to market amenities suitable to meet the demands of their boomer market. The 'Resort Soft Amenity' (RSA)

basi

resu

Cros

betw

with

hypo

resor

varia

Servi

the

trave

the

attem

that

impor

not.

discu

assis

afflu

instrument was employed to measure and determine future resort travel characteristics.

Descriptive statistics were conducted to examine the basic integrity of both scales and data sets. Providing results indicating both reliable and valid instruments. Cross tabulations were conducted to explore the interaction between variables. Lastly a principal components analysis with a varimax rotation was used to test the stated hypotheses.

The factor analysis was successful in identifying 8 resort amenity scales accounting for over 50 percent of the variance relating to boomer vacation expectations. 'Guest Service and Resort Operating Effectiveness' was rated as the most important vacation amenity for future resort travel. However, the study was successful in discovering the shortcomings in resorts' marketing efforts in their attempts to capture the boomer market. Several amenities that the members of the boomer generation deemed as important or even crucial for future travel, resorts did not. Various human resource and marketing issues are discussed and recommendations are made in an effort to assist resort managers in successfully capturing the affluent boomer market.

Dedicated to my family

..e

dis

prc

enc

sup

Dan

the

both

the

will

givi

# ACKNOWLEDGEMENTS

I wish to acknowledge the individuals who have made the completion of this dissertation a reality. My dissertation advisor, and dear friend, Dr. Robert Woods has provided me with the motivation, direction and encouragement during this three-year process. For his support and guidance I am forever grateful.

The members of my committee, Drs. Donald Holecek, Daniel Spencer and Michael Sciarini, deserve praise for their patience, understanding, and invaluable suggestions both personal and professional.

And lastly, but certainly not least, to the Dean of the TIM School at the University of Hawaii, Chuck Gee, I will always be grateful to him for believing in me, and giving me the opportunity to advance in our field.

chap

purp

defi

made

rese

on i

discu

deve

Chap

itse

hypo

rele

gene

test,

resu

a di

a  s

rese

# PREFACE

The study is divided into five chapters. The first chapter contains an introduction, problem statement, purpose of study, study objectives, importance of study, definitions of terms relevant to the study, and assumptions made in the study. The second chapter contains a review of research that has been conducted on the baby boom market, on industry trends, on resort market research, as well as a discussion of vacation research - which led to the development of the survey instrument used in this study. Chapter two also contains a section on how this study lends itself to further the research in the field. Research hypotheses are presented at the end of chapter two.

The third chapter includes a discussion of all relevant methods and procedures used in the pretest and the general study. It also contains an evaluation of the pretests results. Chapter four discuses general survey results, results of hypotheses and sub-problem testing, and a discussion of the results. Lastly, chapter five contains a summary, limitations, and recommendations for future research.

IS
IS
EY

ha

Chap

Chap

# TABLE OF CONTENTS

# Chapter IV. Data Analysis

# Chapter V.   Conclusions

# APPENDICES

# LIST OF TABLES

# LIST OF FIGURES

RSA

AHMA

PCA

SMC

KMO

# KEY TO ABBREVIATIONS

RSA         Resort Soft Amenity

AHMA        American Hotel/Motel Association

PCA         Principal Components Analysis

SMC         Squared Multiple Regression

KMO         Kaiser-Meyer-Olkin

In 195

previous ye

past   ten

offering  a

travelers

golf,  and

resorts  in

2195 resort

all lodgin

roughly 12.

(Smith Trav

that  this

Whelihan 19

this  overs

unique   and

future leisu

Althoug

travelers,

the  vacatic

---

Based on 3.

# CHAPTER I

## Introduction

In 1998, there was more travel in the U.S. than in any previous year (Travel Industry Association 1999). Over the past ten years, the resort industry expanded rapidly, offering an ample supply to meet the growing demand of travelers (Chon and Singh 1995). Today - spa, beach, ski, golf, and tennis, are just a few of the many types of resorts in the lodging industry (Gee 1988). Approximately 2195 resort hotels exist in the U.S., representing 6.1% of all lodging properties. In addition, resorts account for roughly 12.2% of all U.S lodging rooms, or, 450,494 rooms[1] (Smith Travel Research 1999). Some researchers have noted that this is an oversupply of resort hotels (Chon and Whelihan 1992; Trends 1996). The enhanced competition from this oversupply is forcing resort managers to develop unique and aggressive marketing strategies to capture future leisure markets.

Although resorts attract various types of business travelers, the prime target group of resorts has long been the vacation market, (Gee 1988) (refer to Figure 1.1).

---

[1]Based on 3.7 million rooms and 35,750 properties

Peter Yes

agrees, no

prosperity

align yours

business a

from" (199

8 out of 10

as 75 miles

which, 92%

vacation (W

Figure

Industr

The      r

competition

retention.  O

Peter Yesawich, CEO of Yesawich, Pepperdine and Brown, agrees, noting that: "If you wanted to chart a course for prosperity into the third millennium you would clearly align yourself more in the leisure arena than you would the business arena… because that is where the demand is coming from" (1999; 55). According to the National Travel Monitor, 8 out of 10 adults took a qualifying trip in 1998, (defined as 75 miles from home using over night accommodations) of which, 92% stated that the purpose of the trip was for a vacation (Withiam 1997).



**Resort Hotels Market Mix**

Conference 12%
Covention 17%
Other 3%
Business 12%
Tourists 56%

Figure 1.1 *Source: PKF, Trends in the Hotel Industry, USA Edition, 1997.*

The resort industry has witnessed increasing competition for high service quality and customer retention. Offering services and amenities the consumer

deems

resorts

of the

not as

single

resorts"

to compe

services

what can

suggested

the custo

key in sus

Howev

Americans

(Loverseed

1982). Inci

new    and

(Yankelovic

distinctive

travel is cr

to redirect

the baby boo

Goodman 1995

popularity of

deems necessary has become vital to the survival of resorts. Verhoven and Masterson stated: "An understanding of the consumer's perspective of the vacation experience is not as well known and yet this factor may represent the single most important one to the continued success of resorts" (1995; 39). They argued that in order for resorts to compete, managers will need to consider what vacation services are most important for a satisfying vacation, and what can they can do to improve vacation quality. They suggested that identifying and understanding the demands of the customer is not only critical to attracting them, but key in sustaining customer loyalty.

However, the mood of the country is changing; Americans have altered their views of vacationing (Loverseed 1993; Yesawich 1999; Miller 1999; and Gottlieb 1982). Increasingly, adults in this country want something new and different from their vacation experience (Yankelovich 1982). It is suggested that capturing the distinctive patronage of the boomers for future potential travel is crucial. This ultimately requires resort managers to redirect marketing techniques targeted at the demands of the baby boom generation (Michalski 1989; Koss 1996; and Goodman 1995). It will not only be the key to the popularity of resorts in the future, but essential to their

economic

1988; Cho

and Singl

In effect

rules of

provides

focused t

The

- 1964 ar

boom gene

is broken

'early' a

well-educa

who are o

U.S. hist

eighty-eig

influenced

generation

are respo

90's: In

want to ne

economic survival (Levine 1989; Forest 1988; Kovaleach 1988; Chon and Whelihan 1992; Whelihan and Chon 1991; Chon and Singh 1995; Shaw 1989; Shaw 1990; and Hemmeter 1987). In effect, the boomers have been said to be, "rewriting the rules of travel marketing" (Yesawich 1999; 56). This study provides the first evaluation of the resort industry focused towards the era of the baby boomers.

The 76.5 million people born in the U.S. between 1946 – 1964 are classified by the U.S. Census Bureau as the baby boom generation. In Table 1.1 the boomer generational group is broken down into two distinctive sub-groups known as the 'early' and 'late' baby boomers. Many of the boomers are well-educated, demanding, sophisticated, wealthy consumers who are characterized as the best traveled generation in U.S. history (Goodman 1989). This group has influenced eighty-eight percent of all U.S. travel business, and has influenced the resort industry more than any other generational group (Goodman 1997). In addition, the boomers are responsible for, "the consumer montage of the late 90's: In me I trust. I want it my way. Not the way you want to necessarily serve it" (Yesawich 1999; 51).

S

c

l

w

t

p

t

o

o

r

n

| | | Table 1.1 | | |
| :--- | :--- | :--- | :--- | :--- |
| | The Boomer Generational Group | | | |
| Group | Born | Dominant Decade | Age in 2000 | % of Pop. In 2000 |
| Early Baby Boomers | 1946-1954 | The 60's | 46-54 | 18% |
| Late Baby Boomers | 1955-1964 | The 70's | 36-45 | 21% |

Source: Discover America 2000 Report 1996

Between roughly 2000 and 2020 the baby boomers will continue to dominate the resort industry. (Chon and Singh 1995; and Goodman 1989). Customize will become the buzz word for the third millennium resulting in a strong trend toward personalization, "If ever there was a business where personalization can reign, it is the business of delivering travel and vacation experiences" (Yesawich 1999; 52).

This study will provide results indicating that in order to attract and retain this large and affluent group of individuals for the next two decades, resorts need to reposition, revitalize and remarket themselves to meet the needs of the boomers.

What

tomorrow?

and amen

generatic

Is t

of the

determine

acting up

and reque

of mature

The

consumer

While the

number of

understand

to market

understand

identifyin

the baby b

## PROBLEM STATEMENT

What are the demands of the changing resort market of tomorrow? This study is designed to determine the services and amenities requested by the members of the baby boom generation for future resort travel.

Is the resort industry effectively meeting the demands of the changing market of tomorrow? This study will determine whether the resort industry is recognizing and acting upon the inevitable fact that the boomers are aging and requesting different services and amenities than that of mature markets in the past.

## PURPOSE OF STUDY

The resort industry has increased in complexity as consumer demands for products and services have changed. While the industry itself has increased in quantity and the number of attributes it offers, success will lie in its understanding of what boomers want, not what the resort has to market. This study will assist resort managers in understanding what these needs of boomers are, as well as, identifying marketing strategies to target the members of the baby boom generation.

Speci

following

1)

2)

3)

4)

5)

Resul

educators,

study is

educators

efforts of

of the ba

boomer mar

# STUDY OBJECTIVES

Specifically this study was designed to address the following objectives:

1) define and discuss baby boomers changing lifestyles, demographics and social trends,

2) define and discuss resort marketing challenges,

3) identify, rank, and classify resort services and amenities valued by the baby boomers,

4) identify, rank, and classify resort services and amenities perceived by managers as being marketable to the boomers,

5) offer recommendations to assist resort managers with their future marketing efforts.

# IMPORTANCE OF STUDY

Results of this study are important to researchers and educators, boomers, as well as to resort managers. The study is important because it provides researchers and educators with quantitative information on the marketing efforts of resorts and the service and amenity expectations of the baby boomers. Secondly, the study provides the boomer market with the assurance that their demands about

service

Third,

marketin

service

traveler

about wh

how to

boomer ma


Defi

are provi

1) Baby

betwe

Burea

2) Early

betwe

Burea

3) Future

the fu

purpos

dominar

2020.

service and amenity expectations are being evaluated. Third, the study points out the shortcomings in the marketing efforts of the resort industry in capturing the service and amenity expectations of this group of potential travelers. Finally, the study advances recommendations about which services and amenities resorts should offer and how to market them in order to succeed in capturing the boomer market.

## DEFINITIONS OF TERMS RELEVANT TO THE STUDY

Definitions of selected key terms used in the report are provided below:

1)  Baby Boomer - The generational group born in the U.S. between 1946 - 1964 (as defined by the U.S. Census Bureau 1999).

2)  Early Boomer - The generational group born in the U.S. between 1946 - 1954 (as defined by the U.S. Census Bureau 1999 and Discover America 2000 Report 1996).

3)  Future - -n. the time to come; all that is to happen; the future tense (as defined by Webster 1998). For the purpose of this study "future" refers to the boomers dominant period within the resort industry, 2000 to 2020.

4) Late

   U.S.

   Cens

   1996

5) Major

   conta

   major

   defin

6) Reso

   vacat

   serv

   prope

   Educa

   Hospi

7) Soft

   direc

   ameni

   inclu

   the

   incre

   defin

4)   Late Boomer - The sub-generational group born in the U.S. between 1955 - 1964 (as defined by the U.S. Census Bureau 1999, and Discover America 2000 Report 1996).

5)   Major Resort - A commercial lodging facility that contains at least 30 guest rooms and also provides major recreation opportunities on its premises (as defined in Recreation in Michigan, 1996).

6)   Resort Hotel - A hotel, usually located in a desirable vacation spot, that offers fine dining, exceptional service, activities unavailable at most other properties, and many amenities (as defined by the Educational Institute of the AHMA, in Glossary of Hospitality Terms, 1998).

7)   Soft Amenity - Those aspects of resort management not directly related to accommodations or facilities (hard amenities). The term has been operationalized to include services, activities or programs that enhance the enjoyment of a resort vacation through either increased participation or improved relaxation (as defined by Verhoven and Masterson 1995).

A r

defining

definiti

contain

establis

Although

definiti

the part

defining.

As a

studies,

resorts i

number of

of this

classifie

resorts f

shares an

industry,

this stud

forth in

- calculat

Travel Indu

## ASSUMPTIONS

A major obstacle of this study was the process of defining the term "resort". Too many interpretations of the definition of resorts exist in our field. Most definitions contain the notion that a resort is, a lodging establishment which contains a major recreational facility. Although this term is consistently used, the section of the definition that states, "major recreational facility", is the part where the problem lies and requires further defining.

As a result of such a broad definition, many reports, studies, and publications produce different statistics on resorts in the U.S. This is especially true concerning the number of resort rooms and establishments. For the purpose of this study those segments that Smith Travel Research classifies under "resorts", were the segments assumed to be resorts for this study. This eliminates casinos, time-shares and the interval vacation segment of the lodging industry, from the definitions and calculations used in this study. These criteria are the same standards set forth in *Lodging Industry Profile* (1998), published by AHMA - calculated in conjunction with Smith Travel Research, the Travel Industry Association of America (in association with

the Tour

Departmen

Industries

the Tourism Works for America Council) and the U.S
Department of Commerce's Office of Tourism
Industries/International Trade Administration.

Despi

research

this chap

the  lite

Additiona

applicabl

implicati

Thre

lifestyl

were unc

chapter.

identif

evaluat

time,  s

travel

researc

data  f

In  sec

assess

# CHAPTER II

## Review of Related Literature

### INTRODUCTION

Despite its importance, virtually no empirical research has been conducted on resort boomer marketing. In this chapter however, key publications which have shaped the literature on the subject area are discussed. Additionally, the strengths and weaknesses of past applicable research are analyzed, along with their implications for resort vacationing.

Through an extensive review of relevant literature, lifestyles and demographics of the baby boom generation were uncovered, and presented in the first section of this chapter. In the second section, studies on trends that have identified changes in our society among the boomers are evaluated. These trends include: the perception of leisure time, spendable money and income, shifting priorities, and travel habits. In the third section, resort marketing research is reviewed. This review attempts to summarize data from the limited number of studies completed to date. In section four, vacation research relevant to the study is assessed. In the final section of this chapter, boomer

market de

linked to

in this s

In t
the boomo
country a
of the
details
segment

Mit
marketer

                    into
                    attr
                    curr
                    the
                    con
                    are
                    is
                    foo

market demands and marketing of the resort industry are
linked to form hypotheses and sub-problems that were tested
in this study.


## BOOMER MARKET RESEARCH


In this section, studies addressing the aging issue of
the boomers as it affects resort vacationing in this
country are acknowledged.  A look at the projected growth
of the U.S. population between 2000 and 2020 discloses
details of the changing demographics of this aging market
segment (refer to Table 2.1).

Mitchell (1996; 1) offered the following comment to
marketers;


> "Some businesses are hoping that boomers will 'age
> into' their parents' values and opinions so they can
> attract the group as a mature market without changing
> current senior-oriented strategies.  Others hope that
> the successful youth-oriented formula of the past will
> continue to work for aging boomers.  Both approaches
> are too simplistic, of course, because the generation
> is neither frozen in time nor marching in its parents'
> footsteps."

**Table 2.1**
**Population Estimates 2000 to 2020**
**Boomer Generation broken down between "early" and "late"**
**(numbers in thousands)**

| Age Groups | 2001 | 2005 | 2010 | 2015 | 2020 |
|---|---|---|---|---|---|
| 25 – 34 | 36,758 | 36,306 | 38,292 | 41,084 | 42,934 |
| 36 – 45 | 44,401 | 42,165 | 38,521 | 37,598 | 39,611 |
| 46 – 54 | 38,494 | 41,506 | 43,564 | 41,196 | 37,739 |
| 55 – 64 | 24,498 | 29,605 | 35,283 | 39,640 | 41,714 |
| 65 and over | 34,920 | 36,165 | 39,409 | 44,567 | 46,760 |
| Mean age | 36.6 | 37.2 | 37.8 | 38.4 | 39.0 |

*Source: U.S. Census Bureau 1999*

According to Goodman (1994) the resort industry is not going to experience fluctuations among its market over the next twenty years. Instead, boomers are likely to remain the predominant market. Interestingly, the boomer market is comprised of a variety of unique lifestyles as a result of changing values. For example, the U.S. Census Bureau statistics revealed that more boomer women work now than have women from any other generation. This has resulted in an abundance of high earning dual-income families (1999). Boomers are also one of the most highly educated generational groups the industry has ever experienced.

Eighty-fi

least a

bachelors

advanced

revolutio

(1996) ir

boomer ge

result th

(1987) pr

this ger

attitudes

independe

Iwamuro

their li

power.

Seve

Greenberg

pertainir

identify

important

tomorrow

reflectir

any other

1989).

Eighty-five percent of all boomers in the U.S. have at least a high school degree, while 25% have obtained a bachelors degree or higher (U.S Census Bureau 1999). The advanced educational level boomers have achieved will revolutionize the marketplace (Russell 1987). Mitchell (1996) indicated that the divorce rate is higher within the boomer generation than for any earlier generation, and as a result the makeup of the boomer household is small. Russell (1987) provided information on the attitude and behavior of this generation group. She evoked that they possess attitudes that are extremely individualistic, producing independent and self-indulged boomers. Furthermore, Iwamuro (1993) inferred that boomers are at a stage in their lives where people typically have the most spending power.

Several studies (Ananth, et al. 1992; Lumpkin, Greenberg, and Goldstucker, 1985; Wuest et al. 1996) pertaining specifically to the industry have attempted to identify service, program or facility attributes that are important to the 'mature' traveler. However, the *boomer* of tomorrow will demand different services and amenities, reflecting their unique lifestyles and demographics, than any other mature market seen before by the industry (Shaw 1989). This will result in a need for resorts to offer

different

service,

have been

Russell (

    "Ra
    will
    next
    thres
    and o
    "matu
    conce
    fade
    boom.

    >Pas

evidence

opportun

identif

essenti

strateg

    i
impor

signi

that

and

different amenities, provide a different style of customer service, and market to the boomers in different ways than have been employed to attract mature markets in the past. Russell (1987; 4) suggested;

> "Rather than join the mature market, boomers will create a new vibrant midlife marketplace over the next few decades. As they do so, they will push the threshold of the traditional "mature" market into older and older age groups. Consequently, the very idea of a "mature" market will age with the older people the concept currently defines. Ultimately, the idea will fade away with the generations that precede the baby boom."

XPast research addressing the boomer market provides evidence that the boomers will create immense business opportunities for the resort industry. This literature identified the demographic and lifestyle characteristics essential to creating efficient future marketing strategies.

## TRENDS ANALYSIS RESEARCH

Discussed in this section are studies addressing important trends influencing resort vacationing. One significant trend that is reshaping the resort industry is that of the boomer's perception and use of *time*.

Withiam (1997) addressed the issue of time pressure and suggested that Americans are burdened by the fact that

they just

agreeing

value of

Travel M

if they

willing t

In essenc

just aff

today.

today is

denominat

This will

impact th

"time pov

it has re

level of

(Yesawich

Money

resort ind

2000 and

history (G

1996, depi

generationa

they just don't have enough time. Godbey (1993) concurred, agreeing that Americans feel rushed and have a perceived value of less available time. In addition, the National Travel Monitor (1998) revealed that, 56% of adults feel as if they just don't have enough *vacation* time, and 38% were willing to trade an increase in pay for more vacation time. In essence, "Time is the currency of greatest value to not just affluent Americans but practically all Americans today. The currency of greatest value to your customers today is not denominated in dollars and cents, but it is denominated in minutes and hours" (Yesawich 1999; 49). This will influence the way resorts do business and will impact the way boomers perceive quality. The concept of "time poverty" has done two things for the travel business, it has redefined the way people travel and has raised the level of expectations people have of their vacations (Yesawich 1999).

Money and income are also heavily influencing the resort industry. The boomers will continue to spend between 2000 and 2020, more than all past generations in U.S. history (Goodman 1994). TIA's Travelometer statistics for 1996, depicted the boomers as the highest spenders of all generational groups (refer to Table 2.2).

comfo

worki

than

Lumpk

1996)

abili

discr

face

and c

of bo

**Table 2.2**
**Pleasure/Vacation Trip Spending 1996**

| Travelers Age | Total Spending |
|---|---|
| Late Boomers | $1166 |
| Early Boomers | $1229 |
| Average U.S Traveler | $1039 |

*Source: TIA's Travelometer 1996*

Research has indicated that, if boomers could live comfortably, 42% would quit their jobs while 56% would stay working (Russell 1989). This of course is much different than past generations of Americans (Ananth, et al. 1992; Lumpkin, Greenberg, and Goldstucker, 1985; Wuest, et al. 1996). In addition, the boomers have had an increased ability and willingness to spend disposable income on discretionary items (Tannert 1995). Resorts do and will face intense competition for the baby boomer's attention and disposable income (Wheilian and Chon 1991). A summary of boomer's median income is display in Table 2.3.

