This is to certify that the

dissertation entitled

Environmental Determinism vs Environmental Adaptation: Restriction of Strategic Choice in the U.S. Downhill Ski Industry

presented by

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has been accepted towards fulfillment
of the requirements for

Ph.D. degree in Management

Major professor

Date 7 Nov 84

ENVIRONMENTAL DETERMINISM VS ENVIRONMENTAL ADAPTATION: RESTRICTION OF STRATEGIC CHOICE IN THE U.S. DOWNHILL SKI INDUSTRY

By

Floyd G. Willoughby

A DISSERTATION

Submitted to
Michigan State University
in partial fulfillment of the requirements
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DOCTOR OF PHILOSOPHY

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ABSTRACT

ENVIRONMENTAL DETERMINISM VS ENVIRONMENTAL ADAPTATION:
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This research focuses upon the antecedents of organization strategy. Using the integrative model of White and Hammermish (1981) and the enactment-selection-retention theory of Weick (1969) to conceptualize the environment, an empirical study is made of the United States downhill ski industry. This field study tests the hypotheses that 1) there is a significant relationship between the consequences of past organization strategies and current organization strategies and 2) there is a relationship between how an organization perceives itself relative to its competitors and current organization strategies.

Business Position is conceptualized as the perceptions of managers while Shaping Factors are considered retained environment (Weick, 1969). Business Position variables have a more temporal, less restrictive influence upon an organization's strategic choices. Business Position variables have more impact on organization strategies for which the organization has more decision-making freedom, i.e., more freedom to adapt to its environment. These strategies are Change Strategies and Pricing Strategies. Shaping Factors have more permanent, restrictive implications for an organization's strategic choices. Shaping Factors

have more influence on the types of organization strategies for which the organization has less decision-making freedom, i.e., organization strategic choice is determined by its environment. These strategies are Geographic Market Area, Current Markets and Expansion Efforts, and Facility and Service Strategies.

The questionnaire was formulated using the Delphi technique. Questionnaires were mailed to 292 U.S. downhill ski resorts. A response rate of 32% was obtained after a prompting letter was sent two weeks after the questionnaire mailing.

The data analysis was simplified by using cluster analysis procedures to group items into scales. Multiple regression techniques were used to test the hypotheses. The first hypothesis is partially supported by the data but the second hypothesis is not. Business Position variables explain more variance for Pricing Strategies and Geographic Market Area than for Change Strategies, Current Markets and Expansion Efforts, and Facility and Service Strategies. Shaping Factors explain more variance for Pricing Strategies, Geographic Market Area, and Facility and Service Strategies than for Change Strategies and Current Markets and Expansion Efforts.

DEDICATION

Dedicated with fond memory to A. Fern Persons (1897-1965), teacher, principal, educator who by example taught others the real meaning of education.

ACKNOWLEDGMENTS

The road to obtaining the Ph.D., for me, has been ALL uphill, rutted, and muddy. I owe so much to so many who have greased the wheels, dotted the "i's" and generally showed concern. I wish to officially recognize those whom have unselfishly aided and abetted the cause.

The dissertation as a task rates just below spending Super-Bowl Sunday unplugging the toilet. It was not fun, but the learning and personal growth experienced is beyond measurement. The benefits which I have received from the experience are a function of my committee. Larry Foster, as chairman, imposed structure only in the forms of guidance and encouragement. Jack Hunter kept asking the hard questions and forced me to think in terms of the practical aspects of the industry. Mary Van Sell was helpful in her meticulous editing and her suggestions which clarified the text. John Wagner III helped put everything in perspective and gave suggestions about which resources to include. Unlike some horror stories of alienation during the dissertation process, my experience was the growing from that of student and faculty to that of friends and colleagues working toward a common goal. I feel truly blessed by having the opportunity to work with such caring and talented scholars.

Many friends and acquaintances have given much support to me along the way. Henry Tosi was instrumental in my acceptance into the Ph.D. program--he is now off the hook. Bruce Coleman offered helpful

guidance and advice throughout my stay at MSU. Kathy Jegla helped do mailings and transpose data. Betty Peacock and Peg Cushion are two people who helped grease the administrative wheels and made life in the big bureaucracy bearable. Marie Dumeney was a source of constant support and impeccably typed the final draft. Phil Carter provided the financial support and the opportunity for real teaching experience. Richard Gonzalez provided strategic and timely "attitude adjustments." Daniel Stynes and Edward Mahoney, Parks and Recreational Resources, provided background materials and advice on the downhill ski industry. Chuck Moll, Boyne U.S.A., provided uncommon practitioner insights into the downhill ski industry. Jerry Post, a good friend and colleague at Oakland University, was of immeasurable help in acclimating me to the computer system at OU. Gerard Joswiak, Computer Services at Oakland University, responded admirably to my pestering and was invaluable in getting the data on line.