S

It

(1998)

on the

conclud

may be

behavio

Sh

is als

dramati

1993).

stateme

in    th

Interes

desire

on the

and  Is

benefit

## Table 2.3
### Boomer's Median Income 1997

| Age | Income |
| --- | --- |
| Late Boomers | $46,359 |
| Early Boomers | $51,875 |
| Average U.S Households | $37,005 |

*Source: U.S. Census Bureau 1997*

It should be noted, however, that Fish and Waggle (1998) studied the impact that income and expenditures have on the number of vacation and pleasure trips taken. They concluded that using total expenditures rather than income may better characterize vacation and pleasure travel behavior.

*Shifting priorities* is another significant trend that is also reshaping the resort industry. America has seen a dramatic shift in the priorities of its boomers (Troy 1993). In fact, 76% of adults in America agreed with the statement that they would, "welcome more novelty and change in their lives" (National Travel Monitor 1998). Interestingly, Wahlers and Etzed (1985) found that the desire for novelty in vacations goes up or down depending on the amount of stimulation in a traveler's life. Mannell and Iso-Ahola (1987) suggested that the psychological benefits of the leisure travel experience stems from the

interact

stressfu

opportuni

Travel M

that they

for reso

desired w

        'Fam

two segme

1999). I

year 200

pressures

Report 1

(1999) h

vacation

per trip

all fami

(Travel

baby boo

highest a

few famil

reasoning

for Americ

interaction of two forces: 1) escaping routine and stressful environments and; 2) seeking recreational opportunities for intrinsic rewards. In 1997, the National Travel Monitor reported that, 78% of baby boomers indicated that they need to reduce stress in their lives. Fortunately for resorts, leisure travel is seen by the boomers as the desired way to relieve stress (Goodman 1994).

'Family travel' and 'vacations-for-one', are the only two segments that are estimated to grow in demand (Yesawich 1999). It will be evident that some late boomers in the year 2000, will travel without children to escape the pressures and stresses of home life (Discover America 2000 Report 1996). According to the Travel Industry Association (1999) however, family travel accounted for 74% of all vacation travel in the U.S.(while averaging eight nights per trip, and two vacations a year). In addition, 88% of all families with children travel with them on vacation (Travel Industry Association 1999). Forty-seven percent of baby boomers took a family vacation in 1997, ranking highest among all generational groups. Interestingly, those few families who did not vacation in 1997, reported their reasoning as 'economic' and 'lack of time' (Tourism Works for America 1998 Report).

Boo

industry

boomer

accommoda

who they

and the

Boo

reflect

accommod

those

Boomers

opportu

sports

1988).

Ad

is the

female

leisure

dominat

travele

of all

Boo

closer t

reported

Boomers *travel habits* are also reshaping the resort industry. Resorts need to understand the complexity of the boomer generational group in terms of: the types of accommodations requested, what they want to participate in, who they will travel with, when and where they will travel and the purpose or motivation for their travel.

Boomers desire facilities and accommodations that reflect a more family-centered atmosphere, in order to accommodate those traveling as couples, as well as for those traveling with children (Chon and Singh 1995). Boomers are also searching for flexible resort opportunities. These include: educational, cultural or sports activities to participate in (Cato and Kunstler 1988).

Additionally, research has indicated that the boomer is the salvation of the resort industry, especially the female boomer. The female boomer influences 80% of all leisure decisions (Goodman 1994). Female boomers are also dominating resort travel. Approximately 34% of corporate travelers are boomer women in addition to representing 65% of all conventioneers (Goodman 1994).

Boomers are also taking trips that are more frequent, closer to home, and impulsive. The National Travel Monitor reported that 86% of boomers are interested in vacationing

in the

they w

three

sugges

involv

(Nelsc

1997

1998


vacat

Howev

is m

life

Cent

as v

may

the

'lat

be

diff

Repo


two

trave

in their own state. In addition, 49% of adults stated that
they want a vacation in a place they can get to within
three hours, either flying or driving (1998). It is
suggested however, that more than 75% of all U.S. trips
involve auto/truck/RV as the primary mode of transportation
(Nelson et al. 1996). As well, 84% of pleasure travelers in
1997 traveled by these means (Tourism Works for America
1998 Report).

One study found that the most popular motive for
vacationing was relaxation (37%) (Rubenstein 1980).
However, resort travel among early boomers and late boomers
is motivated by different factors, due to the different
life-cycle stage one is experiencing. The U.S. Travel Data
Center reported, that in the year 2000 those boomers known
as 'early' baby boomers, those born between 1946 - 1954,
may be entering early retirement or working less hours in
the week, which leads to more leisure time. However,
'late' baby boomers, those born between 1955 - 1964, will
be highly active in their careers with less time and
different priorities for traveling (Discover America 2000
Report 1996).

Business travel is said to be declining in America for
two reasons. First, travel is being minimized because
travel expenses are increasing. Nigro (1997) reported that

business

meals 2

expected

percent

travel

technolog

of busin

their fu

use    tec

(Yesawic

The

travelin

travel a

Survey

business

recent

when tra

with the

A

resort

Identifi

money,

these tr

provided

business airfares are expected to increase 8 to 9 percent, meals 2 to 3 percent, group travel 10 percent, hotels are expected to increase 5 to 7 percent, and car rental 4 to 5 percent over the next several years. Secondly, business travel is declining as a result of advancements in technology (Braunlich and Nadkarni 1995). Seventy percent of business travelers stated that, "technology will reduce their future travel for business. They are predisposed to use technology as a surrogate for business travel" (Yesawich 1999; 56).

The resort industry will also witness the boomers traveling to resorts, combining both business and leisure travel at a much higher rate than in the past. The 1996 TIA Survey of Business Travelers, revealed that, 8.8 million business travelers combined business and vacation on a recent trip. Boomers will be combining business and leisure when traveling to resorts, giving them more time to spend with their families.

A thorough analysis of current trends influencing resort vacationing was presented in this section. Identified was the boomer's perception and use of time, money, priorities and travel habits. But just how will these trends affect resort marketing? The trends analysis provided evidence that perhaps resorts' marketing

strat

decic

targe

its

the

reso

for

expe

trave

has

the

week

mark

have

(199:

to tl

and s

incre

Conse

some

market

exampl

strategies should involve high customer involvement when deciding on which amenities and services to offer to their targeted guests because the boomer market is so varied in its demands.

Additionally, resorts will benefit dramatically from the identified travel trends. This is especially true for resorts which can market services and amenities suitable for those travelers who combine business and leisure experiences along with those resorts who cater to family travel (Discover America 2000 Report 1996). Goodman (1989) has noted that boomers are responsible for the demise of the two week vacation and an increase in the 2-3 day weekend vacations. Cutler (1990) recommended that resort marketing should focus on peoples' perception that they have less free time, whether it is true or not. Godbey (1993) has suggested that in order for resorts to add value to their services, they should assist the guest in relaxing and slowing down their normal pace of life.

The luxury segment of the resort industry has increased in popularity with the aging of the boomers. Consequently, while there is an increase in popularity in some segments of the resort industry, the aging of the market has continuously caused problems for others. For example, ski resorts have been forced to re-develop their

market

market

to re

discu

strat

boome

reso

vaca

Marz

stra

with

tren

auth

chan

anti

·You

trav

they

(1996

marketing strategies as a result of the aging of the boomer market. (Jones 1988 and Mahoney 1990).

## RESORT MARKETING RESEARCH

While few distinguished theories and concepts relating to resort marketing have been advanced, some literature has discussed how resorts can reposition their marketing strategies based on emerging trends and the potential boomer market.

The resort marketing literature has indicated that resorts should first consider the wants and needs of the vacationer, to assure a satisfactory vacation experience. Marzella (1996) has suggested that resorts link marketing strategies to relevant social and travel trends. Along with providing specific examples of how social and travel trends can drive marketing strategies for resorts, the author has noted: "Marketing strategists who stay ahead of changing developments are likely to be effective in anticipating changes. The underlying premise is that if you understand people's social values, along with their travel attitudes and behavior, you can better predict how they will behave and how to evolve your marketing strategy" (1996; 19).

Whe

offered

developi

market

studies

- e

- c

- e

The rese

all thre

amenities

customer

based on

continuou

quality,

consumer'

Chon

resort

developmer

resort ir

influence

suggested

"design

commensura

Whelihan and Chon (1991) and Chon and Whelihan (1992) offered recommendations to the resort industry in developing marketing strategies to meet the demands of the market of tomorrow. The strategies identified in these studies include:

- expanding current market segments,

- creating new market segments, and,

- expanding services.

The research suggested that the key to resorts achieving all three identified strategies is to offer services and amenities the guest of tomorrow *values*. However, today's customer is still highly susceptible to impulse purchasing based on *perceived* value (Goodman 1995). Resorts need to continuously prove their worth through price-value, quality, innovation and marketing and in turn earning the consumer's trust (Berry 1998).

Chon and Singh (1995) identified growth in specific resort market segments, trends in resort product development efforts, and environmental challenges the resort industry is facing. The effects of these trends influence the way in which resorts market. The authors suggested that the real challenge for resorts is to, "design and deliver properly, products and services commensurate with the needs of the various markets.

Resorts

strategi

tailore

experie

gain th

Ma

sectio

psycho

recomm

invest

and de

howeve

resor

needs

diffe

marke



in t

that

attri

and

Resorts that employ aggressive and creative marketing strategies which reflect value, benefits, individually tailored packaging and promotions, flexibility and a unique experience among other competitive product attributes, will gain the winning edge" (1995; 469).

Marketing strategy suggestions were offered in this section to resorts based on lifestyle, demographic, and psychographic features of the boomer market. The recommendations, however, are not based on empirical investigation resulting from analyzing the boomers' needs and desires of resorts for their future travel. This study, however, will build on the existing knowledge to assist resorts in identifying exactly what it is that the boomers' needs are, and what it is that resorts need to do differently to realize greater profits from this potential market.

## VACATION RESEARCH

Vacation research relevant to the study is evaluated in this section. Verhoven and Masterson (1995) indicated that past research measuring vacation experience through attribute importance (Rubenstein 1980; Oppedijk Van Veen and Verhallen 1996; and Cato and Kunstler 1988) limited the

abil

perc

stru

need

the

vac

seg

stud

accu

the

spec

way

indu

impo

wer

res

Knut

that

prop

assu

inte

a st

ability to assess the range of possible consumer perceptions and preferences due to the forced response structure of the survey instruments. Therefore, creating a need for a true vacation satisfaction index.

As a result, Verhoven and Masterson (1995) developed the Resort Soft Amenity (RSA) instrument to measure quality vacation experiences within the interval vacation ownership segment of the lodging industry. For the purpose of this study, the RSA instrument was modified to provide an accurate representation of the resort industry rather than the time-share/vacation ownership industry, and to add specificity to reflect the needs of the boomer market.

Additionally, several other studies have identified ways to measure vacation experiences within the hospitality industry. Hudson and Shepard (1998) evaluated attributes important to visitors and managers at a ski resort. They were able to analysis the strengths and weaknesses of the resort in offering these attributes to their visitors. Knutson et al. (1991) developed an index known as LODGSERV, that evaluates service quality expectations within lodging properties specific to five dimensions: reliability, assurance, responsiveness, tangibles, and empathy. An interesting finding regarding service quality resulted from a study conducted by Saleh and Ryan (1991). They suggested

that ma

quality

thus giv

service.

influence

provisior

important

hospital

The

service

studies

do they

the boor

Bc

focused

but the

resort

changir

group.

resort

that management and customers are likely to view the quality of service provision from an independent viewpoint, thus giving rise to differences in perceptions of the service. Because guest satisfaction is at least in part, influenced by the availability of guest services, the provision of quality service has become an increasingly important aspect regarding the future success of hospitality businesses (Berry and Parasuraman, 1991).

The studies discussed provided valuable information on service quality expectations. However, the scope of these studies do not lend specificity to the resort industry nor do they evaluate the attribute expectations and demands of the boomer market.

## SUMMARY

Boomer market research over the past decade has focused on the inevitable fact that the boomers are aging, but their spirit is not. Research has also encouraged the resort industry to acknowledge and capitalize on the changing lifestyles and demographics of this generational group. Specific trends have been identified to assist the resort industry in gaining a thorough understanding of this

significa

analyses

- t
- m
- p
- t

    m

The

have als

conclude

identify

to the c

The

the res

develop

the    ba

uncover

that    t

specif

desire

provid

significant group of potential consumers. The trends analyses have concluded that boomers feel;

- *time* is precious,

- *money* is spendable,

- *priorities* have shifted, and,

- *travel* is both a way to relieve stress and spend more time with the family.

The effects of these trends on the resort industry have also been identified. Research throughout the 90's concluded with the threat that those resorts failing to identify with the needs of the changing consumer would lose to the competition in the new millennium.

The impact that this generational group will have on the resort industry is powerful enough to drive research in developing the understanding of specific needs and wants of the baby boom generational group that have yet to be uncovered. From the research literature, it is evident that there have been no previous attempts to establish specific amenity standards within resorts that match the desires of the baby boom generation. This study will provide empirical evidence supporting such a theory.

<u>Hypothe</u>

It is h

    The

       ser

       fut

The res

for  pr

(Goodma

ameniti

don't o

Boomers

unlike

for res

<u>Sub-Pro</u>

The fol

identif

    1) T

       a

    2) T

       at

       ex

# STUDY HYPOTHESES

## Hypothesis 1

It is hypothesized that:

> The members of the baby boom generation deem guest services as the most important amenity in deciding on future resort travel.

The resort guest for the next two decades, will be looking for properties that offer the most desired amenities (Goodman 1991). Boomers will be, "unwilling to pay for amenities they don't want and will avoid those resorts that don't offer what they expect" (Whelihan and Chon 1991; 57). Boomers are aging and demanding services and amenities unlike mature markets in the past, creating new challenges for resorts.

## Sub-Problems to Hypothesis 1

The following sub-problems to hypothesis 1 have also been identified:

1) There are differences between boomers in their attribute preference based on lifecycle stage.

2) There are differences between boomers in their attribute preference based on past and future travel experiences and expectations.

<u>Operatic</u>

• Lifec

 statu

• Past

 in te

  1)

  2)

• Futur

 were

  1)

  2)

  3)

<u>Hypoth</u>

It is

  T

  a

   

Resor

boome

succe

## Operationalization of independent variables

- **Lifecycle stage** - data included: age, gender, marital status, income level, and presence of children.

- **Past travel experiences** - visitor frequency was measured in terms of:

    1)  If travel to a resort ever occurred, and

    2)  when travel occurred.

- **Future travel expectations** - future travel intentions were measured in terms of:

    1)  Future plans to visit a resort,

    2)  under what conditions, and

    3)  with whom travel will occur.


## Hypothesis 2

It is hypothesized that:

> The resort industry does not deem important all the amenities that the baby boomers demand for future resort travel.

Resorts must be very specific to the needs of the baby boomers when developing marketing strategies in order to be successful in the future (Goodman 1995).

<u>Sub-Pro</u>

The fol

identif

    1) T

      a

      b

    2) T

      a

      h

<u>Operati</u>

• Reso

  clas

  and

• Mar

  mea

    1

## Sub-Problems to Hypothesis 2

The following sub-problems to hypothesis 2 has also been identified:

1) There are differences between resorts in the attributes they will offer to baby boomer guests based on the resort's operating characteristics.

2) There are differences between resorts in the attributes they will offer to baby boomer guests based on their marketing strategies.

## Operationalization of independent variables

- Resort operating characteristics - data included: resort classification or type, months or seasons of operation, and size of resort hotel.

- Marketing strategies - direct marketing intentions were measured in terms of:

   1) The influence customers' needs have on the products and services to be offered.

Inc

samples,

used fo

the surv

Two

The fir

state o

two exi

provide

evaluat

found

twenty-

definit

additio

are a

# CHAPTER III

## Methods

### INTRODUCTION

Included in this chapter are discussions of the samples, materials, procedures and data analysis techniques used for the study, as well as results for the pretest of the survey instruments.

### SAMPLES

Two samples were drawn for the purpose of this study. The first sample was drawn from thirty-two resorts in the state of Michigan. This list was developed by modifying two existing lists of Michigan resorts. The first list was provided by Smith Travel Research. This list was then evaluated against another published list of "major resorts" found in <u>Recreation in Michigan</u>. This list consisted of twenty-seven resorts designated by relatively the same definition as Smith Travel Research. However, the additional resorts accounted for by Smith Travel Research are a result of:

1)

2)

A f

Table 3.

the  stu

manager,

submissi

1) "major resorts" by definition included those resorts with 30 or more rooms, Smith Travel Research is 20 or more rooms, also,

2) Smith Travel Research's list of resorts was current as of 1999, the other list was developed in the early 90's and many new resorts have opened, or have been reclassified, since the list was developed.

A final list of resorts was then created. Indicated in Table 3.1 are the names and size of the resorts used for the study. The sample included the resort's general manager, or if found more appropriate by their own submission, the marketing director.

G
S
G
B
M
M
B
S
C
B
T
G
B
I
H
T
M

G
G
P
L
T
I
I
S
S
I
I
I
I
I
I

## Table 3.1
## Michigan Resort Census

| Name of Resort | No. of Guest Rooms As of 1999 |
| --- | --- |
| Grand Traverse Resort | 670 |
| Shanty Creek | 600 |
| Grand Hotel | 325 |
| Boyne Highlands Resort | 276 |
| Mission Point Resort | 245 |
| Marriott Conference Center | 236 |
| Boyne Mountain Resort | 233 |
| Sugar Loaf Resort | 224 |
| Crystal Mountain Resort | 210 |
| Boyne Mountain Lodge | 200 |
| The Homestead | 180 |
| Gull Lake View Golf Club | 168 |
| Bay Valley Hotel and Resort | 151 |
| Indianhead Mountain | 140 |
| Hidden Valley Resort | 130 |
| Treetops Sylvan Resort | 128 |
| McGuire's Resort and Conference Center | 123 |
| Grand Harbour Resort | 121 |
| Garland | 117 |
| Rock Harbor Lodge | 80 |
| Domino's Lodge | 71 |
| Terrace Bay Resort | 71 |
| Double JJ Resort | 68 |
| Pine Mountain Lodge | 62 |
| Simpson's Lakeview Resort | 60 |
| Ski Brule-Ski Homestead | 60 |
| Michaywe Resort | 50 |
| Pennellwood Resort | 45 |
| Keweenaw Mountain Lodge | 42 |
| Marshridge Resort | 37 |
| El Rancho Stevens | 30 |
| Holiday on the Lake | 28 |

The

the sta

selected

Polk on-

of resid

computer

randomly

1946-196

Transact

to ensu

was the

U.S. Ce

other re

The

44.6% o

their m

study r

agreemer

and vie

much qu

that ex

increase

conducta

activity

The second sample was drawn from 500 baby boomers in the state of Michigan. This population was randomly selected. The boomer's mailing list was derived from R.L. Polk on-line services. R.L. Polk constructs its data base of residents within the state, providing 99% accuracy. The computer generated mailing list obtained through Polk, randomly selected those Michigan residents born between 1946-1964, providing only names and mailing addresses. Transaction data is applied monthly on their master account to ensure the accuracy of the information. The directory was then checked for accuracy against statistics from the U.S. Census Bureau, the United States Postal Service and other reliable sources.

The Michigan Travel Research Report indicated that 44.6% of Michigan residents chose to travel in state, on their most recent pleasure trip (Spotts 1997). The same study revealed that visitors to Michigan were in strong agreement with "Michigan being great for family vacations," and viewed Michigan as having excellent vacation value with much quality lodging. In addition, the report acknowledged that expectations of future pleasure travel is expected to increase by 25%. An additional study, Travelscope (1997), conducted by U.S. Travel Data Center, revealed that travel activity to Michigan (measured by person-trips) was 56.2%

s

ch

p

g

(1

ma

ch

st

amongst Michigan's own residents. Statistics of Michigan's boomers, in comparison to the total boomers in the U.S. are displayed in Table 3.2:

Table 3.2
A Comparison of U.S and Michigan Boomer Statistics

|  | U.S. | Michigan | % of Total |
|---|---|---|---|
| Total Population | 76,542,735 | 2,831,700 | 3.69 |
| Male | 38,038,777 | 1,390,924 | 3.65 |
| Female | 38,503,958 | 1,440,776 | 3.74 |
| Late Boomers | 38,963,832 | 1,425,551 | 3.65 |
| Early Boomers | 37,578,903 | 1,406,149 | 3.74 |
| Married Couple families As % of Total Boomer Households | 58.9% | 58.7% | |

*Source: U.S. Census Bureau 1999*

## MATERIALS

In all cases, self-administered questionnaires were chosen as the data collection method for this study. The questionnaires were developed and pretested according to guidelines suggested by Babbie (1989, 1990); Dillman (1978); and Kerlinger (1986). The potential sample size made the time and cost of personal interviews or observation techniques prohibitive. The design of this study included:

1)

2)

Copies

and B.

The

was mod

Masters

'Resort

expectat

instrume

identifi

coincide

behavior

The

valid. T

was .92.

it  was

extensiv

focus gr

Ver

was  mod

potentia

1) a survey assessing baby boomers expectations of specific resort services and amenities, and,

2) an additional survey assessing resort services and amenities to be offered to this target market.

Copies of the questionnaires are provided in Appendices A and B.

The attribute list identified in both questionnaires was modified from a list previously created by Verhoven and Masterson (1995). The attribute instrument, known as 'Resort Soft Amenity' (RSA), was created to measure amenity expectations of interval vacation owners. In developing the instrument, 4300 resort services and amenities were identified. The most frequently mentioned soft amenities coincide with the results of other research on vacation behavior (Verhoven and Masterson 1995).

The RSA instrument was found to be both reliable and valid. The reliability coefficient alpha for the instrument was .92. The scale is thought to have content validity as it was developed by subject matter experts through extensive qualitative research methods such as interviews, focus groups and the use of the Delphi method.

Verhoven and Masterson's (1995) RSA survey instrument was modified in this study to measure and test the potential range of attribute importance that *boomers* and

*resorts*

marketi

and  co

managem

to the

      1)

      2)

      3)

      4)

*resorts* felt necessary for future resort travel and marketing. The questionnaires were reviewed for clarity and content validity by an advisory group of resort management professionals. The modifications that were made to the instrument include:

1) Attributes that were unique to the interval or time-share industry were left out. (As interval or timeshare properties by definition for this study are not classified under the resort segment of the lodging industry.)

2) Attributes that addressed issues concerning traveling with families were included in both questionnaires, and were not included in Verhoven and Masterson's instrument (1995).

3) A few attributes were changed to lend specificity to the resort industry. For example, the attribute "skiing opportunities" was made more specific and changed to "snow skiing opportunities" to better reflect the Michigan resort industry.

4) When designing the modified scale, the index was reduced from a 1 - 7 scale (which produced the reliability coefficient alpha of .92) to a 1 - 5 scale in order to attempt to obtain reliability

5)

Both

rates ac

coefficients in the .7 to .8 range. Researchers suggest reliability estimates should ideally range between .70 and .80 to be considered reliable measures for most research (Kaplan and Sacuzzo, 1982).

5)  In addition, Dillman's (1978) strategy for maximizing response rates to personal (biodata) items was implemented. This explains why these variables are found at the end of the survey. Dillman (1978) has found that respondents tend to complete personal items when they are placed at the end of a questionnaire because they have already spent their time completing the early items. Not responding to the final items indicated their questionnaire will not be counted and their time will have been wasted. For resorts, detailed questions concerning the specifics of the operation were placed at the end of the survey.

## PROCEDURES

Both questionnaires were designed to maximize response rates according to Dillman's surveying strategies (1978).

The in

princip

people

valuabl

49).

Th

certifi

certifi

method

indicat

respons

Th

cover

profess

respons

drawing

Respond

post ca

anonymi

mailed

yielding

As

was fol

responde

The incentives were put in place based on one of the principles of Homan's exchange theory, which states, that people "are more likely to perform an activity, the more valuable they perceived the reward to be" (Babbie, 1989, p. 49).

The initial mailing to Michigan boomers was sent certified mail. Gitelson and Drogin (1992) suggested using certified mailing whenever feasible in mail surveys as a method to increase response rates. Their study's results indicated that certified mailings dramatically increased response rates over three mailing attempts.

The questionnaire was printed on light blue paper, the cover letter on University of Hawaii letterhead as to add professionalism to the study. As an incentive to increase response rates, potential participants were entered in a drawing offering a free weekend stay at a Michigan resort. Respondents were instructed to return the self addressed post card separately from their questionnaire to ensure anonymity and confidentiality. A total of 500 surveys were mailed out. After the initial mailing, 210 were returned, yielding a 42% response rate.

As suggested by Dillman (1978), the initial mailing was followed by a post card reminder to all 500 potential respondents to please fill out and return their

questi

yielded

rate t

rate a

mail.

those

incenti

to thos

This rc

respons

returne

Th

include

questic

strateg

questic

the Uni

persona

researc

decal.

Hawaiian

nuts,  a

managers

responde

questionnaire with their post card for the drawing. This yielded an additional 62 responses increasing the response rate to a total of 54.4%. To achieve a higher response rate a third mailing was sent out, once again certified mail. The third round was sent to all 500 boomers, asking those who have yet to respond to please do so. The incentive post card was not included in the third mailings to those who had previously sent it in for the drawing. This round produced 40 more questionnaires, increasing the response rate to 62.4%. No 'undeliverable' surveys were returned validating the acquired mailing list once again.

The survey instrument sent to Michigan resorts included the same 68 amenity attributes along with questions regarding operational status and marketing strategies of the resorts. The initial mailing included a questionnaire once again printed on light blue paper with the University of Hawaii letterhead and seal, this added a personal touch. Included was a business card of the researcher and a self-stamped envelope with a Hawaiian decal. The survey packet was placed in a gift box full of Hawaiian chocolates, kona coffee, a lei, and macadamia nuts, and sent priority mail to all thirty-two resort managers in the sample. As a result, 20 resort managers responded. A post card reminder was sent as a second

mailing increasing the response to 23. A third attempt to increase response rates yielded one more resort response, for a total of 24 of 32 responses. Once again no 'undeliverable' surveys were returned.

## DATA ANALYSIS

All of the statistical procedures necessary to analyze the data in this study were performed using SPSS 8.0 professional series software. Descriptive statistics were run to examine the basic integrity of both scales and data sets, followed by inferential statistics to test the hypotheses stated for the study.

The instruments used in the study were first examined for their reliability, mean score, and standard deviations. Secondly, central tendency and frequency scores were evaluated to discover whether or not there was a normal distribution of the variables. Cronbach's Alpha was used to report reliability and validity for both of the instruments. Cross tabulations were run to explore the interaction between variables and to help discover answers to the several sub-problems identified within each hypothesis. Lastly, a principal components factor

analysis with a varimax rotation was used to test the hypotheses.

<p style="text-align:center">**PRETEST OF SURVEY INSTRUMENTS**</p>

## Sample

For the purpose of the pretest, a sample of 50 boomers from the state of Michigan was randomly selected through R.L Polk, under the same conditions as the sample used in the study. Due to the fact that the limited amount of resorts in the state of Michigan were reserved for the purpose of the study, nineteen resorts from the state of Wisconsin were chosen as the sample for the pretest. The Wisconsin resort sample was derived from two sources; 1) Smith Travel Research and, 2) modified and evaluated against the Wisconsin Resort Index.  These establishments were evaluated by the same criteria set forth in the earlier determination, of what classifies an accommodation as a resort.  Research has suggested strong similarities between the Michigan and Wisconsin resort markets. Fischer (1995) indicated they both have appealing four-season vacation areas, resort/conference center complexes, and are known as famous water wonderlands.

Boomers were asked in their questionnaire to analyze Michigan resorts, just as in the study. However, Wisconsin resort managers were asked to respond to their survey relevant to Wisconsin boomers. Although this made it irrelevant to cross compare questionnaire results, it did allow for the ability to test the data from the two surveys separately for descriptive statistics, and to check for reliability and validity of the questionnaires. Warwick and Lininger stated that, "the absolute necessity of pretesting the questionnaire… cannot be overemphasized" (1975; 161).

## Procedures

Both sets of surveys received relatively the same treatment. The boomers mailing was sent certified and the resorts were sent priority. Both the resorts and the boomers received only one mailing each. The mailings included a cover letter with University of Hawaii letterhead and seal paper. The questionnaires were printed on light blue paper and attached to it was a bubble sheet to fill in responses 1-5 on.

The participants in this pre-test received a chance to win a free weekend stay at a Michigan resort, by returning a prepaid postcard with their name on the back. Once again they were asked to return the postcard separately from the bubble sheet to maintain anonymity and confidentiality.

46

The Wisconsin resorts received the same gift box of Hawaiian souvenirs as did the Michigan resorts used in the study's sample. After the mailings, twenty questionnaires were returned by the boomers, and twelve Wisconsin resort managers returned their questionnaires as well.

Discussion of pretest results

Significant pretest results that merit discussion include the pretest's response rates, the reliability and validity of the instruments, and skewed data results. First, the boomer sample returned twelve useable survey's, while the Wisconsin resort sample returned nine useable surveys. Reasons for the low response rates are discussed.

Given that multivariate statistics were not going to be conducted on the pretest data, a bubble sheet was used initially to minimize, if not eliminate data processing error. However, respondents commented on the added difficulty of responding to the questionnaire due to the presence of the bubble sheet, which may explain the low response rate.

Consequently, the bubble sheet was not intended to be used for the study as it would discourage those respondents who wished to site an importance level rating on an interval range (1.5 or 4.5) rather than limiting the respondent to an ordinal range (1, 2, 3, 4 or 5). Ordinal

47

range data would have made the level of measurement not appropriate to conduct multivariate analysis on the study's data (Babbie 1989).

After an evaluation of both the resorts and boomers responses, it was evident that several should be discarded, as they contained incomplete or missing answers. As a result, a comment on the questionnaire that was used in the study, was added to stress the importance of filling out the entire questionnaire, simply by stating that the survey could not be used for the study unless filled out in its entirety.

Through a reliability analysis, the properties of the measurement scales and their items could be evaluated. The split half methodology provides a measure of replicability of the instrument (whether or not the instrument will produce similar results when used again) in addition to providing a measure of internal consistency. However, less reliance was placed on the split-halves techniques to estimate reliability, due to the different correlation between the two halves which resulted when the items were entered into SPSS differently. For instance, the even/odd method versus random selection, both methods produced different reliability estimates. For reasons such as this, Carmines and Zeller (1979) have suggested not relying on

such reliability estimates produced by the split-halves approach. As Nunnally has argued, "it is best to think of the corrected correlation between any two halves of a test as being an estimate of coefficient alpha. Then it is much more sensible to employ coefficient alpha than any split-half method" (1978; 223). Carmines and Zeller (1979) have also suggested using the coefficient alpha as an, excellent technique for assessing reliability, and that it should be computed for any scale. However, all reliability and validity results performed on the pretest questionnaires are provided for the reader to examine the reliability and validity of the scale.

Regardless of the method used, the instrument succeeded in producing reliable and valid results, with very little random measurement error. An overall index of the repeatability and internal consistency of the scales as a whole through reliability coefficients was achieved (see Table 3.3).

49

```
                            Table 3.3
            Pretest Reliability and Validity Coefficients
_____

Resort Questionnaire              Baby Boomer Questionnaire
_____

Alpha = .90                       Alpha = .76

   Even/Odd Method                   Even/Odd Method
Split - Half Method = .94         Split - Half Method = .75
      Alpha for p1 = .84          Alpha for p1 = .71
      Alpha for p2 = .79          Alpha for p2 = .71
      Spearman Brown = .94        Spearman Brown = .75

   Random Method                     Random Method
Split - Half Method = .90         Split - Half Method = .91
      Alpha for p1 = .82          Alpha for p1 = .76
      Alpha for p2 = .83          Alpha for p2 = .76
      Spearman Brown = .90        Spearman Brown = .92
```

Additionally, the validity of the instrument was considered. Validity answers the question, 'Does the instrument measure what we intended it to measure?'. There are four types of validity, however the two most significant to the scope of this study are construct and content validity.

Construct validity refers to how well the theory on which the instrument is based explains the variance in the test results (Carmines and Zeller 1979). Analysis of the instruments' Cronbach alpha provides an indication of construct validity (Nie, et al. 1975). The alpha scores of

.90 and .76 for the instruments gave strong support for its construct validity.

Content validity refers to how the scale items are representative of the domain being measured (Carmines and Zeller 1979). It essentially is a judgment call. However, the design of the instrument did not depend solely on the judgement of the researcher. The original design by Verhoven and Masterson (1995) employed both focus groups and Delphi technique methodologies in developing the original instrument. Since validity had been established for the original instrument, and since the intent of each question was maintained and validated against resort management professionals, there is a relatively high level of content validity assumed.

Lastly, the income intervals on the questionnaire were mutually exclusive and were derived from the U.S. Census Bureau's income intervals used to depict national income. However, the income variable was negatively skewed in the pretest results. Given the boomers stage in their economic life, a more relevant scale needed to be used for the questionnaire in the study that more accurately reflects the boomers high income. This was implemented in order to obtain a normal distributed variable.

# CHAPTER IV

## Data Analysis

General survey results are discussed first in this chapter, followed by a thorough descriptive and inferential analysis of the baby boomer data. Results of the statistical testing are provided and evaluated. Proceeding is an analysis of the resort data used in the study. A discussion of hypotheses testing concludes the chapter.

### GENERAL SURVEY RESULTS

Only those surveys that were accurately completed and contained no multiple or missing responses were used in calculating the results. No surveys from resorts had to be eliminated. All of the 24 returned surveys from the 32 eligible lodging properties were found to be useful in calculating the statistics for this portion of the study. Of the 312 baby boomer surveys returned, 260 were deemed useable for this study, resulting in a final response rate of 52%. The scales' descriptive statistics and alpha scores are presented in Table 4.1.

| | | | Table 4.1 | | |
| | | Scale Descriptives | | | |

| Scale | # of items | N | Mean | SD | Alpha |
| --- | --- | --- | --- | --- | --- |
| Resort | 68 | 24 | 195.83 | 16.54 | .75 |
| Baby Boomer | 68 | 260 | 190.34 | 31.24 | .94 |

Several reliability and validity tests were performed to determine the accuracy of the measurement instrument, the overall index of the repeatability and internal consistency of the scales, as well as possible presence of measurement error. Both scales were found acceptable at the .70 and above level.

BABY BOOMER DATA RESULTS - Descriptive Analysis

Descriptive statistics were computed resulting in mean and standard deviation statistics for each attribute; as well as attribute frequency profiles and histograms. In Table 4.2 mean scores as they were ranked for analysis of individual attribute importance are displayed.

## Table 4.2
### Baby Boomer Attribute Mean Scores

| Attribute | Mean | SD |
|---|---|---|
| Furnishings clean and in good repair | 4.41 | .79 |
| Friendly and warm attitude of staff | 4.37 | .69 |
| Helpful and courteous staff | 4.31 | .73 |
| Clean recreation areas | 4.24 | .75 |
| Staff available to solve complaints quickly | 4.00 | .86 |
| Reservations to avoid overcrowding | 3.71 | .93 |
| Cable/color TV unit | 3.70 | 1.14 |
| Staff available 24 hours | 3.59 | 1.08 |
| Staff knowledgeable about area attractions | 3.54 | .87 |
| List of charges for amenities | 3.50 | .91 |
| Quiet surroundings | 3.43 | .94 |
| Brochures on area attractions | 3.42 | .89 |
| Driving map of the area | 3.34 | .96 |
| Recreation amenities that operate well | 3.31 | 1.04 |
| List of scenic attractions | 3.30 | .85 |
| Indoor swimming pool | 3.27 | 1.07 |
| Jacuzzi, hot tub, sauna | 3.21 | 1.09 |
| Menus (cost)of resort's restaurants | 3.11 | .95 |
| Staff assistance in finding areas of interest | 3.11 | .98 |
| Good selection of activities for all ages | 3.10 | .93 |
| Walking, nature trails | 3.08 | 1.03 |
| Information on area parks(theme, zoo, nature) | 3.04 | .90 |
| Good variety of on-site recreation facilities | 3.02 | .92 |
| Coffee shop or snack bar | 3.00 | .97 |
| Water-related sports | 2.97 | 1.08 |
| Location of entertainment spots | 2.96 | .86 |
| Evening activities | 2.95 | 1.02 |
| TV and radio listings | 2.93 | 1.03 |
| Flexible maid service | 2.92 | 1.02 |
| Information on local fairs, special events | 2.88 | .88 |
| Adequate lounge chairs by beach or pool | 2.85 | 1.01 |
| Family-oriented activities | 2.83 | 1.06 |
| Outdoor swimming pool | 2.81 | 1.10 |
| Pretravel information | 2.81 | 1.05 |
| Information on historic attractions | 2.80 | .91 |
| Adequate sunbathing area by beach or pool | 2.80 | 1.08 |
| Hiking/biking trails | 2.77 | 1.03 |

## Table 4.2 Continued
### Baby Boomer Attribute Mean Scores

| Attribute | Mean | SD |
|---|---|---|
| Ticket arrangements for plays, concerts | 2.75 | 1.06 |
| Evening entertainment on-site | 2.66 | 1.04 |
| Local transportation information | 2.65 | .97 |
| Boating opportunities | 2.65 | 1.01 |
| VCR available | 2.58 | 1.14 |
| Beach towel service | 2.53 | 1.11 |
| Rainy day activities | 2.53 | 1.03 |
| Rating system for area attractions | 2.51 | 1.03 |
| Help with luggage at check in/out | 2.48 | 1.03 |
| Rental car availability | 2.48 | 1.15 |
| Available airport transportation | 2.44 | 1.17 |
| Opportunity to rent quality sports equipment | 2.42 | .99 |
| Variety of video tapes to borrow | 2.41 | 1.12 |
| Bicycles to rent/borrow | 2.39 | .95 |
| Written activity schedule | 2.33 | .99 |
| Cocktail service by pool | 2.24 | 1.18 |
| Grocery information or delivery | 2.22 | 1.04 |
| Golf course available | 2.22 | 1.04 |
| Snow skiing opportunities | 2.09 | 1.17 |
| Teen activities | 2.08 | 1.03 |
| Tour of resort area | 2.00 | .94 |
| Adult only floor | 2.00 | 1.11 |
| Scheduled children's activities | 1.96 | 1.04 |
| Reading material in lending library | 1.96 | .90 |
| On-site recreation director | 1.94 | .90 |
| Tennis courts available | 1.83 | .96 |
| Picnic supplies (basket, food, games) | 1.81 | .82 |
| Barbecue facilities | 1.72 | .87 |
| Babysitting/childcare services | 1.71 | .99 |
| Orientation party | 1.63 | .82 |
| Scheduled activities with other guests | 1.53 | .75 |

All attributes received a minimum score of '1' or 'amenity is not at all important' as well as a maximum score of '5', or 'crucial - won't stay at a resort without it'. Deeming discussion are the attributes which received a mean score of $\geq$ 4.00, indicating a 'very important' attribute, and those which received a mean sore of $\leq$ 2.00 indicating very 'little importance' placed on that attribute (as designated with a division bold line in Table 4.2).

The five attributes with extremely high means tend to be very negatively skewed with maximum standard deviations of .86. That is to say less than 4.3% of all respondents gave these five attributes a rating of either a '1' (attribute is not at all important) or a '2' (somewhat important). On the other end, the nine attributes with extremely low means were very positively skewed with maximum standard deviation of .99. Less than 6.3% of all respondents gave these nine attributes a rating of either a '4' (very important) or a '5' (crucial - won't stay at a resort without it). Other than these noted attributes the histograms and central tendency scores revealed relatively normal distributed attributes.

Frequency profiles and histograms produced valuable information on the boomer sample. Of concern are the
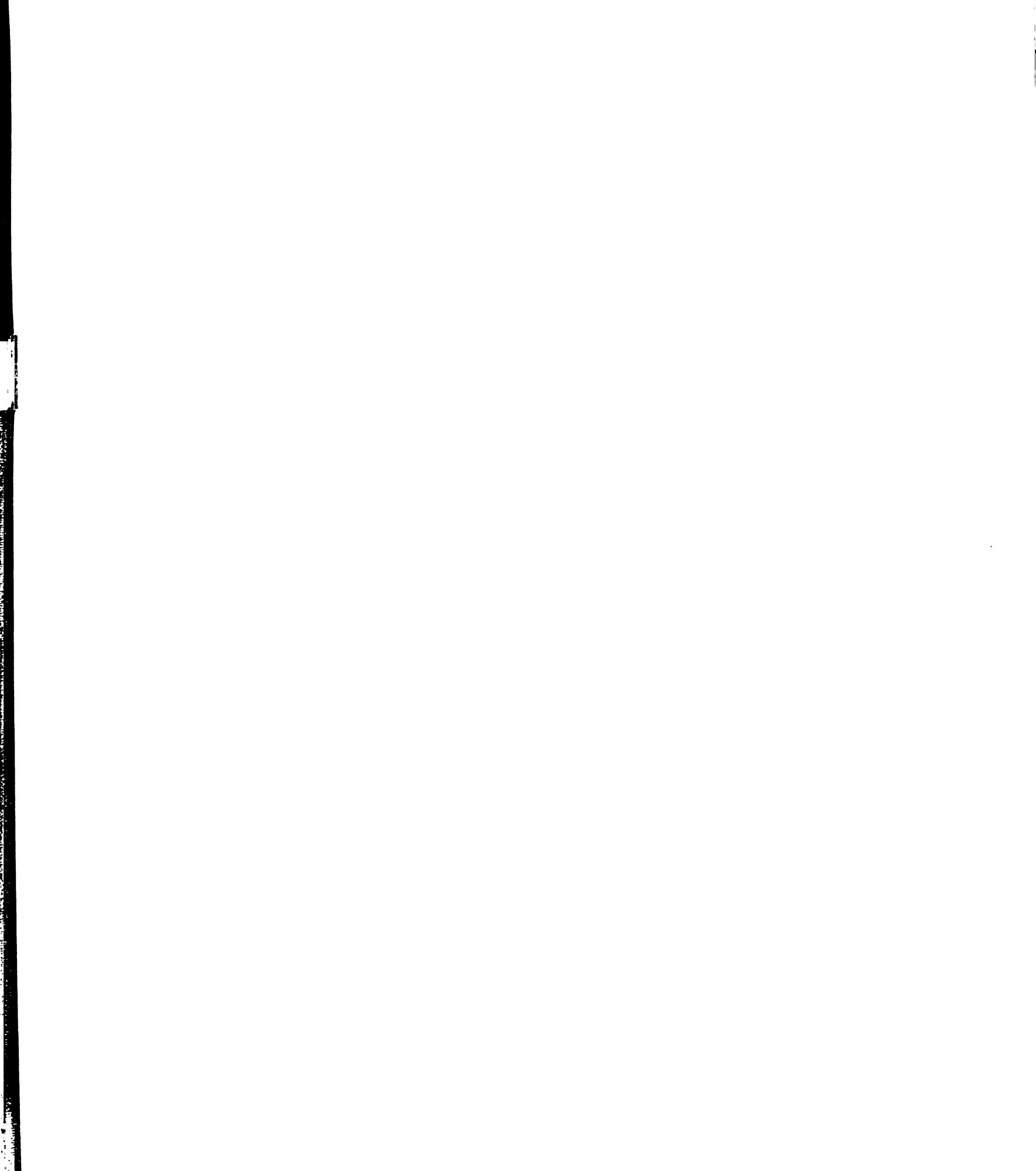
independent variables revealing information on baby boomer's age, gender, marriage and children status, income level, and past and future travel experiences and expectations. The following is a discussion summarizing the sociodemographic data's frequencies as compared to Michigan baby boomer statistics (as seen in Table 4.3).