I am indebted most of all to CKR. She listened when I needed to vent my frustrations, she counseled when I needed advice, she pushed when I needed to be motivated, she exalted me when I became depressed, she forced me to keep everything in perspective, and in the midst of the whole process she provided a 7 lb. 4 oz. bundle of incentive.

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CHAPTER I

INTRODUCTION

The concept of strategy is central to understanding organizations and management (White and Hammermish, 1981). There are as many definitions of strategy as there are organization strategy researchers. The following are typical:

> (Strategy is) " . . . the determination of basic long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out those goals" (Chandler, 1962, p. 16).
>
> (Strategy is) " . . . the process of interaction with the environment, accompanied by a process of changing configurations and dynamics" (Ansoff, 1979, p. 4).
>
> "The basic characteristics of the match which an organization achieves with its environment is called its strategy" (Hofer and Schendel, 1980, p. 4).
>
> "Strategy . . . is the guide for the enterprise's development and indicates how management intends to shape and align the organization's activities to take into account both the external environment and internal constraints" (Thompson and Strickland, 1980, p. 13).

In general, strategy guides organization action as the organization deals with its external environment.

White and Hammermish (1981) depict strategy as an endogenous variable in an integrative model explaining organizational performance. Combining the points-of-view of industrial economists, organizational theorists and business policy theorists, White and Hammermish represent industry environment and organization position as antecedents of

strategy (see Figure 1.1). The component variables are defined as follows:

> INDUSTRY ENVIRONMENT is the sum of the specific industry's characteristics commonly referred to as industry structure, i.e., number of buyers and sellers, cost structure, product differentiation and barriers to entry (Bain, 1956; Scherer, 1970; Porter, 1976).
>
> ORGANIZATION POSITION is the competitive position of the focal organization relative to other industry incumbents. Competitive position includes such dimensions as relative market share, product quality and investment intensity (Porter, 1976; Hatten, Schendel, and Cooper, 1978).
>
> STRATEGY is how the focal organization chooses to compete.
>
> STRUCTURE is the particular way in which the focal organization divides tasks and achieves internal coordination to accomplish daily operations.
>
> ORGANIZATIONAL PERFORMANCE is the sum of focal organization outcomes; the results of implementing its strategies.

The model indicates that: 1) industry environment and organization position directly affect strategy; 2) the interaction of industry environment and organization position affect strategy; 3) there is a relationship between strategy and structure (Chandler, 1962; Berg, 1971; Pitts, 1972; and Murphy, 1977; show that strategy influences structure while Bower, 1972, shows that structure influences strategy); and 4) strategy and structure independently determine organizational performance. The main strength of the White and Hammermish model is that it combines the concepts of industry structure, competition, strategy and structure in a model predicting organizational performance.

There are two major shortcomings of the White and Hammermish model. First, the model severely limits environmental influences to industry and competition. All other environmental events and