Table 4.3
Sample Data versus U.S. Census Bureau Statistics

|  | Michigan Boomers | Boomer Sample |
|---|---|---|
| Median Income | $49,117 | $50,000 |
| Age |  |  |
| Early boomers | 49.6% | 54.2% |
| Late boomers | 50.3% | 45.8% |
| Gender |  |  |
| Male | 49.1% | 74.6% |
| Female | 50.9% | 25.4% |
| Those Married | 58.7% | 74.2% |
| Those With Children | N/A | 71.2% |

It is interesting to note that most respondents tend to be high income earning married men with children, with a relatively even distribution of men between early and late boomers. (The 500 baby boomers that comprised the original sample was not skewed as seen here in the gender results. The original sample was 58% male and 42% female.) An assumption can be made that all respondents were employed as all respondents identified themselves as income earners,

57
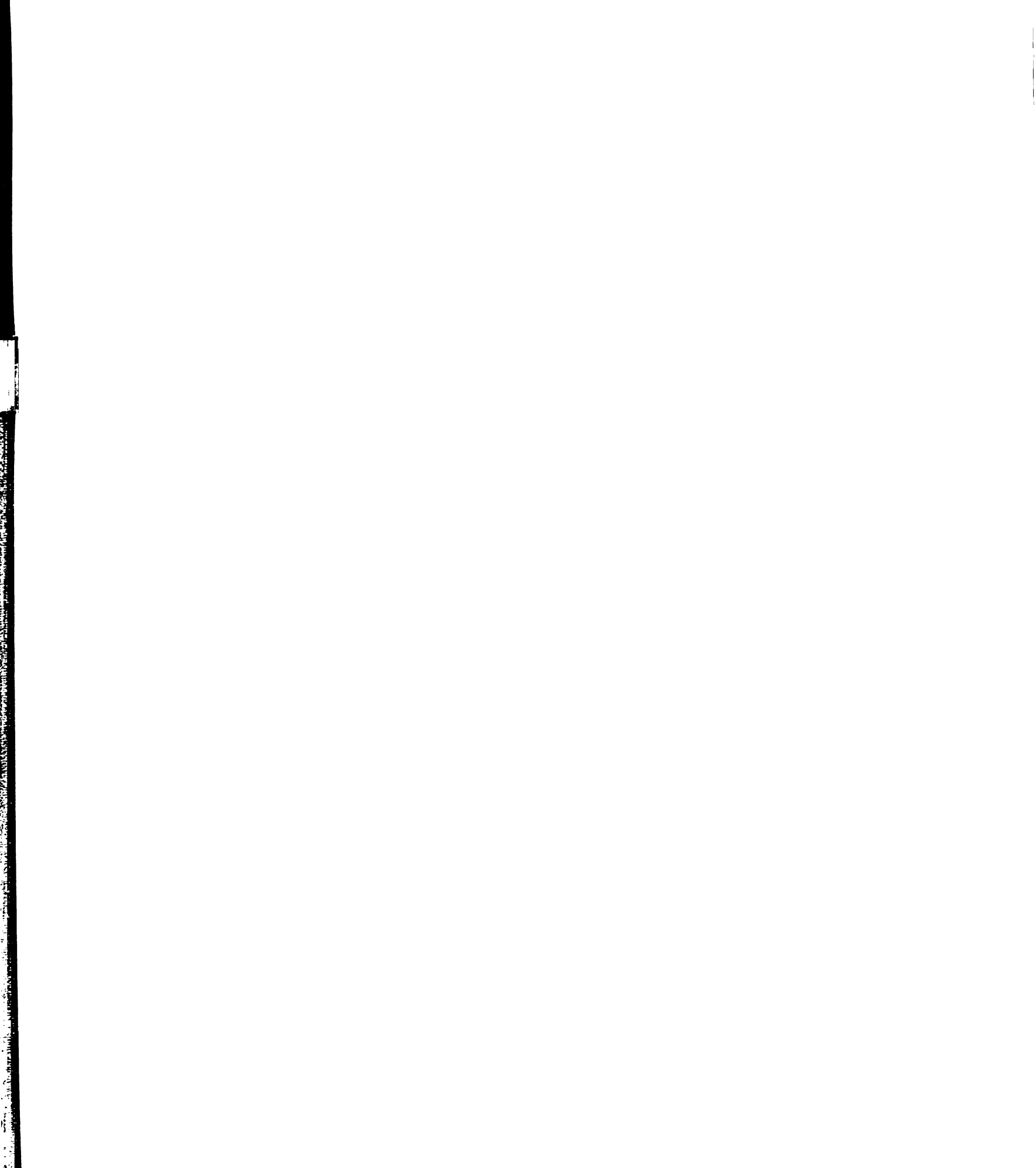
of which, 63% make over $50,000 (income was measured in terms of individual income, not household).

In addition, more than 80% of all the respondents have traveled to a Michigan resort for leisure purposes. Of those boomers, 83.7% state their travel was within the last five years. When making decisions on traveling in the future, 90.8% said they plan on visiting a Michigan resort.

Of those 90% that do plan on visiting a Michigan resort, 70% plan on traveling with dependents. The most desired travel companions among boomers are their children (81.7%); followed by their spouse (77.4%); their grandchildren (22.6%); their parents (18.9%); and lastly, others (14.6%). Friends, pets and tour groups were also cited as possible travel companions.

Of importance for resort marketers are those boomers that do not plan on traveling to a Michigan resort in the future, of which 66.7% would travel to a Michigan resort if their desired attributes were offered.

## Sub-Problem 1 testing

An exploration of the interaction between variables allows for a deeper understanding of the complexities of the data set, which may account for differences in attribute important scores. Through this exploration each

sub-problem identified under hypothesis 1 are addressed. Sub-problem 1 states;

> There are differences between boomers in their attribute preference based on lifecycle stage (age, gender, presence of children, marital status and income).

Age

*Early Boomers* (46-54) - Of those early baby boomers that responded (54.2% of sample), 74.5% are married, 67.4% have children, 58.9% make over $50,000 in annual income, and 83% have traveled to a Michigan resort. Of those, 83.8% traveled within the last 5 years. In addition, 88.7% plan on traveling to a Michigan resort in the future. Of those planning to travel to a Michigan resort in the near future, 60.8% will be traveling with dependents. Of those early baby boomers that will be traveling with dependents:

- 75.0% will be traveling with children,

- 14.5% with their parents (in-laws),

- 80.3% with their spouse,

- 23.7% with their grandchildren, and,

- 13.2% traveling with 'others'.

Of those early boomers that do not plan on traveling to a Michigan resort in the near future, 62.5% say they would change their minds if their desired amenities were offered.

*Late Boomers* (36-45) - Of those late baby boomers that responded (45.8% of sample), 74% are married, 75.6% have children, 56.3% make over $50,000 in annual income, and 77.3% have traveled to a Michigan resort. Of those, 83.7% traveled within the last 5 years. In addition, 93.3% plan on traveling to a Michigan resort in the future. Of those planning to travel to a Michigan resort in the near future, 79.3% will be traveling with dependents. Of those late baby boomers that will be traveling with dependents:

- 87.5% will be traveling with children,

- 22.7% with their parents (in-laws),

- 75.0% with their spouse,

- 21.6% with their grandchildren, and,

- 15.9% traveling with 'others'.

Of those late baby boomers that do not plan on traveling to a Michigan resort in the near future, 75% say they would change their minds if their desired amenities were offered.

*Summary* - Although more early boomers have traveled in the past to resorts, more late boomers will be traveling in the future. It is those late boomers that will change their minds about traveling in the future if their desired resort attributes are offered. In addition, more late boomers

will be traveling with dependents. Nearly all of those will be traveling with their children, and spouse. Also, more late boomers will travel with their parents. While early boomers, if traveling with dependents, will be traveling more with their spouse than their children.

*Implications for Resorts* - Significant differences ($p \leq .05$) in attribute means scores can be attributed to age. For example, the following attributes were found to be significantly more important to late baby boomers for future travel:

> babysitting/childcare services,
>
> family oriented activities,
>
> good selection of activities for all ages,
>
> good variety of on-site recreational facilities,
>
> indoor swimming pool,
>
> rainy day activities,
>
> scheduled children's activities,
>
> teen activities.

The only attribute that was found to be significantly ($p \leq .05$) more important to early baby boomers for future travel was:
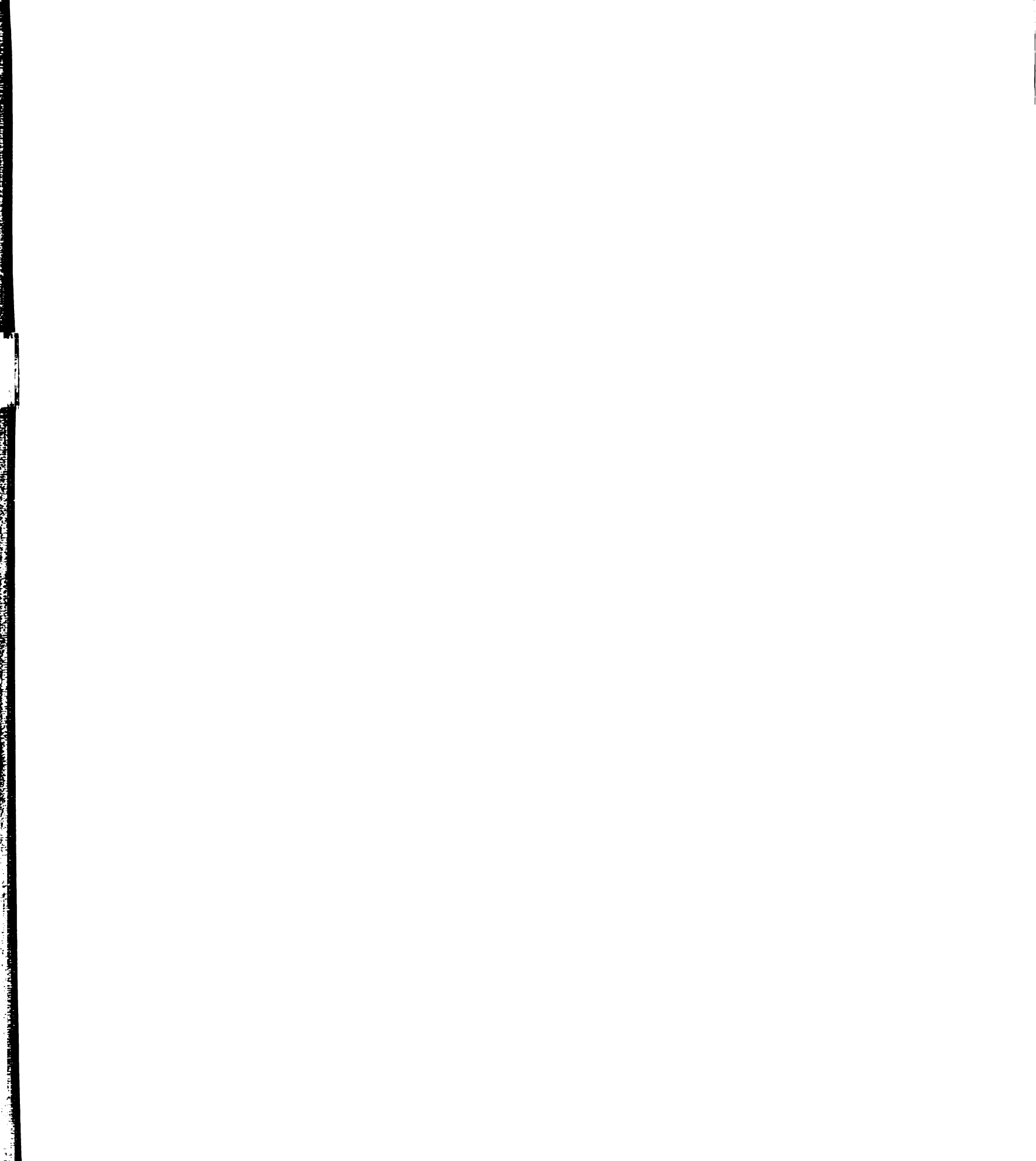
> adult only floor.

*Males* - Of those male baby boomers that responded (74.6% of sample), 77.8% are married, 73.2% have children, 60.8% make over $50,000 in annual income, and 84.5% have traveled to a Michigan resort. Of those, 90% traveled within the last 5 years. In addition, 92.3% plan on traveling to a Michigan resort in the future. Of those planning to travel to a Michigan resort in the near future, 74.9% will be traveling with dependents. Of those male baby boomers that will be traveling with dependents:

- 81.3% will be traveling with children,

- 16.4% with their parents (in-laws),

- 79.1% with their spouse,

- 22.4% with their grandchildren, and,

- 13.4% traveling with 'others'.

Of those males that do not plan on traveling to a Michigan resort in the near future, 60% say they would change their minds if their desired amenities were offered.

*Females* - Of those female baby boomers that responded (25.4% of sample), 63.6% are married, 75.2% have children, 48.5% make over $50,000 in annual income, and 68.2% have traveled to a Michigan resort. Of those, 75.6% traveled within the last 5 years. In addition, 86.4% plan on

traveling to a Michigan resort in the future. Of those planning to travel to a Michigan resort in the near future, 52.6% will be traveling with dependents. Of those female baby boomers that will be traveling with dependents:

- 83.3% will be traveling with children,

- 30.0% with their parents (in-laws),

- 90.0% with their spouse,

- 23.3% with their grandchildren, and,

- 20.0% traveling with 'others'.

Of those females that do not plan on traveling to a Michigan resort in the near future, 77.8% say they would change their minds if their desired amenities were offered.

*Summary* - Most male respondents have traveled and plan on traveling to a resort in the future bringing along their spouse and children. Although fewer females have traveled to a Michigan resort, nearly 90% plan to do so in the future. Also, fewer females plan on traveling with dependents. Those that do, nearly all plan on traveling with their spouse.

*Implications for Resorts* - Significant differences ($p \leq .05$) in attribute mean scores can be attributed to gender. For example, the following attributes were found to be

significantly more important to female boomers for future travel:

> available airport transportation,
>
> barbecue facilities,
>
> clean recreation areas,
>
> furnishings clean and in good repair,
>
> help with luggage at check-in/out,
>
> information on local fairs, special events,
>
> reading materials in lending library,
>
> reservations to avoid overcrowding,
>
> staff available to solve complaints quickly,
>
> staff assistance in finding areas of interest,
>
> staff available 24 hours at day,
>
> staff knowledgeable about area attractions,
>
> ticket arrangements for plays, concerts,
>
> variety of video tapes to borrow.

Interestingly, there were no significant ($p \leq .05$) attributes that males found more important than females for future travel.

## Marital Status

*Married Boomers* - Of those married baby boomers that responded (74.2% of sample), 77.7% have children, and 61.7% make over $50,000 in annual income, and 81.4% have traveled to a Michigan resort. Of those, 87.3% traveled within the

last 5 years. In addition, 91.2% plan on traveling to a Michigan resort in the future. Of those planning to travel to a Michigan resort in the near future, 73.3% will be traveling with dependents. Of those married baby boomers that will be traveling with dependents:

- 79.0% will be traveling with children,

- 20.2% with their parents (in-laws),

- 96.6% with their spouse,

- 22.5% with their grandchildren, and,

- 15.5% traveling with 'others'.

Of those married baby boomers that do not plan on traveling to a Michigan resort in the near future, 70.6% say they would change their minds if their desired amenities were offered.

*Unmarried Boomers* - Of those unmarried baby boomers that responded (25.8% of sample), 52.2% have children and 49.3% make over $50,000 in annual income, and 77.6% have traveled to a Michigan resort. Of those, 73.1% traveled within the last 5 years. In addition, 90% plan on traveling to a Michigan resort in the future. Of those planning to travel to a Michigan resort in the near future, 58.3% will be traveling with dependents. Of those unmarried baby boomers that will be traveling with dependents:

- 91.0% will be traveling with children,

- 14.3% with their parents (in-laws),

-  5.7% with their spouse,

- 22.9% with their grandchildren, and,

- 11.4% traveling with 'others'.

Of those unmarried baby boomers that do not plan on traveling to a Michigan resort in the near future, 57% say they would change their minds if their desired amenities were offered.

*Summary* - Married boomers are more likely to have children, make more money, and have also traveled and plan on traveling more than those boomers that are unmarried. Married boomers are more likely to travel with dependents than unmarried boomers.  Of those, nearly all married boomers will be traveling with their spouse.  Nearly all unmarried boomers traveling with dependents will be traveling with their children.

*Implications for Resorts* - Significant differences ($p \leq .05$) in attribute mean scores can be attributed to marital status.  For example, the following attribute was found to be significantly more important to married boomers for future travel:

scheduled children's activities.

In addition, the following attributes were found to be significantly ($p \leq .05$) more important to non-married boomers for future travel:

adult only floor,

information on local fairs and special events,

pre-travel information,

tour of resort area.

## Presence of Children
*With Children* - Of those baby boomers that have children (71.2% of sample), 59.5% make over $50,000 in annual income, and 77.3% have traveled to a Michigan resort. Of those, 85.5% traveled within the last 5 years. In addition, 92.4% plan on traveling to a Michigan resort in the future. Of those planning to travel to a Michigan resort in the near future, 79.5% will be traveling with dependents. Of those baby boomers that will be traveling with dependents:

- 87.5% will be traveling with children,

- 22.7% with their parents (in-laws),

- 75.0% with their spouse,

- 21.6% with their grandchildren, and,

- 15.9% traveling with 'others'.

Of those that do not plan on traveling to a Michigan resort in the near future, 64.3% say they would change their minds if their desired amenities were offered.

*Without Children* - Of those baby boomers without children (28.8% of sample), 53.3% make over $50,000 in annual income, and 76% have traveled to a Michigan resort. Of those, 79% traveled within the last 5 years. In addition, 86.7% plan on traveling to a Michigan resort in the future. Of those planning to travel to a Michigan resort in the near future, 43.1% will be traveling with dependents. Of those baby boomers that will be traveling with dependents:

- 10.7% will be traveling with children,

- 21.4% with their spouse,

- 85.7% with their parents (in-laws,)

- 21.4% with their grandchildren, and,

- 21.4% traveling with 'others'.

Of those that do not plan on traveling to a Michigan resort in the near future, 70% say they would change their minds if their desired amenities were offered.

*Summary* - More boomers that have children will be traveling with dependents. Of these most will be traveling with their

children. Of those boomers without children traveling with dependents, nearly all will travel with their spouse.

*Implications for Resorts* - Significant differences (p$\leq$.05) in attribute mean score can be attributed to presence of children.  For example, the following attributes were found to be significantly more important to those boomers who have children:

> babysitting/childcare services,
>
> driving map of area,
>
> evening entertainment on-site,
>
> family oriented activities,
>
> good selection of activities for all ages,
>
> good variety of on-site recreation facilities,
>
> scheduled children's activities,
>
> teen activities,
>
> VCR available.

Interestingly, there were no significant (p$\leq$.05) attributes that non-married boomers found more important than married boomers for future travel.

## Income
*High Income Earners* - Of those baby boomers earning $\geq$ $50,000  (57.7%  of  sample),  60.3%  have  traveled  to  a Michigan resort.  Of those, 64% traveled within the last 5

years. In addition, 58.5% plan on traveling to a Michigan resort in the future. Of those planning to travel to a Michigan resort in the near future, 61% will be traveling with dependents. Of those baby boomers that will be traveling with dependents:

- 62.7% will be traveling with children,

- 51.6% with their parents (in-laws),

- 62.2% with their spouse,

- 54.1% with their grandchildren, and,

- 50.0% traveling with 'others'.

Of those that do not plan on traveling to a Michigan resort in the near future, 50% say they would change their minds if their desired amenities were offered.

*Low Income Earners* - Of those baby boomers earning < $50,000 (42.3% of sample), 39.7% have traveled to a Michigan resort. Of those, 36% traveled within the last 5 years. In addition, 41.5% plan on traveling to a Michigan resort in the future. Of those planning to travel to a Michigan resort in the near future, 39% will be traveling with dependents. Of those baby boomers that will be traveling with dependents:

- 37.3% will be traveling with children,

- 48.4% with their parents (in-laws),

- 37.8% with their spouse,

- 45.9% with their grandchildren, and,

- 50.0% traveling with 'others'.

Of those that do not plan on traveling to a Michigan resort in the near future, 50% say they would change their minds if their desired amenities were offered.

*Summary* - As would be expected, those with the money tend to travel more and have plans to travel more. Those boomers classified as high income earners will be traveling with substantially more dependents than those of lower income.

*Implications for Resorts* - Significant differences (p$\leq$.05) in attribute mean score can be attributed to income. For example, the following attributes were found to be significantly more important to those boomers who earn < $50,000 in annual income:

adult only floor,

brochures on area attractions,

driving map of area,

information on local fairs and special events,

location of entertainment spots.

Those boomers that earn $\geq$ $50,000 find the following attributes significantly (p$\leq$.05) important:
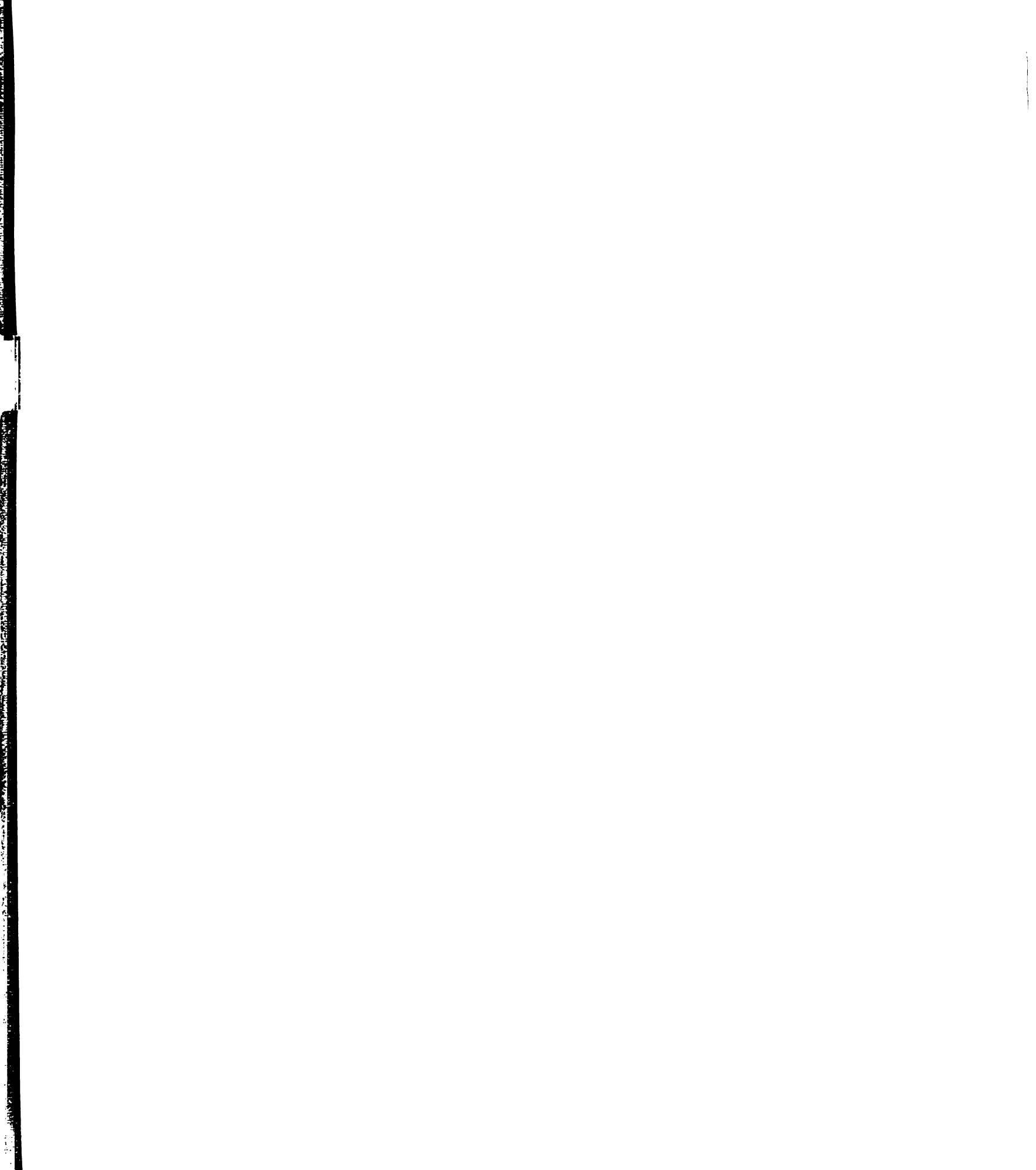
golf course available,

water-related sports.

## Sub-Problem 2 testing

There are differences between boomers based on past and future travel experiences and expectations.

*Summary* - Those that have traveled to a Michigan resort (80.4% of sample), 94.3% said they will also travel in the future for leisure purposes. Interestingly, 15% of the sample has never traveled to a Michigan resort, however, 76.5% of these non-past travelers say they plan on traveling to a Michigan resort in the future. This ultimately creates new potential guests for resorts if they can offer what the boomer desires. Of those that have traveled to a Michigan resort in the past but do not plan on it in the future, 66.7% would change their minds and travel to a Michigan resort for the purpose of leisure if their desired attributes were offered. Only 1.5% of sample states that they have never traveled to a Michigan resort and never will, even if their desired attributes were offered.

72

*Implications for Resorts -*

- Those boomers that have traveled to resorts and it was within the past five years deem the following attribute(s) as significantly (p<.05) important to their future travel:

    golf course available,

    snow skiing opportunities,

    tour of resort area,

    water-related sports.

- Those boomers that plan on traveling to resorts in the future deem the following attribute(s) as significantly (p<.05) important to their future travel:

    evening activities,

    family orientated activities,

    golf course available,

    good selection of activities for all ages,

    information on nearby parks (theme, zoo,
        natural),

    teen activities.

- Those boomers that don't plan on traveling to resorts in the future but would change their minds if their desired amenities were offered, find the following attributes to be of significant (p<.05) importance in deciding on where to stay:

bicycles to rent/borrow,

furnishings clean and in good repair,

orientation party.

- Those boomers that plan on traveling with their dependents to resorts in the future deem the following attribute(s) as significantly ($p \leq .05$) important to their future travel:

    babysitting/childcare services,

    beach towel service,

    family orientated facilities,

    good selection of activities for all ages,

    good variety of on-site recreation
        facilities,

    information on historic attraction,

    information on local fairs, special events,

    scheduled children's activities,

    teen activities.

Consequently, those boomers that plan on traveling without dependents to resorts in the future deem the following attribute as significantly ($p \leq .05$) important to their future travel:

    adult only floor.

- Those boomers that plan on traveling with their children to resorts in the future deem the following attribute(s)

as significantly (p<.05) important to their future travel:

adequate lounge chairs by beach or pool,

adequate sunbathing area by beach or pool,

family orientated activities,

good selection of activities for all ages,

good variety of on-site recreation facilities,

indoor swimming pool,

scheduled children's activities,

teen activities,

VCR available.

- Those boomers that plan on traveling with their parents(in-laws) to resorts in the future deem the following attribute(s) as significantly (p<.05) important to their future travel:

water-related sports.

- Those boomers that do not plan on traveling with their spouse to resorts in the future deem the following attribute(s) as significantly (p<.05) important to their future travel:

brochures on area attractions,

information on local fairs and special events,

teen activities,

tour of resort area.

- **Those boomers that plan on traveling with their grandchildren to resorts in the future deem the following attribute(s) as significantly (p≤.05) important to their future travel:**

  cable/color TV unit,

  evening entertainment on-site,

  location of entertainment spots,

  reading material in lending library,

  rental car availability,

  tour of resort area.

- **Those boomers that plan on traveling with 'others' to resorts in the future deem the following attribute(s) as significantly (p≤.05) important to their future travel:**

  pretravel information,

  snow-skiing opportunities.

In summary, by examining cross tabulations of the data set, hypothesis 1 sub-problems were explored. The following sub-problems were confirmed through an analysis of the baby boomer data:

- **There are differences between boomers in their attribute preference based on lifecycle stage. Significant differences existed among the following independent variables:**

- age,
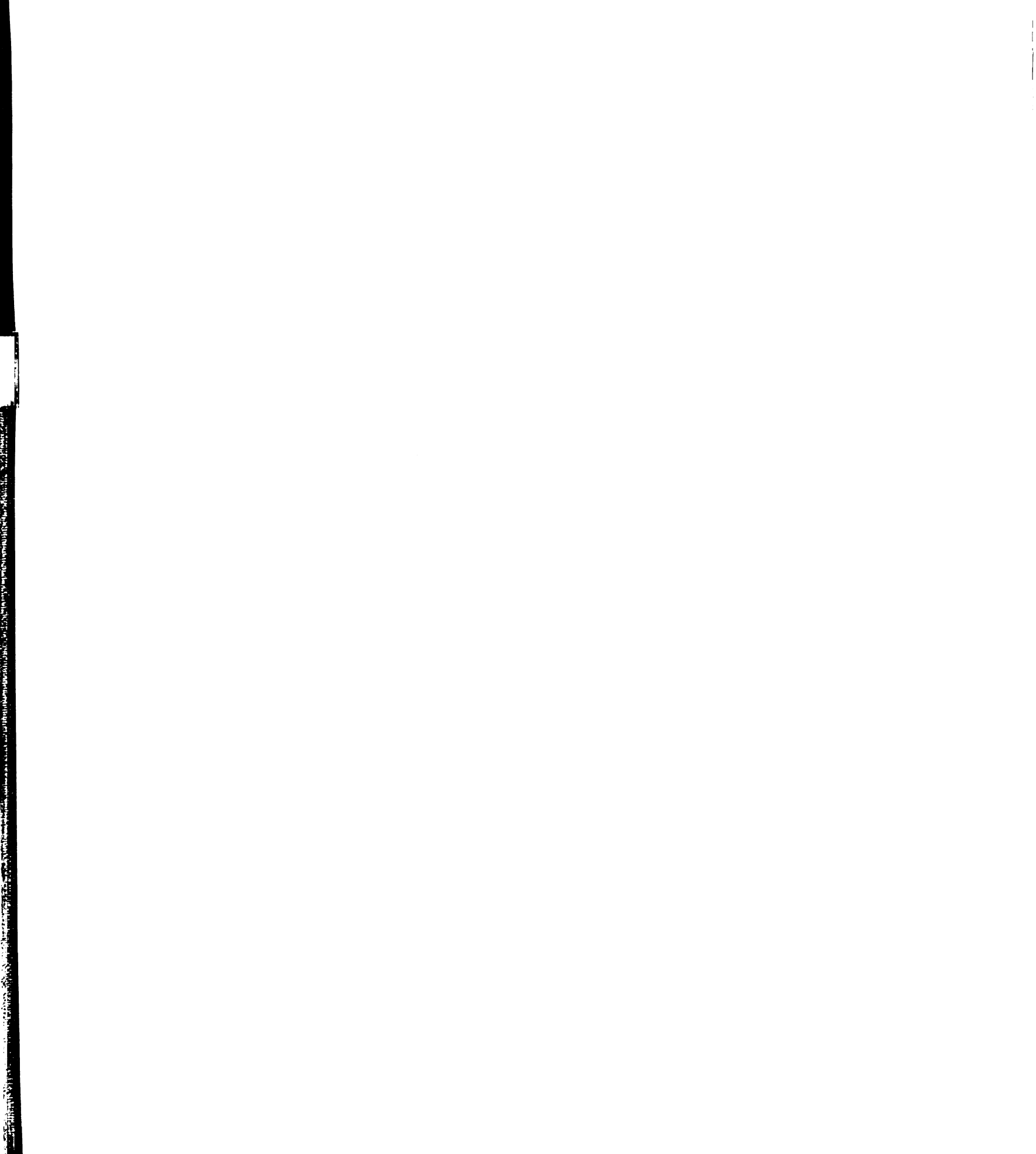
- gender,

- marital status,

- presence of children, and,

- income.

In addition,

- there are differences between boomers in their attribute preference based on past travel experiences and future travel expectations, specifically,

    - there are differences between boomers in their attribute preference based on travel with(out) dependents. Significant differences existed among the following independent variables:

        with(out) children,

        with(out) parents (in-laws),

        with(out) spouse,

        with(out) grandchildren, and,

        with(out) 'others'.

## Factor Analysis

Factor analysis was the multivariate technique chosen to test the study's hypotheses. The goal of any factor analytical analysis is to reach simple structure (Thurstone 1947). Six criteria identify what it takes for a data set to achieve simple structure (Kline 1994):

1. Good sampling of variables and subjects (Childs 1990),

2. Large sample with 100 subjects as the minimum (Guilford 1956),

3. A ratio of subjects to variables of at least 2:1 (Childs 1990),

4. The use of principal components or maximum likelihood method of extraction (Harman 1976),

5. The use of a scree test or statistical test to obtain the number of factors (Cattell 1978), and,

6. The use of varimax rotation (Nunnally (1978).

As a result, if simple structure is achieved each factor should have few high loadings with the rest of the loadings close to zero (Kim and Mueller 1978).

The first procedure that must be undertaken to ensure simple structure is to determine the data sets

"factorability". This is done by determining adequate sampling and by examining the sample sizes. Determining whether or not a good sampling of variables and subjects exist within the data set can be tested. The Kaiser-Meyer-Olkin (KMO) is an index for measuring sampling adequacy. The KMO measure of this analysis was .857, indicative of a meritorious data set (Kaiser 1974). Additionally, the Bartlett's test of sphericy generated a score of 9332.347, which is significant at the .001 level. The outcomes of these two tests indicate the appropriateness for conducting a factor analysis.

Samples however, must not only be representative but also must be of sufficient size to produce reliable factors (Kim and Mueller 1978). Guilford (1956) suggested that 200 as an adequate minimum figure. However, Childs (1990) has argued that samples of 100 were found to be sufficient. It is algebraically essential that there are more subjects than variables, if this is not the case the results are not meaningful (Harman 1976). Also of importance is the ratio of subjects to variables, running from 2:1 to 10:1 (Childs 1990). Therefore, factorial analysis was deemed only appropriate for the baby boomer data set containing 260 subjects and 68 variables, a ratio of 3.8:1 and not on the resort data containing 24 observations and 68 variables.

Once the factorability of the data set was deemed appropriate the 68 attributes were entered into SPSS statistical software 8.0 professional series, and a principal components extraction was performed to obtain the initial factor solution. Principal components identifies factors that can adequately explain the observed correlations in addition to maximizing the variance explained for any number of factors while ensuring that all variance including error variance, is included in the factors (Harman 1976), as well as aiding in achieving simple structure.

In factor analysis, factors are interpreted and identified; however, factors with many loadings are hard to interpret and understand. To simplify, factor rotation is necessary (Kline 1994). Factor rotation is essential for adequate factor analysis (Rummel 1967). Cattell (1978) has shown, without proper rotation, results can not be trusted. Varimax rotation aims to maximize the sum of variances of squared loadings in the columns of the factor matrix, producing loadings high or near zero (Harman 1976).

To achieve simple structure, it is suggested that researchers use the Kaiser criterion (eigenvalues $\geq$ 1) and Catell's scree plot when deciding upon how many factors to extract. The unrotated solution generated 17 factors with

eigenvalues $\geq$ 1.   However, when the principal components

extraction was performed extracting these 17 factors,

several problems arose.

Initial efforts generated an ill-conditioned matrix

which failed to converge after multiple iterations.  Let it

be noted that if multicollinearity exists it may not be

possible to invert the correlation matrix at all.

Therefore, an examination of the squared multiple

correlation (SMC) data was conducted.  Of importance are

those variables with extreme collinearity (.80 and above

(Nie, et al. 1975)).  Two attributes (64. 'variety of video

tapes to borrow', and 65. 'VCR available') were identified

at .872 and were dropped from any further analysis.  The 66

variables left were again entered into a factor analysis

with principal component extraction of 17 factors.  As a

result, the analysis converged without any error.

However, when examining the rotated matrix it was

evident that several factors contained less than three

variables with significant loading levels.   To clearly

distinguish dimensions, as Kline (1994) has described, a

factor must contain at least three variables and only one

is certainly insufficient.   This criteria alone aided in

eliminating at least 6 factors from the 17 extracted.

In addition, Cattell (1978) has noted that the eigenvalue criterion alone greatly overestimates the number of factors for extraction, as was experienced in this study. Factor analysts have suggested generating Cattell's Scree test to aid in the process of selecting the correct number of factors to rotate. The Scree test is a graph of the eigenvalues and the principal components to reach simple structure. The cut off point for factor extraction is where the slope changes (Kline 1994). It should also be noted that the Scree test must be performed on principal components in order to achieve simple structure (Kim and Mueller 1978). Although high inner-scorer reliability exists, one objection to the scree test is that it is subjective (Kline 1994). In spite of this, the scree plot was examined and the slope change was most prevalent between 7 to 10 factors. Therefore, a principal components extraction with a varimax rotation was generated extracting first 7, then 8, and lastly, 9 factors. All separate runs converged within 25 iterations. However, when extracting 7 factors, the results yielded overloaded, large and uninterpretable factors. When extracting 9 factors the results yielded factors with less than three variables loading in at least one factor. Lastly, 8 factors were chosen for extraction and the factor analysis was

82

successfully in producing interpretable, high loadings within all factors that converged in 9 iterations.

The analysis suggested 8 underlying dimensions, or amenity scales, which accounted for 50 percent of the variance explained, which is considered very good for this factor analytic procedure (Kim and Mueller 1978). Complete rotated factor loading matrix, eigenvalues, and cumulative percent of variance explained by each factor after Varimax rotation are detailed in Appendix C.

As a rule of thumb, the greater the loading, the more the variable is a pure measure of the factor. In this study all attributes loaded with at least a .355 loading. Comrey (1973) suggested that loadings in excess of:

> .71 (50% overlapping variance) are considered excellent,
>
> .63 (40% overlapping variance) very good,
>
> .55 (30% overlapping variance) good,
>
> .45 (20% overlapping variance) fair, and,
>
> .32 (10% overlapping variance) poor.

As a result any attribute that loaded with a .45 or lower on one factor and higher than .32 on any other given factors was eliminated from final inclusion. Thus eliminating 11 attributes that were in violation of simple structure.

All six criteria for reaching simple structure at this point have been achieved. Kline (1994) has noted a few advantages of reaching simple structure exist:

1. Simple structure factors are usually simple to interpret because they have only few high loadings, and secondly,

2. Simple structure factors are replicable.

The amenity scales derived from the factor analysis are summarized in Table 4.4. Kerlinger (1973) has suggested that giving a factor a name does not give it reality. Factor names are simply attempts to epitomize the essence of factors. They are always tenuous, subject to later confirmation or disconfirmation.

### Table 4.4
### Amenity Scales

| Variable | Factor Name and Variance Explained | Loadings |
|---|---|---|
| **Factor 1** | Arrival Amenities                    Variance 9.173 | |
| | Orientation party | 0.706 |
| | On site recreation director | 0.656 |
| | Tour of area | 0.647 |
| | Scheduled activities with other guests | 0.642 |
| | Rental cars available | 0.604 |
| | Available airport transportation | 0.556 |
| | Help with luggage at check -in/out | 0.547 |
| | Rainy day activities | 0.486 |
| | Ticket arrangements for plays, concerts, games | 0.475 |
| | Written activity schedule | 0.458 |
| | Local transportation information | 0.457 |
| **Factor 2** | Guest Services and Resort Operating Effectiveness Variance 8.201 | |
| | Helpful and courteous staff | 0.732 |
| | Staff able to solve complaints quickly | 0.723 |
| | Furnishings clean and in good repair | 0.686 |
| | Friendly and warm attitude of staff | 0.640 |
| | Clean recreation areas | 0.617 |
| | Reservations to avoid overcrowding | 0.580 |
| | Recreation amenities that operate well | 0.569 |
| | Staff available 24 hours | 0.559 |
| | Staff knowledgeable about area attractions | 0.554 |
| | Staff assistance in finding areas of interest | 0.450 |
| **Factor 3** | What to do and Where to go          Variance 7.592 | |
| | Information on local fairs, special events, etc. | 0.717 |
| | Information on nearby parks(theme, zoo, natural) | 0.708 |
| | List of scenic attractions | 0.706 |
| | Information on historic attractions | 0.694 |
| | Brochures on area attractions | 0.494 |
| | Operating system for area attractions | 0.480 |
| | List of charges for amenities | 0.415 |

## Table 4.4 Amenity Scales Continued

**Factor 4** Outdoor Recreational Amenities     Variance 6.366

| | |
|---|---|
| Hiking/biking trails | 0.740 |
| Bicycles to rent/borrow | 0.661 |
| Running trails | 0.600 |
| Opportunity to rent quality sports equipment | 0.525 |
| Boating opportunities | 0.525 |
| Tennis courts available | 0.481 |
| Snow skiing opportunities | 0.475 |
| Barbecue facilities | 0.401 |

**Factor 5** Golf and Entertainment     Variance 5.21

| | |
|---|---|
| Evening activities | 0.747 |
| Cocktail service by pool | 0.719 |
| Evening entertainment on-site | 0.710 |
| Golf course available | 0.463 |

**Factor 6** Family Travel Amenities     Variance 4.975

| | |
|---|---|
| Family-oriented activities | 0.713 |
| Good selection of activities for all ages | 0.697 |
| Scheduled children's activities | 0.660 |
| Teen activities | 0.575 |
| Good variety of on-site recreation facilities | 0.501 |
| Adult only floor | -0.380 |

**Factor 7** Aquatic Amenities     Variance 4.640

| | |
|---|---|
| Adequate lounge chairs by beach or pool | 0.828 |
| Adequate sunbathing area by beach or pool | 0.783 |
| Outdoor swimming pool | 0.512 |
| Beach towel service | 0.499 |
| Indoor swimming pool | 0.489 |
| Jacuzzi, hot tub, sauna | 0.391 |

**Factor 8** In-Room Amenities     Variance 4.392

| | |
|---|---|
| Flexible maid service | 0.503 |
| Cable/color TV unit | 0.474 |
| TV and radio listings | 0.415 |

The largest of attribute variance correlation involved loadings on 11 attributes to produce the factor 'arrival amenities'. In addition all factors generated common factor loadings of at least 3 attributes. It should also be noted that a study by Arrindel and Van der Ende (1985) claimed that the ratio of subjects to factors is extremely important and should be more than 20:1. As with this study, the ratio was considered excellent by these standards at a ratio of 32.5:1.