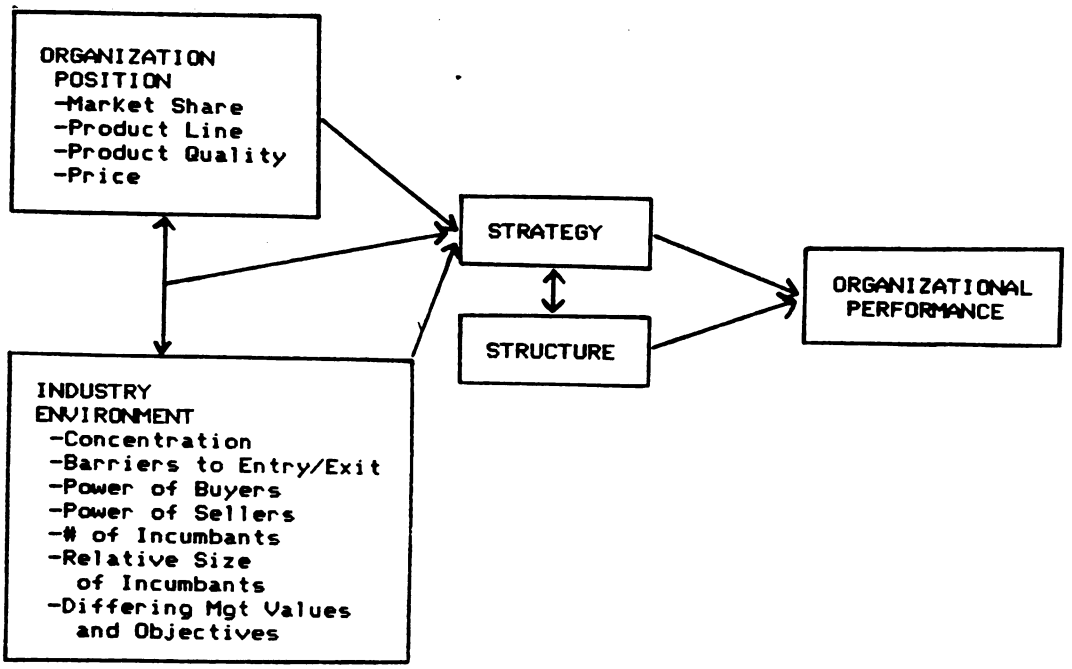


Figure 1.1

An Integrative Model of Organizational Performance
(White and Hammermish, 1981, p. 218)

interorganizational relationships not germane to these two categories are not considered. Dill (1958) defines the organizational environment as the "task environment." The task environment of an organization is that part of the total environment which is potentially relevant to goal setting and goal attainment. Likewise, Pfeffer and Salancik (1978) conceptualize an organization's environment as " . . . every event in the world which has any effect on the activities or outcomes of the organization" (p. 12). The point is that White and Hammermish ignore facets of the environment which have the potential for significantly affecting the organization's strategic choices and/or the effectiveness of the organization's chosen strategies. Second, White and Hammermish do not consider the organization theory literature which hypothesizes mutual influence processes within the organization-environment relationship.

Weick (1979), avoiding the traditional organization dependence concept, maintains that an organization "enacts" its environment. An organization is bombarded with informational inputs which are ambiguous and uncertain. Organizational activities are directed toward establishing a workable level of certainty by narrowing the range of possible outcomes and thus establishing an enacted environment. The enacted environment focuses organizational attention and limits the choices of coping strategies. Formulating strategy consists of resolving the equivocality, the uncertainty due to many possible interpretations and/or possible outcomes, in an enacted environment. Strategy is a function of interlocking behaviors embedded in continually related processes. Thus present strategy is a function of the organization's environment which is the product of strategies implemented in the past.

Industry Environment as an exogenous variable is not included within the scope of this research. This field study is limited to a single industry. Thus the effects of Industry Environment variance is beyond the scope of this research. The broader organization environment is considered the enacted organization environment (Weick, 1979).

Organizational Performance is also deleted from the research model. There is great diversity of opinion as to the nature and composition of organizational effectiveness (Steers, 1977, p. 1). Historically, researchers have selected measures of effectiveness opportunistically and justified their relevance post-hoc (Cameron and Whetten, 1980). Given this present unresolved controversy and the fact that organizational effectiveness is only peripheral to the main focus of the present research, it is not included in the research model. Since organization structure is an intervening variable when

organization performance is considered, organization structure is also dropped from the model.

Organization strategy is the dependent variable in this research. Organization strategy is limited to current market positioning strategies. The rationale for this restriction is two-fold. First, in a highly competitive industry, incumbents are reluctant to reveal any information perceived relative to competitive advantage. For example, the downhill ski industry is a recreational industry which is considered a high risk industry by financial institutions. If an organization has been successful in securing private investment capital and thus avoiding the high interest rates of conventional financing, the source of that private capital is a well guarded secret. Any amount of guaranteed anonymity does not produce substantial openness. Therefore members of an competitive industry are very secretive about financial resource information and internal operations. On the other hand, what products/services an organization offers and how it markets those products/services are highly visible. Since market strategies are so observable, data are freely given to researchers. The above observations are substantiated by personal interviews with service industry managers. Second, there is a logically assumed single purpose of marketing strategies, i.e., to attract more consumers to the organization's products/services. Conversely, other organization strategies such as financial strategies may be formulated and implemented for any number of reasons, i.e., to take advantage of income tax benefits, to enhance potential investor perceptions, to finance growth, and/or to glorify managerial performance.

The focus of this research is to empirically test the hypotheses that 1) there is a significant relationship between the consequences of past organization strategies and current organization strategies, and 2) there is a relationship between how the organization perceives itself relative to its competitors and current organization strategies. These hypotheses are fully developed in Chapter II.