By achieving simple structure the five common errors of factor analysis identified by Kline (1994) have been avoided:

1. *Interpreting the first unrotated factor* - The only use for the unrotated solution for this study was to report that there were 17 significant components or factors accounting for the correlations.

2. *Using too small of samples* - Which was proven not the case with using 260 as a final sample, far above the 100 minimum requirement for an accurate analysis. As well as achieving a ratio of 4.7:1, above the suggested minimum requirement of 2:1 ratio of subjects to variables. Which aided in accomplishing a 32.5:1 ratio of factors to subjects,

again above the suggested minimum requirement of 20:1.

3. *Too stringent or too lax a view of what constitutes a salient loading* - Following Comrey's (1973) minimum requirement of .45 was stringent enough to eliminate those with a 'poor' loading level, but still left those with a 'fair' loading as interpretable.

4. *Taking the criterion for the number of factors to rotate too literally* - "If good methods such as eigenvalues $\geq$ 1 and the scree tests disagree both numbers should be rotated and the best solution needs to be decided on other grounds" (1994; 181). This was the situation in this research project as a final eight factors were extracted for rotation.

5. *Failure to obtain simple structure* - By having each factor having few high loadings with the rest of the loadings being close to zero, simple structure was obtained.

In summary, factor analysis was the multivariate technique chosen to examine variables in terms of factorial dimensions rather than in terms of each separate variable. Through a principal extraction with a varimax rotation a final 55 attributes were reduced into 8 dimensions of broad

amenities.  The final factors define constructs accounting for the relationship between variables.  The factor analysis statistical method reveals dimensions which were previously unknown, resulting in a clearer understanding of the needs and desires of the baby boomers for future resort travel.

## Hypothesis 1 testing

Hypothesis 1 states:

> The members of the baby boom generation deem guest services as the most important amenity in deciding on future resort travel.

To test this hypothesis importance scores by factor were generated and analyzed, the findings are outlined in Table 4.5.

## Table 4.5
## Factor Ranking by Mean Score

| Mean | Boomer Factor Ranking | Average Factor Loading | Communality* |
|------|------|------|------|
| 3.86 | F2 | .611 | .511 |
| 3.18 | F8 | .464 | .431 |
| 3.06 | F3 | .602 | .541 |
| 2.91 | F7 | .584 | .513 |
| 2.50 | F6 | .588 | .554 |
| 2.50 | F5 | .660 | .611 |
| 2.37 | F4 | .551 | .477 |
| 2.25 | F1 | .567 | .503 |

* The higher the commonality the more the particular set of factors explain the variance of attributes.

Only two factors fell below 'important' (2.5 mean score as suggested by the instrument's 1-5 scale) level status:

1. Factor 4 'Outdoor recreation amenity', and,

2. Factor 1 'Arrival amenity'

However, the hypothesis can be accepted as Factor 2 'Guest Services and Resort Operating Effectiveness' (mean 3.86) ranks as the most important amenity for boomers future travel.

**RESORT DATA RESULTS – Descriptive Analysis**

Descriptive statistics were computed resulting in mean and standard deviation statistics for each attribute; as well as attribute frequency profiles and histograms. Mean scores as they were ranked for analysis of individual attribute importance are displayed in Table 4.6. Additional information that is of interest to resort managers are the mean differences between boomers' rating attribute importance and resorts' rating of attribute importance, as seen in Appendix D.

## Table 4.6
## Resort Attribute Mean Scores

| Attribute | Mean | SD |
|---|---|---|
| Helpful and courteous staff | 4.58 | .58 |
| Clean recreation areas | 4.58 | .50 |
| Friendly and warm attitude of staff | 4.54 | .65 |
| Outdoor swimming pool | 4.50 | 1.14 |
| Reservations to avoid overcrowding | 4.45 | .58 |
| Staff able to solve complaints quickly | 4.33 | .70 |
| Furnishings clean and in good repair | 4.33 | .56 |
| Jacuzzi, hot tub, sauna | 4.20 | .88 |
| Recreation amenities that operate well | 4.16 | .81 |
| Opportunity to rent quality sports equipment | 4.04 | 1.19 |
| Coffee shop or snack bar | 4.00 | .88 |
| Cable/color TV unit | 3.87 | .74 |
| Staff available 24 hours | 3.87 | 1.03 |
| Written activity schedule | 3.75 | 1.07 |
| Adequate lounge chairs by beach or pool | 3.75 | .67 |
| Adequate sunbathing area by beach or pool | 3.70 | .75 |
| Snow skiing opportunities | 3.62 | 1.86 |
| Help with luggage at check-in/out | 3.58 | 1.34 |
| Staff assistance in finding areas of interest | 3.50 | .78 |
| Walking, nature trails | 3.41 | .92 |
| Brochures on area attractions | 3.37 | .82 |
| Location of entertainment spots | 3.33 | .63 |
| Quiet surroundings | 3.33 | 1.40 |
| Pretravel information | 3.16 | 1.00 |
| Tennis courts available | 3.12 | 1.32 |
| Cocktail service by pool | 3.08 | 1.05 |
| Scheduled children's activities | 3.08 | 1.13 |
| Beach towel service | 3.04 | .90 |
| On-site recreation director | 2.95 | 1.70 |
| Babysitting/childcare services | 2.95 | 1.39 |
| Indoor swimming pool | 2.91 | 1.97 |
| Flexible maid service | 2.87 | .89 |
| Evening entertainment on-site | 2.83 | 1.12 |
| Menus (cost) of resort's restaurants | 2.70 | .80 |
| Evening activities | 2.70 | .75 |
| Golf course available | 2.70 | 1.98 |

# Table 4.6 Cont.
## Resort Attribute Mean Scores

| Attribute | Mean | SD |
|---|---|---|
| Good variety of on-site recreation facilities | 2.62 | .64 |
| Hiking/biking trails | 2.58 | .82 |
| List of charges for amenities | 2.54 | .77 |
| Water-related sports | 2.54 | 1.31 |
| Tour of resort area | 2.54 | .97 |
| TV and radio listings | 2.50 | .58 |
| Staff knowledgeable about area attractions | 2.45 | .97 |
| List of scenic attractions | 2.37 | .49 |
| Information on nearby parks(theme, zoo, natural) | 2.37 | .92 |
| Information on local fairs, special events | 2.37 | .87 |
| Local transportation information | 2.33 | 1.00 |
| Teen activities | 2.25 | 1.18 |
| Good selection of activities for all ages | 2.20 | .88 |
| Orientation party | 2.12 | 1.29 |
| Rainy day activities | 2.12 | .79 |
| Driving map of area | 2.00 | .72 |
| Ticket arrangements for plays, concerts | 2.00 | .88 |
| Family-orientated activities | 2.00 | .72 |
| Boating opportunities | 2.00 | 1.41 |
| VCR Available | 2.00 | 1.10 |
| Variety of video tapes to borrow | 2.00 | 1.10 |
| Information on historic attractions | 2.00 | .78 |
| Reading material in lending library | 1.95 | .95 |
| Barbecue facilities | 1.95 | .99 |
| Rating system for area attractions | 1.87 | .99 |
| Available airport transportation | 1.79 | 1.02 |
| Rental car availability | 1.70 | 1.04 |
| Scheduled activities with other guests | 1.70 | .85 |
| Bicycles to rent/borrow | 1.66 | .91 |
| Picnic supplies(basket, food, games) | 1.50 | .72 |
| Grocery information or delivery | 1.33 | .56 |
| Adult floor only | 1.33 | .91 |

Most attributes received a minimum score of '1' or 'amenity is not at all important' as well as a maximum score of '5', or 'crucial - won't stay at a resort without it'. Deeming discussion are the attributes which received a mean score of $\geq$ 4.00, indicating a very important attribute, and those which received a mean sore of $\leq$ 2.00, indicating very little importance placed on that attribute (as designated with a division bold line on table 4.6).

The eleven attributes with extremely high means tend to be negatively skewed with maximum standard deviations of .1.19. Frequencies reveal that less than 8.3% of respondents gave these eleven attributes a rating of either a '1' (attribute is not at all important) or a '2' (somewhat important). Of those eleven attributes that were deemed very important by resorts, only five were given the same designation by boomers.

On the other end, the seventeen attributes with extremely low means were positively skewed with maximum standard deviation of 1.41. Frequencies reveal that less than 20% of all respondents gave these seventeen attributes a rating of either a '4' (very important) or a '5' (crucial - won't stay at a resort without it). Of those seventeen attributes that were deemed unimportant by resorts, only six were given the same designation by boomers. More

importantly however, eleven of those seventeen attributes that were deemed 'unimportant' to resorts, were deemed as important to boomers.

In addition to these attributes, it is worth noting that unlike the boomer data, where every attribute received a minimum score of '1' and a maximum score of '5', several attributes received other designations by resorts as minimum and maximum scores. Extreme cases include:

Clean recreation areas - Min. 4.00/Max. 5.00,

List of scenic attractions - Min. 2.00/Max. 3.00.

Additional attributes displayed skewed histogram charts. Negatively skewed cases include (that were not part of those attributes $\geq$ 4.00, or $\leq$ 2.00):

Adequate lounge chairs by beach or pool,

Local transportation information,

Written activity schedule.

Also of interest are three attributes that nearly all resorts listed as either a '1' - 'amenity is not at all important' or a '5' 'crucial - won't survive without it' and very little, if at all, in between. These attributes are:

Snow skiing opportunities,

Indoor swimming pool,

Golf course available.

Other than these noted attributes the histograms and central tendency scores reveal relatively normal distributed variables.

Frequency profiles and histograms produced valuable information on each variable. Of concern is the information regarding resort classification and size, months of operation, and customer intervention in marketing decisions. Frequencies, percentages and cumulative percents for resort size are provided in Table 4.7.

Table 4.7
Frequency and Percentage of Resort Hotel Size

| Number of Rooms at Resort | Frequency | Percent | Cumulative Percent |
|---|---|---|---|
| $\leq$ 50 | 4 | 16.7 | 16.7 |
| = 51 to 100 | 6 | 25.0 | 41.7 |
| = 101 to 200 | 7 | 29.2 | 70.8 |
| = 201 to 300 | 5 | 20.8 | 91.7 |
| $\geq$ 301 | 2 | 8.3 | 100.0 |
| Total | 24 | 100.0 | |

The Michigan resort industry is comprised of relatively smaller scale resort hotel destinations. Almost three-quarters of the respondents represent resorts of smaller than 201 rooms. Noteworthy, is the fact that only two

96

resorts in the state of Michigan are of over 500 or more rooms: the Grand Traverse Resort at 670 rooms and Shanty Creek which contains 600 rooms.

By cross comparing the information on the Michigan Resort Sample Table 3.1, and Table 4.2, the following information can be noted:

- Five resorts exist with $\leq$ 50 rooms and four within this category responded for this study.

- Eight resorts exist with = 51 to 100 rooms and six within this category responded for this study.

- Nine resorts exist with = 101 to 200 rooms and seven within this category responded for this study.

- Seven resorts exist with = 201 to 300 rooms and five within this category responded for this study.

- Three resorts exist with $\geq$ 301 rooms and two within this category responded for this study.

This information suggests that there is a healthy representation of resorts within *all* size categories for this study.

Frequencies and percentages for resort's months of operation are providing in Table 4.8.

Table 4.8
Frequency and Percentage of Resort Hotel's Months of Operation

| Months of Operation | Frequency | Percent | Cumulative Percent |
|---|---|---|---|
| Year Round | 19 | 79.2 | 79.2 |
| Warm Months Only (May – Oct) | 5 | 20.8 | 100.00 |
| Cold Months Only (Nov – Apr) | 0 | 0 | |
| Total | 24 | 100.0 | |

Overwhelmingly, three-fourths of all the respondents operate resort hotels that are open all year round.

Analyzing the contents of Table 4.9 it can be summarized that the vacation resorts in Michigan are properties with large investments in outdoor recreation activities, including ski hills, golf courses or sandy beaches.

### Table 4.9
### Frequency and Percentage of Resort Hotel's Classification

| Resort Classification | Frequency | Percent | Cumulative Percent |
|---|---|---|---|
| Sun/Fun and Beach Resort | 6 | 25.0 | 25.0 |
| Golf Resort | 9 | 33.3 | 58.3 |
| Ski Resort | 8 | 37.5 | 95.8 |
| Meetings/Convention Resort | 1 | 4.2 | 100.0 |
| Tennis resort | 0 | | |
| Spa Resort | 0 | | |
| Other | 0 | | |
| Total | 24 | | |

Given that Michigan resort industry is representative of small highly specialized resorts, when asked to state, "how much influence customers' needs have on the resort's products and services to be offered", 20 of the 24 resort managers stated that they, *attempt* to develop amenities and services that meet their customers' needs (see Table 4.10).

## Table 4.10
## Frequency and Percentage of Marketing Decision Base

| Customer's Influence On Amenities | Frequency | Percent | Cumulative Percent |
|---|---|---|---|
| Little or none | 0 | 0.0 | 0.0 |
| Attempt to meet Customers needs | 20 | 83.3 | 83.3 |
| Input from selected Groups | 0 | 0.0 | 83.3 |
| Amenities designed To individual Customer needs | 4 | 16.7 | 100.0 |
| Total | 24 | 100.0 | |

None of the resort managers admitted to paying little or no attention to the needs of their customers when they design their amenities. But on the other hand, not one resort has implemented the concept of using selected groups to assist with the development of their amenities and services. Four of the 24 resort managers note that they do however, design amenities and services to meet the needs of individual customers.

An exploration of the interaction between variables allows for a deeper understanding of the complexities of the data set which may account for differences in attribute important scores. The first sets of data to be analyzed through this statistical procedure can be found in Table 4.11 and 4.12.

### Table 4.11
### Months of Operation By Resort Size

| Number of Rooms | Year Round | Summer Only | Winter Only |
|---|---|---|---|
| $\leq$ 50 | 2 | 2 | 0 |
| = 51 to 100 | 4 | 2 | 0 |
| = 101 to 200 | 6 | 1 | 0 |
| = 201 to 300 | 5 | 0 | 0 |
| $\geq$ 301 | 2 | 0 | 0 |
| Total | 19 | 5 | 0 |

**Table 4.12**

**Resort Classification By Resort Size**

| Number of Rooms | Beach | Golf | Ski | Conventions |
|---|---|---|---|---|
| $\leq$ 50 | 2 | 1 | 1 | 0 |
| = 51 to 100 | 3 | 1 | 2 | 0 |
| = 101 to 200 | 1 | 2 | 3 | 1 |
| = 201 to 300 | 0 | 3 | 2 | 0 |
| $\geq$ 301 | 0 | 1 | 1 | 0 |
| Total | 6 | 8 | 9 | 1 |

The results indicate those properties $\geq$ 201 rooms are open year round as opposed to properties $\leq$ 200 rooms which tend to vary in their dates of operation. Also of interest is that the majority of the properties $\geq$ 101 tend to classify themselves as golf and ski resorts while once again more variation among those resorts of $\leq$ 101 rooms.

By examining the information provided on the following Tables (4.13, 4.14, and 4.15) it is evident that only those resorts with $\leq$ 101 rooms are basing marketing decision based on individual customers needs. However, these resorts vary based on their months of operation as well as their classification.

**Table 4.13**
**Resort's Marketing Decisions By Resort Size**

| Number of Rooms | Attempt to Meet Customers needs | Amenities Designed to Individual Needs |
|---|---|---|
| $\leq$ 50 | 1 | 3 |
| = 51 to 100 | 5 | 1 |
| = 101 to 200 | 7 | 0 |
| = 201 to 300 | 5 | 0 |
| $\geq$ 301 | 2 | 0 |
| Total | 20 | 4 |

**Table 4.14**
**Resort's Marketing Decisions By Months of Operation**

| Months of Operation | Attempt to Meet Customers needs | Amenities Designed to Individual Needs |
|---|---|---|
| Year Round | 17 | 2 |
| Summer Only (May-Oct) | 3 | 2 |
| Winter Only (Nov-April) | 0 | 0 |
| Total | 20 | 4 |

**Table 4.15**
**Resort's Marketing Decisions By Resort Classification**

| Resort Classification | Attempt to Meet Customers needs | Amenities Designed to Individual Needs |
|---|---|---|
| Beach Resort | 5 | 1 |
| Golf Resort | 7 | 1 |
| Ski Resort | 7 | 2 |
| Convention Resort | 1 | 0 |
| Total | 20 | 4 |

The last cross tabulation statistic is a comparison of variables to determine what types of resorts are open at different times of the calendar year.

**Table 4.16**
**Resort Classification By Months of Operation**

| Months of Operation | Beach Resort | Golf Resort | Ski Resort | Convention Resort |
|---|---|---|---|---|
| Year Round | 4 | 5 | 9 | 1 |
| Summer Only (May-Oct) | 2 | 3 | 0 | 0 |
| Winter Only (Nov-April) | 0 | 0 | 0 | 0 |
| Total | 6 | 8 | 9 | 1 |

## Sub-problem 1 testing

The first sub-problem to hypothesis 2 has been identified as:

There are differences between resorts in the attributes they will offer to baby boomer guests based on their operating characteristics (size of resort hotel, months of operation, and resort classification).

## Size of resort hotel

Significant differences ($p \leq .05$) in attribute mean scores can be attributed to the size of the resort hotels participating in the study. For example, the following attributes were found to be significantly more important to those smaller end resorts ($\leq$ 200 rooms) when deciding upon which attributes to market to their future boomer guests:

boating opportunities,

brochures on are attractions,

information on historic attractions,

rating system for area attractions,

tour of resort area.

Consequently, the following attributes were found to be significantly ($p \leq .05$) more important to those larger end resorts($\geq$ 201 rooms) when deciding upon which attributes to market to their future boomer guests:

babysitting/childcare services,

beach towel service,

coffee shop or snack bar,

menus (cost)of resort's restaurants,

driving map of the area,

evening entertainment on-site,

family-orientated activities,

golf course available,

good variety of on-site recreation facilities,

help with luggage at check-in/out,

indoor swimming pool,

on-site recreation director,

opportunity to rent quality sports equipment,

scheduled activities with other guests,

snow skiing opportunities,

staff available 24 hours,

tennis courts available,

ticket arrangements for plays, concerts, games,

TV and radio listings.

In considering the size of the resort and attribute importance, it is clear that the larger properties deem five times more attributes as significantly ($p \leq .05$) important in offering to their future boomer market.

## Months of operation

Significant differences ($p \leq .05$) in attribute mean scores can be attributed to the months of operation of the resort hotels participating in the study. For example, the following attributes were found to be significantly ($p \leq .05$) more important in marketing to boomer guests by the resorts which are open all year round:

> driving map of the area,
>
> indoor swimming pool,
>
> snow skiing opportunities.

The following attributes were found to be significantly ($p \leq .05$) more important in marketing to boomer guests by the resorts which are open only during summer months (May – Oct.):

> clean recreation areas,
>
> furnishings clean and in good repair,
>
> rainy day activities,
>
> tour of resort area.

## Resort classification

Due to the fact that only one resort classified itself as a 'meetings and convention' resort hotel, it was left out of the calculations of significance. However, the manager that responded from this property deemed the following

attributes as 'crucial - won't stay at a resort without it':

> available airport transportation,
>
> babysitting/childcare services,
>
> cable/color TV,
>
> coffee shop or snack bar,
>
> friendly and warm attitude of staff,
>
> furnishings clean and in good repair,
>
> help with luggage at check-in/out,
>
> helpful and courteous staff,
>
> indoor swimming pool,
>
> jacuzzi, hot tub, sauna,
>
> local transportation information,
>
> staff available 24 hours.

Significant differences (p≤.05) in attribute mean scores can be attributed to the type of resort hotel participating in the study.   For example, the following attributes were found to be significantly (p≤.05) more important in marketing to boomer guests by beach resorts:

> adequate lounge chairs by beach or pool,
>
> adequate sunbathing area by beach or pool,
>
> barbecue facilities,
>
> bicycles to rent/borrow,

boating opportunities,

information on historic attractions,

picnic supplies (basket, food, games).

Interestingly, the following attributes were found to be significantly ($p \leq .05$) more important in marketing to boomer guests by golf resorts:

babysitting/childcare services,

menus (cost) of resort's restaurants,

flexible maid service,

golf course available,

help with luggage at check-in/out,

on-site recreation director,

opportunity to rent quality sports equipment,

rainy day activities,

quiet surroundings,

scheduled children's activities,

snow skiing opportunities.

Additionally, the following attributes were found to be significantly ($p \leq .05$) more important in marketing to boomer guests by ski resorts:

babysitting/childcare services,

menus (cost) of resort's restaurants,

flexible maid service,

golf course available,

help with luggage at check-in/out,

information on historic attractions,

on-site recreation director,

opportunity to rent quality sports equipment,

snow skiing opportunities.

In conclusion, sub-problem 1 to hypothesis 2 identified several significant differences between resorts in the attributes they will offer to baby boomer guests based on their operating characteristics. In considering the size of the resort hotel, it was clear that the larger the hotel, the more attributes were deemed as important. As well, the months of the resort hotel's operations determined which attributes their managers felt necessary to market to their future boomer guests. And finally, resort classification attribute importance was determined yielding significant differences between beach, ski and golf resorts.

## Hypotheses 2 testing

The resort industry does not deem important all the amenities the baby boomers demand for future travel. Displayed in Table 4.17 are baby boomer's mean factor ranking scores compared against the resort mean ranking scores of the attributes that comprise each factor. Of

significance, are those amenities that the baby boomers feel are 'important' when deciding upon future travel that resorts do not. Those amenities are identified in table 4.17 as Factor 3 - 'What to do where to go', and Factor 6 'Family travel'.

These factors are important to the members of the baby boom generation for future resort travel. As discovered through previous data analysis, it is a result of the makeup of the boomer family, differences in travel companions as well as differences in tastes, which will led all boomers to travel with different vacation goals in mind. Boomers will be looking for opportunities, and direction from resort's programs, activities and managers, rather than being lead toward a predetermined leisure experience.

**Table 4.17**
**Factor Ranking by Mean Score - Resorts**

| Boomer<br>Mean | Boomer<br>Ranking | Resort<br>Ranking | Resort<br>Mean | Difference In<br>Factor Means |
|---|---|---|---|---|
| 3.86 | F2 | F2 | 3.93 | F7 - .77 |
| 3.18 | F8 | F7 | 3.68 | F3 - .65 |
| 3.06 | F3 | F8 | 3.08 | F6 - .50 |
| 2.92 | F7 | F5 | 2.83 | F4 - .43 |
| 2.50 | F6 | F4 | 2.80 | F1 - .42 |
| 2.50 | F5 | F1 | 2.67 | F5 - .33 |
| 2.37 | F4 | F3 | 2.41 | F8 - .10 |
| 2.25 | F1 | F6 | 2.00 | F2 - .07 |

## Sub-problem 2 testing

Sub-problem to hypothesis 2 states:

> There are differences between resorts in the types of
> attributes they will offer to baby boomer guests based
> on their marketing strategies.

An analysis of the marketing data can be found in Tables
4.18 and 4.19. Boomer factor mean scores are compared
against those attribute mean scores of the same factors for
resorts based on two different marketing strategies.

## Table 4.18
### Factor Ranking by Mean Score - Marketing Strategy
### 'Attempt to develop amenities and services that meet our customers' needs'- Traditional Marketing

| Mean | Boomer Factor Ranking | Resort Factor Ranking | Mean |
|------|------------------------|------------------------|------|
| 3.86 | F2 | F2 | 3.88 |
| 3.18 | F8 | F7 | 3.78 |
| 3.06 | F3 | F8 | 3.05 |
| 2.91 | F7 | F3 | 3.05 |
| 2.50 | F6 | F5 | 2.94 |
| 2.50 | F5 | F4 | 2.81 |
| 2.37 | F4 | F1 | 2.69 |
| 2.25 | F1 | F6 | 2.43 |

## Table 4.19
### Factor Ranking by Mean Score - Marketing Strategy
### 'We design amenities and services to meet the needs of individual customers' - Relationship Marketing

| Mean | Boomer Factor Ranking | Resort Factor Ranking | Mean |
|------|------------------------|------------------------|------|
| 3.86 | F2 | F2 | 4.15 |
| 3.18 | F8 | F3 | 3.57 |
| 3.06 | F3 | F7 | 3.25 |
| 2.92 | F7 | F8 | 3.25 |
| 2.50 | F6 | F4 | 2.78 |
| 2.50 | F5 | F6 | 2.63 |
| 2.37 | F4 | F1 | 2.59 |
| 2.25 | F1 | F5 | 2.31 |

As seen from this analysis, resorts which incorporated relationship marketing into the corporate culture of their hospitality business placed more emphasis on both Factor 3 'What to do and where to go' and Factor 6 'Family travel amenities', than those resorts that do not incorporate relationship marketing techniques. As a result, it is evident that the marketing strategies of incorporating individual preferences or relationship marketing is a more successful way to capture the boomer market for future resort travel and provide a higher quality vacation experience, while promoting customer loyalty.

# Chapter V

## Conclusion

### DISCUSSION

Several implications from the findings of this study are valuable for resort managers when making an effort to provide quality amenities deemed important to the baby boom market. Specifically, these implications focus on the areas of human resource management, and marketing to the internal and external customer.

Managing people is especially important at resort hotels. The human inventory is the resort industry's most valuable asset, as in many ways it is perceived as the product itself. An attitude of dedication, enthusiasm and perseverance is key; guests are paying for a top-quality experience that only a special type of employee can deliver.

The human resource function of resort management cannot only positively influence 'Guest Services and Resort Operating Effectiveness' but all other important amenities as well. It will be the job of the human resource function within each resort property to accurately staff (recruit, hire and promote) those employees possessing personal

attributes important for conveying quality and reliable services to the boomer guest. This is particularly important for resort managers to understand as the boomer market continues to age.

The appropriate outputs can also be achieved through effective training and development programs emphasizing human relations. Regular training and development sessions could help employees deliver consistent services the customer deems important. Educating employees to provide quality service can work to resort's advantage in many ways. Of primary importance is that it improves customer retention. By finding out what services customers want and then delivering them resorts can develop and nurture a strong, loyal customer base (Shoemaker and Lewis 1999).

Consequently, bad service has been shown to have a negative relationship with employee retention. A study by the Forum Corporation found that employee turnover was inversely proportional to employee perceptions of the quality of service provide by their employers (1996). When service was perceived as bad, not only did consumers not like to patronize the company, but employees did not like to work for it. The Forum study found that the highest turnover rates are associated with companies possessing the lowest employee ratings of service quality. Reduced

116

turnover was found not only to decrease the costs associated with recruiting and training new employees, it was also found to increase productivity. As a result, resorts that promise excellent customer service and delivers it will increase profits by retaining both its customers and its employees (Shoemaker and Lewis 1999).

Additionally, several marketing implications exist for the future success of resort hotels. First, resorts need to re-evaluate their product in terms of the demands from the boomer market. Secondly, resorts need to deliver their product in a unique and reliable vacation experience. Both of these marketing goals can be accomplished through a marketing concept referred to as relationship marketing.

Relationship marketing is about developing friendly, productive relationships with guests. It has been identified as, being able to change your behavior toward an individual customer, based on what the customer tells you (Pepper, et al. 1999). It is one thing to train a staff to be warm and attentive; it is another to identify, track, and interact with an individual guest and then reconfigure your product or service to meet guest's needs (Pepper, et al. 1999). Relationship marketing is a means to accomplish ways to understand the various needs of differing market

117

segments; to record the needs; and to respond accordingly when the guests return.

The goal of relationship marketing is to increase customer loyalty. Within the hotel industry, developing loyal guests through relationship marketing is fairly new (Bowen and Shoemaker 1998). One good example of relationship marketing within the hotel industry is prevalent throughout the properties in Las Vegas. The hotels have, "elevated giving away complementary products and services to gain business to the status of an art form. At its heart are personal relationships between the company and the customer" (Proctor 1997; 45). An additional study by Bowen and Shoemaker (1998) explained how luxury hotels focusing on loyalty can take a strategic approach to relationship marketing. Their study found that benefits and trust are the most important antecedents to guests' commitment. The airlines have also adapted the concept of relationship marketing. Gilbert (1996) suggested that airlines have attempted to bond the customer to the brand through specific loyalty schemes.

Within the resort industry this type of customer interaction, should be already undertaken given the high value placed on the repeat customer. However, it was found that only four of the twenty-four resorts in this study

employed relationship marketing techniques within their organization.

In conclusion, 'guest services and resort operating effectiveness' was considered most important by boomers. Therefore, resort management is faced with the challenge of meeting these special needs of the boomer market. In order to increase their market share and to ultimately increase profits, it is important that resort managers staff, train and develop employees who possess quality attributes and values to provide superior guest services. Specifically, resort marketing efforts need to promote the amenities that are deemed important to the appropriate sociodemgraphic group that the property is targeting. Furthermore, it is equally important that resorts employ relationship marketing techniques to sustain a repeat customer base.

## SUMMARY

Throughout this study the importance of resort boomer marketing was discussed. Specifically, it identified the demands of the resort market of tomorrow. In addition, the study revealed the shortcomings in the marketing efforts of the resort industry in effectively meeting the demands of

the boomer market. Key marketing and human resource strategies were recommended for resort managers to implement in order to be successful in capturing and retaining the boomer market for future travel.

In conclusion, over 2850 relationships were explored associated with boomer resort travel. This study provided results indicating that in order to attract and retain this large and affluent group of individuals for the next two decades, resorts need to re-position, revitalize and re-market themselves to more accurately meet the needs of the boomer market. The future success of resorts will require an emphasis on retention through quality services and amenities and improved relationship marketing scheme.

## LIMITATIONS OF THE STUDY

A thorough analysis of the study reveals few limitations that will be identified and discussed in this section of the chapter.

For the purpose of this study Likert type scaling was used to create an index with 5 response categories of 1 to 5 (indicating attribute importance levels), resulting in ordinal level data (Babbie 1989). Research indicates that ordinal level data cannot be used to calculate multivariate

statistics and therefore the factor analysis would not be valid under these conditions (Kim and Mueller 1978).

However, there was sufficient attempts to provide the questionnaires scales with ample interval space as to allow and encourage respondents to answer between given numbers. For instance, allowing the respondent to answer 4.5 or 3.2 to any one of the given attributes. The goal was to create a database consisting of interval level data. Interval level data is the appropriate level of measurement to run most inferential statistics such as factor analysis (Kim and Mueller 1978; and Babbie 1989).

An additional limitation to the study addresses the resort sample issue. First, the achievement of 24 of 32 resorts responding to the study is very good. However, with a questionnaire addressing 68 attributes, it became mathematically impossible to invert the matrix through a factorial analysis (Harman 1976). The results would have been meaningless. If a larger sample of resorts was drawn, perhaps a more accurate analysis of comparison between factors and importance of attributes could have been achieved. However, the Michigan resort population is only comprised of 32 properties, indicating results from 24 resorts is good, just not appropriate to run a factor analysis when the variables outweigh the subjects.

# RECOMMENDATIONS FOR FUTURE RESEARCH

- This study is limited to Michigan travel. Therefore, generalization of the results to a larger perhaps national, population may not be warranted. While the results are useful to managers in Michigan who wish to serve their baby boom market better, managers in other states may not necessarily find the same amenities desirable. Therefore, studies of other state's markets should be conducted prior to any recommendations being made to those managers on how to improve satisfaction among baby boomer guests.

- A more thorough analysis is needed to assist resort managers on the types of staffing, training and develop that are or could be appropriate for achieving quality guest services to diverse markets.

- An analysis of amenity demands across lodging properties in the U.S., as well as by different markets would assist resort managers from both a human resource and marketing perspective.

- An analysis of boomer demands of international resort amenities would be useful to those managers from a resort planning and development perspective.

- A study comparing boomers demands and guest satisfaction would be useful in upgrading facilities and programs at resorts, as well as aid in future development.

- A study focused on family travel needs and trends would assist resort managers with activities and program development.

- And lastly, a thorough analysis of relationship marketing strategies implemented at resort hotels across the U.S. is needed.

# APPENDICES

# APPENDIX A

## Baby Boomer Survey Used In Study

Dear Baby Boomer,

My name is Misty Johanson, I am a Ph.D. candidate at Michigan State University, within the Department of Park, Recreation, and Tourism Resources. I currently am working at the University of Hawaii and am conducting research on Michigan resorts. The goal of this study is to determine factors that will influence guest's stay in Michigan resorts, specifically baby boomer guests (those born between 1946 - 1964).

Your name was randomly selected from a list of Michigan baby boomers found on-line within the R.L Polk Directory. I would like to invite *you* to participate in my survey research. I would appreciate it if you could take 5 minutes to fill out the survey and return it in the postage-paid envelope provided.

---

In return for your prompt cooperation, I will be offering a chance to win a
*FREE WEEKEND STAY*
at one of Michigan's finest resorts

The drawing will be held July 1, 1999, and the winner will be notified by mail. To be eligible for the drawing you must return the postage paid postcard, separately from the survey
(details to be shared with the winner)

---

You indicate your voluntary agreement to participate by completing and returning this questionnaire. Please do not put your name anywhere on the survey. As with all university surveys, your participation is voluntary and you have the right to skip any question you like. It is however, essential that I obtain cooperation from *everyone* I contact so that my relatively small sample will be representative of all Michigan baby boomers. All individual results will be treated with strict confidence, will be used *only* for the purpose of this study and will remain anonymous in any report of my research findings.

PLEASE TAKE THE TIME TO COMPELTE AND RETURN THE SURVEY

THANK YOU FOR YOUR HELP

If you have any questions, or would like a copy of the overall survey results, please feel free to contact me directly at (808) 956-6611, FAX (808) 956-5378. Again, your assistance will be greatly appreciated.

Sincerely,

Misty Johanson
Assistant Professor

## Baby Boomer's Amenity Expectations of Michigan Resorts Survey

Consider resorts here in Michigan, and their amenities and attributes they perform and offer to their guests. Please rate the following attributes you would desire of Michigan resorts as a matter of importance for your future leisure travel, on the line associated to each. **Please answer all relevant questions!** Questionnaires not completed in their entirety cannot be used in calculating the results for this study.

### Intensity of Amenity Importance in Deciding on Future Leisure Travel

| Amenity Is Not At All Important | Somewhat Important | Important | Very Important | Crucial Wouldn't Stay At A Resort Without It! |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |

1. adequate lounge chairs by beach or pool
2. adequate sunbathing area by beach or pool
3. adult only floor
4. available airport transportation
5. babysitting/child care services
6. barbecue facilities
7. beach towel service
8. bicycles to rent/borrow
9. boating opportunities
10. brochures on area attractions
11. cable/color TV unit
12. clean recreation areas
13. cocktail service by pool
14. coffee shop or snack bar
15. costs(menus) at resort's restaurants
16. driving map of the area
17. evening activities
18. evening entertainment on-site
19. family-oriented activities
20. flexible maid service
21. friendly and warm attitude of staff
22. furnishings clean and in good repair
23. golf course available
24. good selection of activities for all ages
25. good variety of on-site recreation facilities
26. grocery information or delivery
27. help with luggage at check-in/out
28. helpful and courteous staff
29. hiking/biking trails
30. indoor swimming pool
31. information on historic attractions
32. information on local fairs, special events,
33. information on nearby parks (theme, zoo, natural)
34. jacuzzi, hot tub, sauna

35. list of charges for amenities
36. list of scenic attractions
37. local transportation information
38. location of entertainment spots
39. on-site recreation director
40. opportunity to rent quality sports equipment
41. orientation party
42. outdoor swimming pool
43. picnic supplies (basket, food, games)
44. pretravel information
45. rainy day activities
46. quiet surroundings
47. rating system for area attractions
48. reading material in lending library
49. recreation amenities that operate well
50. rental cars information available
51. reservations to avoid overcrowding
52. scheduled activities with other guests
53. scheduled children's activities
54. snow skiing opportunities
55. staff able to solve complaints quickly
56. staff assistance in finding areas of interest
57. staff available 24 hours
58. staff knowledgeable about area attractions
59. teen activities
60. tennis courts available
61. ticket arrangements for plays, concerts, games
62. tour of resort area
63. TV and radio listings
64. variety of video tapes to borrow
65. VCR available
66. walking, nature trails
67. water-related sports
68. written activity schedule

**Please answer to the following:**

69. Born between:       **1)** = 1946 - 1954    **2)** = 1955 - 1964

70. Gender:           **1)** = Male         **2)** = Female

71. Are You Married     **1)** = Yes          **2)** = No

72. Do You Have Children    **1)** = Yes         **2)** = No

73. Your Income level:    **1)** $\leq$24,999
                      **2)** = 25,000 – 34,999
                      **3)** = 35,000 – 49,999
                      **4)** = 50,000 – 74,999
                      **5)** $\geq$75,000
                      **6)** unemployed

74. Have you ever traveled to a Michigan resort (see attached table) for leisure purposes?
        **1)** = Yes            **2)** = No

75. **If yes to #74**, was it within the last 5 years? **1)** = Yes          **2)** = No

76. Do you plan on traveling for leisure purposes, to at least one Michigan resort in your future years?
        **1)** = Yes     **2)** = No

77. **If no to #76**, would you answer change if your desired amenities offered were provided?
        **1)** = Yes     **2)** = No

78. **If yes to #76**, will your future leisure travel to Michigan resorts include dependents?
        **1)** = Yes     **2)** = No

**If yes to #78**, please indicate on the line below, the type of dependent(s), for questions 79-83.

                                        **1)** = Yes or **2)** = No

         79) = child(ren)             _____

         80) = parent(s)/(in-laws)     _____

         81) = spouse                 _____

         82) = grandchild(ren)        _____

         83) = other(s)               _____

# APPENDIX B

## Resort Survey Used In Study

.

Dear Resort Manager,

My name is Misty Johanson, I am a Ph.D. candidate at Michigan State University, within the Department of Park, Recreation, and Tourism Resources. I currently am working at the University of Hawaii and am conducting research on Michigan resorts. The goal of this study is to determine which amenities resorts deem important in offering to their future guests, specifically baby boomer guests (those born between 1946 - 1964).

Your resort was selected from a list of Michigan resorts researched and published by Smith Travel Research. I would like to invite *your* resort to participate in my survey research. I would appreciate it if you could take 5 minutes to fill out the survey and return it in the postage paid envelope provided. You indicate your voluntary agreement to participate by completing and returning this questionnaire. Please do not put your name or the name of your resort anywhere on the survey. As with all university surveys, your participation is voluntary and you have the right to skip any question you like. It is however, essential that I obtain cooperation from *everyone* I contact so that my relatively small sample will be representative of all Michigan resorts. All individual results will be treated with strict confidence, will be used *only* for the purpose of this study and will remain anonymous in any report of my research findings.

PLEASE TAKE THE TIME TO COMPELTE AND RETURN THE SURVEY

THANK YOU FOR YOUR HELP

If you have any questions, or would like a copy of the overall survey results, please feel free to contact me directly at (808) 956-6611, FAX (808) 956-5378. Again, your assistance will be greatly appreciated.

Sincerely,

Misty Johanson
Assistant Professor

## Amenities To Be Offered By Michigan Resorts Survey

Consider future guest's expectations and the importance of offering specific amenities to meet the needs of the members of the baby boom generation. Please rate the following attributes as to the importance of offering these amenities to *your* future guests on the line associated to each. **Please answer all relevant questions!** Questionnaires not completed in their entirety cannot be used in calculating the results for this study.