The research model depicts Shaping Factors and Business Position variables as influencing Current Market Positioning Strategies (see Figure 1.2). Shaping Factors are defined as the consequences of past

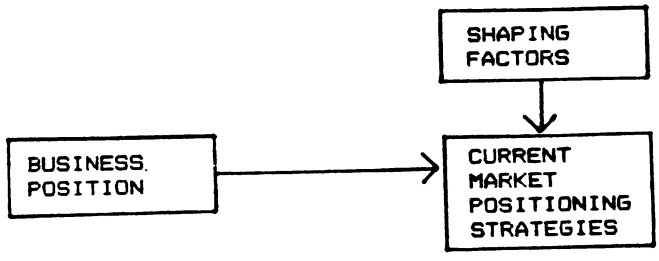


Figure 1.2

Research Model

organizational strategies, managerial values and managerial experiences. To the extent that Shaping Factors are irreversible, they represent part of the enacted environment and impose upon the organization constraining Current Market Positioning Strategies. Business Position variables are defined as the focal organization member's perceptions of how the focal organization compares with its competitors on a variety of physical, facility, and marketing dimensions. Business Position variables are also part of the enacted environment and influence Current Market Positioning Strategies. Specific predictions are made as to the

relative influence of Shaping Factors and Business Position variables on particular Current Market Positioning Strategies.

Summary

This research focuses upon the antecedents of organization strategy. Using the integrative model of White and Hammermish (1981) and the enactment-selection-retention theory of Weick (1969) to conceptualize the organizational environment, an empirical study is made of the United States downhill ski industry.

CHAPTER II

LITERATURE REVIEW

This chapter reviews the pertinent literature and presents the theoretical basis for the research. The major variables of Business Position, Shaping Factors and Strategy are discussed. The hypotheses are stated.

Organizations may be viewed as open systems which are affected in varying degrees by their environments (Katz and Kahn, 1978). There are two schools of thought concerning the organization-environment relationship: environmental determinism versus environmental adaptation.

Environmental determinism is the basic position of organizational ecologists. Organizational ecologists seek to explain the abundance and scarcity of organization forms in terms of environmental variance which determines or severely limits the organizational forms which can survive. Aldrich and Pfeffer (1976) state that the variations between organizations are largely due to variations in environments, chance, luck, and/or conflict. There are usually severe limitations upon managerial autonomy since many organizations may not be powerful enough to influence their environments. In addition, limitations can stem from economic and legal barriers to entry and perceptual distortions which bias most organizational decisions. From a population ecology perspective therefore, strategy is largely predetermined and a manager has very

little discretion in dealing with environmental change. For example, a ski resort confronted with the lower prices of a close competitor has no option but to lower prices or lose business.

The "environmental determinism" approach is in contrast to the "adaptive" school of thought. "Adaptive" theorists (March and Simon, 1958; Levine and White, 1961; Emery and Trist, 1965; Evan, 1966; Terreberry, 1968; Weick, 1969; Pfeffer and Salancik, 1978; and others) contend that organizational variation is a function of how organizations choose to interact with their environments. There is more than one alternative strategy and the variation among organizations is a function of different organizations choosing different strategies. For example, the ski resort in the above example may choose to meet the competitor's price competition by increasing advertising, running a sales promotion, offering more services and activities, buying out the competitor or simply doing nothing.

Even considering that the options of some organizations may be more limited than others, the adaptive explanation of organization variation may seem the more plausible. Child (1972), building on the concept of "enacted environment" (Weick, 1969), maintains that, "Organizational decision-makers take positive steps to define and manipulate their own concerns of the environment" (p. 8). Thus, for the environmental adaptation school, variation between organizations is a function of organization strategy.

The two schools seem mutually exclusive, yet observation of the downhill ski industry suggests that an alternative explanation of organizational variation which involves a "fit" between the two schools exists. Environmental determinism considers the variation of

environment (little managerial decision-making freedom) to be the critical variable for explaining organizational variation while environmental adaptation considers strategic choice (great managerial decision-making freedom) to be the chief determinent of organizational variation. An alternative approach is to view the two schools at opposite poles of relative managerial decision-making freedom. At one pole the degree to which current managerial decision-making is limited is solely a function of previous managerial decisions. To the extent that previous decisions (chosen strategies) are not easily reversible and place long-term resource restrictions upon an organization, choices of future strategies may be severely constrained. Conversely, if previous strategies are reversible and do not have lasting implications for an organization, the choice of strategies may be fairly unlimited.