### Intensity of Importance in offering the Amenity To Your Future Guest

| Amenity Is Not At All Important | Somewhat Important | Important | Very Important | Crucial - Couldn't Survive Without It! |
|---|---|---|---|---|
| 1 | 2 | 3 | 4 | 5 |

1. adequate lounge chairs by beach or pool
2. adequate sunbathing area by beach or pool
3. adult only floor
4. available airport transportation
5. babysitting/childcare service
6. barbecue facilities
7. beach towel service
8. bicycles to rent/borrow
9. boating opportunities
10. brochures on area attractions
11. cable/color TV unit
12. clean recreation areas
13. cocktail service by pool
14. coffee shop or snack bar
15. cost(menus) of resort's of restaurants
16. driving map of the area
17. evening activities
18. evening entertainment on-site
19. family-oriented activities
20. flexible maid service
21. friendly and warm attitude of staff
22. furnishings clean and in good repair
23. golf course available
24. good selection of activities for all ages
25. good variety of on-site recreation facilities
26. grocery information or delivery
27. help with luggage at check-in/out
28. helpful and courteous staff
29. hiking/biking trails
30. indoor swimming pool
31. information on historic attractions
32. information on local fairs, special events, etc.
33. information on nearby parks (theme, zoo, natural)
34. jacuzzi, hot tub, sauna

35. list of charges for amenities
36. list of scenic attractions
37. local transportation information
38. location of entertainment spots
39. on-site recreation director
40. opportunity to rent quality sports equipment
41. orientation party
42. outdoor swimming pool
43. picnic supplies (basket, food, games)
44. pretravel information
45. rainy day activities
46. quiet surroundings
47. rating system for area attractions
48. reading material in lending library
49. recreation amenities that operate well
50. rental cars available
51. scheduled activities with other guests
52. reservations to avoid overcrowding
53. scheduled children's activities
54. snow skiing opportunities
55. staff able to solve complaints quickly
56. teen activities
57. staff assistance in finding areas of interest
58. staff available 24 hours
59. staff knowledgeable about area attractions
60. tennis courts available
61. ticket arrangements for plays, concerts, games
62. tour of resort area
63. TV and radio listings
64. variety of video tapes to borrow
65. VCR available
66. walking, nature trails
67. water-related sports
68. written activity schedule

**Please circle the correct answer to the following:**

1. Number of Rooms at Resort;

    1) $\leq$50
    2) =  51 to 100
    3) = 101 to 200
    4) = 201 to 300
    5) $\geq$301

2. Months of Operation:

    1) year round
    2) summer only (May – Oct)
    3) winter only (Nov-April)
    4) other (please specify)_____

71. Please classify your resort as **one** of the following on the line provided:_____

    1) sun/fun and beach resort
    2) golf resort
    3) ski resort
    4) meetings/convention resort
    5) tennis resort
    6) spa resort
    7) other(please specify)_____

72. How much influence do customers' needs have on the resort's products and services to be offered? (please circle **one** of the following):

    A.    We pay little or no attention to the needs of our customers when we design our amenities and services.
    B.    We *attempt* to develop amenities and services that meet our customers' needs.
    C.    We use input from selected groups to assist with the development of our amenities and services.
    D.    We design amenities and services to meet the needs of individual customers.

**Thank you!**
**Please return the survey in the postage paid envelope provided**

# APPENDIX C

# Factor Analysis

| Factor | Communality | Eigenvalue | Percentage of Variance | Cummulative Percentage |
|--------|-------------|------------|-------------------------|------------------------|
| 1 | 0.567 | 15.2270 | 22.3930 | 22.393 |
| 2 | 0.611 | 4.403 | 6.475 | 28.868 |
| 3 | 0.602 | 3.539 | 5.205 | 34.073 |
| 4 | 0.551 | 2.897 | 4.392 | 38.465 |
| 5 | 0.660 | 2.241 | 3.296 | 41.761 |
| 6 | 0.855 | 2.203 | 3.240 | 45.001 |
| 7 | 0.584 | 2.006 | 2.950 | 47.951 |
| 8 | 0.464 | 1.756 | 2.582 | 50.533 |

# APPENIDX D


**Differences in Attribute Mean Scores**

| Attributes | Boomer Mean Scores | Resort Mean Scores | Difference In Mean Scores |
|---|---|---|---|
| Outdoor swimming pool | 2.81 | 4.50 | 1.69 |
| Opportunity to rent quality sports equipment | 2.42 | 4.04 | 1.62 |
| Snow skiing opportunities | 2.09 | 3.62 | 1.53 |
| Written activity schedule | 2.33 | 3.75 | 1.42 |
| Driving map of area | 3.34 | 2.00 | 1.34 |
| Tennis courts available | 1.83 | 3.12 | 1.29 |
| Babysitting/childcare services | 1.71 | 2.95 | 1.24 |
| Scheduled children's activities | 1.96 | 3.08 | 1.12 |
| Help with luggage at check-in/out | 2.48 | 3.58 | 1.10 |
| Staff knowledgeable about area attractions | 3.54 | 2.45 | 1.09 |
| On-site recreation director | 1.94 | 2.95 | 1.01 |
| Coffee shop or snack bar | 3.00 | 4.00 | 1.00 |
| Jacuzzi, hot tub, sauna | 3.21 | 4.20 | .99 |
| List of charges for amenities | 3.50 | 2.54 | .96 |
| List of scenic attractions | 3.30 | 2.37 | .93 |
| Adequate lounge chairs by beach or pool | 2.85 | 3.75 | .90 |
| Adequate sunbathing area by beach or pool | 2.80 | 3.70 | .90 |
| Good selection of activities for all ages | 3.10 | 2.20 | .90 |
| Grocery information or delivery | 2.22 | 1.33 | .89 |
| Recreation amenities that operate well | 3.31 | 4.16 | .85 |
| Cocktail service by pool | 2.24 | 3.08 | .84 |
| Family-orientated activities | 2.83 | 2.00 | .83 |
| Information on historic attractions | 2.80 | 2.00 | .80 |
| Rental car availability | 2.48 | 1.70 | .78 |
| Ticket arrangements for plays, concerts | 2.75 | 2.00 | .75 |
| Reservations to avoid Overcrowding | 3.71 | 4.45 | .74 |
| Bicycles to rent/borrow | 2.39 | 1.66 | .73 |
| Information on nearby parks | 3.04 | 2.37 | .67 |

| | | | |
|---|---|---|---|
| Adult only floor | 2.00 | 1.33 | .67 |
| Boating opportunities | 2.65 | 2.00 | .65 |
| Available airport transportation | 2.44 | 1.79 | .65 |
| Rating system for area attractions | 2.51 | 1.87 | .64 |
| VCR available | 2.58 | 2.00 | .58 |
| Tour of resort area | 2.00 | 2.54 | .54 |
| Beach towel service | 2.53 | 3.04 | .51 |
| Information on local fairs, special events, etc. | 2.88 | 2.37 | .51 |
| Orientation party | 1.63 | 2.12 | .49 |
| Golf course available | 2.22 | 2.70 | .48 |
| Water-related sports | 2.97 | 2.54 | .43 |
| TV and radio listings | 2.93 | 2.50 | .43 |
| Menus (cost) of resort's restaurants | 3.11 | 2.70 | .41 |
| Rainy day activities | 2.53 | 2.12 | .41 |
| Variety of video tapes to borrow | 2.41 | 2.00 | .41 |
| Good variety of on-site recreation facilities | 3.02 | 2.62 | .40 |
| Staff assistance in finding areas of interest | 3.11 | 3.50 | .39 |
| Location of entertainment spots | 2.96 | 3.33 | .37 |
| Indoor swimming pool | 3.27 | 2.91 | .36 |
| Pretravel information | 2.81 | 3.16 | .35 |
| Clean recreation areas | 4.24 | 4.58 | .34 |
| Staff able to solve complaints quickly | 4.00 | 4.33 | .33 |
| Walking, nature trails | 3.08 | 3.41 | .33 |
| Local transportation information | 2.65 | 2.33 | .32 |
| Picnic supplies (basket, food, games) | 1.81 | 1.50 | .31 |
| Staff available 24 hours | 3.59 | 3.87 | .28 |
| Helpful and courteous staff | 4.31 | 4.58 | .27 |
| Evening activities | 2.95 | 2.70 | .25 |
| Barbecue facilities | 1.72 | 1.95 | .23 |
| Hiking/biking trails | 2.77 | 2.58 | .19 |
| Friendly and warm attitude of staff | 4.37 | 4.54 | .17 |
| Cable/color TV unit | 3.70 | 3.87 | .17 |
| Evening entertainment on-site | 2.66 | 2.83 | .17 |
| Teen activities | 2.08 | 2.25 | .17 |

| | | | |
|---|---|---|---|
| Scheduled activities with other guests | 1.53 | 1.70 | .17 |
| Quiet surroundings | 3.43 | 3.33 | .10 |
| Furnishings clean and in good repair | 4.41 | 4.33 | .08 |
| Brochures on area attractions | 3.42 | 3.37 | .05 |
| Flexible maid service | 2.92 | 2.87 | .05 |
| Reading material in lending library | 1.96 | 1.95 | .01 |

**REFERENCES**

A
M
H

A
U
A
9

E
E

E
E

E
I

E
C

E
I
A

E
C
C

E
V
S

C
A

C
A
S
J
6

C
N

# REFERENCES

Ananth, M., DeMicco, F., Moreo, P., & Howey, R. (1992). Marketplace Lodging Needs Of Mature Travelers. *Cornell Hotel And Restaurant Administration Quarterly* 33(4), 12-24.

Arrindel, W. & Ende, V. (1985). An Empirical Test Of The Utility Of The Observations-To-Variables-Ratio In Factor And Components Analysis. *Applied Psychological Measurement* 9, 165-78.

Babbie, E. (1989). <u>The Practice Of Social Research</u>. Fifth Edition. Belmont, CA: Wadsworth Publishing Company, Inc.

Babbie, E. (1990). <u>Survey Research Methods</u>. Second Edition. Belmont, CA: Wadsworth Publishing Company, Inc.

Berry, J. (1998). Consumers Keep The Upper Hand. *American Demographics* 20(9), 20-22.

Berry, L. & Parasuraman, A. (1991). <u>Marketing Services: Competing Through Quality.</u> New York, NY: The Free Press.

Bonn, M. & Brand, R. (1995). The Application Of Brand Development Indexing To Pleasure Travel. *Journal Of Travel Research* 34(2) 31-35.

Bowen, J. & Shoemaker, S. (1998). Loyalty: A Strategic Commitment. *Cornell Hotel And Restaurant Administration Quarterly* 39(1), 12-25.

Braunlich, C. & Nadkarni, N. (1995). The Importance Of The VFR Market To The Hotel Industry. *Journal of Tourism Studies* 6(1), 38-47.

Carmines, E. & Zeller, R. (1979). <u>Reliability And Validity Assessment</u>. Beverly Hills: Sage.

Cato, B. & Knustler, R. (1988). Preferred Leisure Activities And Reasons For Participation: A Comparison Study With Implications for Marketing Leisure Services. *Journal Of Park And Recreation Administration.* 6(1), 54-65.

Cattell, R. (1978). <u>The Scientific Use Of Factor Analysis</u>. New York: Plenum.

Childs, D. (1990). The Essentials Of Factor Analysis. London: Cassell

Chon, K. & Singh, A. (1995). Marketing Resorts To 2000: Review Of Trends In The USA. *Tourism Management* 16(6), 463-469.

Chon, K. & Whelihan, W. (1992). Changing Guest Preferences And Marketing Challenges In The Resort Industry. *FIU Hospitality Review* 10(2), 9-16.

Comrey, A. (1973). A First Course In Factor Analysis. New York: Academic Press.

Cook, S. (1996). *Discover America 2000.* Washington, DC: Travel Industry Association Of America.

Cutler, B. (1990). Where Does The Free Time Go? *American Demographics* November, 36-39.

Dillman, D. (1978). Mail And Telephone Surveys; The Total Design Method. New York: John Wiley & Sons, Inc.

Fischer, T. (1995). Site Selection: Michigan & Wisconsin. *Successful Meetings* 44(6), 113-116.

Fish, M. & Waggle, D. (1996). Current Income Versus Total Expenditure Measures In Regression Models Of Vacation And Pleasure Travel. *Journal of Travel Research* 35(2) 70-74.

Forest S. (1988). Maui Hoteliers Trying New Tact. *Pacific Business News* April, 5-6.

Gee, C. (1988). Resort Development And Management, (Second Edition). Educational Institute Of The American Hotel And Motel Association.

Gilbert, D. (1996). Relationship Marketing And Airline Loyalty Schemes. *Tourism Management* 17(8), 575-582.

Gitelson, R. (1984). Insights Into The Repeat Vacation Phenomenon. *Annals of Tourism Research.* 11, 199-217.

C
N

E
C

E
U

H
R
9

H
A
M

I
W
4

Gitelson, R. & Drogin, E. (1992). An Experiment On The Efficacy Of Certified Mailing. *Journal Of Leisure Research* 24(1), 72-78.

Godbey, G. (1993). Time, Work and Leisure: Trends That Will Shape The Hospitality Industry. *Hospitality Research Journal* 17(1), 49-58.

Goodman, P. (1989). Industry Trends: Executive Report: Baby Boomers: Understand The Psychographics Of This Important Market Segment. *Lodging* 15(2), 11.

_____ (1991). The Boom In Baby Boomer. *Lodging* 17(4), 24-26.

_____ (1994). The Boomer Boom. *Hotel & Resort Industry* 17(8), 14-17.

_____ (1995). Lodging Trends - Boomers At 50. *Lodging* 21(2), 23-30.

_____ (1997). Boomer Profile. *Hotel & Motel Management* 212(4), 48.

Gottlieb, A. (1982). Americans' Vacations. *Annals of Tourism Research* 9(2), 165-187.

Guiford, J. (1956). <u>Psychometric Methods</u>. New York: McGraw-Hill.

Front Desk: (1995). The Industry At A Glance: The High Cost Of Business Travel. *Lodging* 20(6), 15.

Harman, H. (1976). <u>Modern Factor Analysis</u>. Chicago: University of Chicago Press.

Hemmeter, C. (1987). Frills And Thrills Are Musts For Resorts Of Future. *National Real Estate Investor* December, 98-99.

Hudson, S. & Shephard, G. (1998). Measuring Service Quality At Tourist Destinations. *Journal Of Travel And Tourism Marketing* 7(3), 61-77

Iwamuro, R. (1993). Foodservice Trends: The Baby-Boomers: Who They Are And How They Spend. *Restaurants USA* 13(9), 44-47.

Jones, J. (1989). Outlook On The Ski Industry. *1989 Outlook for Travel and Tourism*. Washington, D.C.: US Travel Data Center.

Kaiser, H. (1974). An Index Of Factorial Simplicity. *Psychometrika* 35, 401 - 415.

Kerlinger, F. (1986). Fonsoundati Of Behavioral Research. Third Edition. New York, NY: Holt, Rinehart and Winston.

Kim, J. & Mueller, C. (1978). Introduction To Factor Analysis. Beverly Hills: Sage.

Kim, J. & Mueller, C. (1978). Factor Analysis: Statistical Methods And Practical Issues. Beverly Hills: Sage.

Kline, P. (1994). An Easy Guide To Factor Analysis. Routledge: London and New York.

Knutson, B., Stevens, P., Wullaert, C., Yokoyoma, F. (1990). LODSERV; A Service Quality Index For Lodging Industry. *Hospitality Research Journal* 4(2), 227-284.

Koss, L. (1996). Marketing Matters: Baby Boomers Will Bolster Big Business. *Hotel And Motel Management* 211(19), 47.

Kotler, Philip (1991). Marketing Management: Analysis, Planning, Implementation And Control. Seventh Edition. Englewood Cliffs, NJ: Prentice Hall.

Kovaleach S. (1988). Hyatt Hotels Plan To Live Out Their Resort Fantasies. *New York Daily News* March, A17.

Levine, J. (1989). I Am Sorry, We Have Changed; Club Med's Marketing. *Forbes* September, 136-137.

Loverseed, H. (1993). Poll Shows Significant Changes In 80's and 90's Travel Tastes. *Florida Hotel And Motel Journal*, January, 12-13.

Mahoney, M. (1990). Ski Reports Unleash Marketing Flurry To Draw Summer Visitors. *Denver Post*, May, D2.

Mannell, R. & Iso-Ahola, S. (1987). Psychological Nature Of Leisure And Tourism Experience. *Annals of Tourism Research.* 14, 314-331.

Marzella, D. (1996). How To Link Marketing Strategy To Relevant Social And Travel Trends. *HSMAI Marketing Review* 13(2), 18-20.

Miller, A. (1999). The Millennial Mind-Set. *American Demographics* January, 60-65.

Michalski, N. (1989). The New York Show: Demographics: Reaching Baby Boomers Will Require Distinctly Different Marketing Approaches Than Today's Mature Market, Which Is Strongly Influenced By Depression Values. *Lodging* 15(1), 26.

Mitchell, S. (1996). Are Boomers Their Parents? *American Demographics* August, 10-15.

*National Travel Monitor* (1998). Yesawich, Pepperdine & Brown. San Francisco, California.

Nelson, C., Childs, S., & Haskell T. (1996). Michigan The State. Recreation In Michigan. Kendall/Hunt 5-14.

Nigro, D. (1997). Travel Costs Up, Up And Away: Projected Price Increases For Business Travel. *Meetings & Conventions* 32(2), 24.

Nunnally, J.C. (1978). Psychometric Theory. New York: McGraw-Hill

Oppedijk, V. & Verhallen, T. (1986). Vacation Market Segmentation. *Annals of Tourism Research* 13, 37-58.

Peppers, D., Rogers, M., and Dorf, B. (1999). Is Your Company Ready For One-To-One Marketing? *Harvard Business Review.* January/February, 151 – 160.

Proctor C. (1997). Relationship Marketing: A Powerful Tool For Personal And Business Success. *HSMAI Marketing Review.* 14(3), 44-46.

Rubenstein, C. (1980). Vacations: Expectations, Satisfactions, Frustrations, Fantasies. *Psychology Today.* 14, 62-66.

Rummel, R. (1967). Understanding Factor Analysis. *Conflict Resolution* 11(4), 444-480.

Russell, C. (1987). 100 Predictions For The Baby Boom, New York: Plenum Press.

Russell, C. (1995). The Baby Boom Turns 50. *American Demographics* December, 22-32.

Saleh, F. & Ryan, C. (1991). Analyzing Service Quality In The Hospitality Industry Using The SERVQUAL Model. *The Service Industries Journal* 11(3), 324-343.

Shaw, R. (1989). New Marketing Strategies Employed To Cure Ailing Resorts. *Hotel and Motel Management* August, 74-76.

Shaw, R. (1990). Resorts Require Keen Ad Strategies. *Hotel and Motel Management* February, 30-32.

Shoemaker, S. (1994). Segmenting The U.S. Travel Market According To Benefits Realized. *Journal Of Travel Research*, 32(4), 8-21.

Shoemaker S. & Lewis, R. (1999). Customer Loyalty: The Future Of Hospitality Marketing. *International Journal of Hospitality Management* 18(4), 345-370.

Smith Travel Research. [Online] Available http://www.str-online.com/, 11-11-99, 4:02pm.

Spotts, D. (1997). *Highlights Of The MSU Tourism Center's Travel Market Survey.* The Travel, Tourism, And Recreation Resource Center. Michigan State University.

SPSS: Statistical Package For The Social Sciences. (1975). Nie, N., Hull, C., Jenkins, J., Steinbrenner, K., & Bent, D. New York: McGraw-Hill.

*Survey Of Business Travelers* (1996). Washington, D.C.: Travel Industry Association Of America.

Tannert, C. (1995). Planned Spending For Pleasure/Vacation Trip. *Hotel and Resort Industry* 18(2) 36-37.

The 1997 Lodging Industry Profile. [Online] Available
http://www.ahma.com/infocenter/lip_97.html, 3-31-99 12:59pm

The Forum Corporation. [Online] Available
http://www.forum.com/publications.html, 1996 2-4-99 1:30pm.

Thurstone, L. (1947). Multiple Factor Analysis. Chicago:
University Of Chicago Press.

Tourism Works for America (1998). Washington, D.C.: Travel
Industry Association Of America.

Travel Industry Association - Fast Facts: Travel Trends.
[Online] Available http://www.tia.org/press/fastfacts8.stm, 3-26-99, 3:15pm.

Travelscope (1997). Washington, D.C.: Travel Industry
Association Of America.

Trends In The Hotel Industry (1997). PKF: USA Edition.

Troy, T. (1993). Research Shows Travelers' Priorities Are
Changing. Hotel and Motel Management May, 36.

U.S. Bureau of the Census, Population and Housing
Characteristics of Baby Boomers 26 to 44 years old: 1990.
[Online] Available http://www.census.gov/population/censusdata/cph-1-160.txt, 10-
12-99 3:03pm.

U.S. Bureau Of The Census, Income 1997. [Online] Available
http://www.census.gov/hhes/income/income97in97sum.html, 5-5-99 3:00pm.

Verhoven, P. & Masterson, L. (1995). Soft Amenity
Attributes Key To A Quality Vacation Experience. HSMAI
Marketing Review 12(1), 39-43.

Wahlers, G. & Etzed, J. (1985). Vacation Preferences As A
Manifestation Of Optimal Stimulation And Lifestyle
Experience. Journal of Leisure Research. 17(4), 283-295.

Warwick, D. & Lininger C. (1975). The Sample Survey:
Theory and Practices, New York: McGraw-Hill.

Whelihan, W. & Chon, K. (1991). Resort-Marketing Trends Of
The 1990's: Number One Rule Of Thumb: Don't Bet Against The
Baby Boomers. Cornell Hotel And Restaurant Administration
Quarterly 32(2), 56-59.

Wisnom, M., Spotts, D., & Gillings, G. (1996). Commercial Recreation Enterprises In Michigan. <u>Recreation In Michigan</u>. Kendall/Hunt 15-22.

Withiam, G. (1997). Mixing Business With Pleasure. *Cornell Hotel & Restaurant Administration Quarterly* 38(5), 18.

Wuest, B., Tas, R., & Emenheiser, D. (1996). What Do Mature Travelers Perceive As Important Hotel/Motel Customer Services? *The Journal Of Hospitality And Tourism Research* 20(2), 77-93.

Yankelovich, D. (1982). <u>New Rules: Searching For Self-Fulfillment In A World Turned Upside Down</u>. New York: Random House.

Yesawich, P. (1999). Outlook On Changing Demographics. *Outlook For Travel And Tourism*. Travel Industry Association Of America. Washington, D.C.: US Travel Data Center, 46 - 57.