Current Market Positioning Strategy

The managerial activities included within the strategic management process are goal formation, environmental analysis, strategy formation, strategy implementation and strategic control (Schendel and Hofer, 1979, p. 14). Weick (1979) conceptualizes the strategic management process as having only three major activities: enactment, selection, and retention. Enactment is the imposition of meanings on the environment. Subsequently, these meanings influence organizational activities. Enactment is a "bracketing" activity involving a perceptual cycle. In this perceptual cycle, a manager's perception of the organization's environment is derived from physical or social cues which are organized, hence made sense of, according to the manager's cognitive map of the world. This cognitive map is the product of the product of the manager's prior experiences and learning. The

organization's environment, then, exists as the manager sees it through past experiences, personal values, and current attitudes about the world. Selection involves interpretation and decision-making activities. According to Weick, managerial sense-making primarily occurs during selection, even though some interpretation occurs during enactment. Managers interpret the enacted environment by assigning retrospective meanings based on recently experienced environmental cues. Retention is the collection of enacted environments in the form of labeled variables and causal connections. This "reservoir of beliefs" is then fed back, chiefly in the form of cause maps, into the enactment and selection processes (see Figure 2.1).

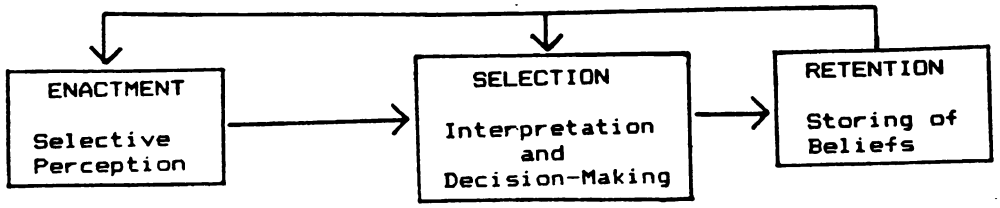


Figure 2.1

Enactment-Selection-Retention within Organizations
(Source: Weick, 1969)

There are three major implications of enactment-selection-retention for strategic management. First, since the three activities are cognitive processes, they are going on simultaneously and continuously within the organization. For example, a manager of an organization may perceive and assign importance to the actions of certain competitors, general economic phenomena, and/or local events and make decisions on new target markets and prices while taking into consideration the organization's previous strategies. Thus strategic management cannot be a clearly identifiable phenomenon. In many cases,

organizational action must be taken to imply that the organization has undertaken some sort of strategic management activity. Second, current strategy is largely a function of past strategy. Organizations tend to do that which has been successful in the past regardless of environmental change. "Natural selection" (Aldrich and Pfeffer, 1976, and Aldrich, 1979) is explained in terms of the "strategic inertia" of organizations (Weick, 1979, p. 201). Third, present strategies are inevitably based on past environments, although the "past" may, in fact, have occurred quite recently.

This research is concerned with current, business unit, market positioning strategy. Business unit strategy is the strategy of a small business having only a single line of products/services or as a smaller organization within a larger corporation (Steiner, Miner, and Gray, 1982, p. 20-23). Market positioning is the selection of a specific pattern of market concentration which will afford the maximum opportunity to the organization to achieve its leadership objective (Kotler, 1976, p. 58).

Preliminary research on the downhill ski industry in the United States reveals that organizations compete in five market positioning strategy categories each containing various strategic choice possibilities. These five categories are 1) geographic market area, 2) current markets and expansion efforts, 3) change strategies, 4) pricing strategies, and 5) facility and service strategies. Geographic Market Area is defined as the largest geographic area in which an organization is currently implementing its marketing strategies. Current Markets and Expansion Efforts are the degrees to which an organization currently appeals to and is committing organizational resources to attract skiers

within each of nine skier market segments. Change Strategies are the degrees to which an organization is making changes in pricing, packages, promotion, services, facilities, and activities and the degree to which it is directing these changes to market segments. Pricing Strategies are the current lift ticket prices and price structure complexity of an organization. Facility and Service Strategies are the availability of services, facilities and activities; length of season; days of the week open; night skiing availability; and snowmaking capability. The definitions and measurements of the specific strategies are presented in Chapter III.

Porter (1980) and Steiner, Miner, and Gray (1982) suggest that of the five strategy categories, Change Strategies and Pricing Strategies have the fewest implications for future decision-making and thus provide the most strategic choice flexibility. Knowledge of the downhill ski industry indicates that the strategic decisions within the categories of Geographic Market Area, Current Markets and Expansion Efforts and Facility and Service Strategies may be limited by previous strategic decisions such as an organization's location, physical attributes and size.

Business Position

Business Position is the focal organization member's perception of how the focal organization compares with its competitors on a variety of dimensions. White and Hammermish (1981) state that the contributions of industrial economists are most evident in research on business position. Empirical research has mainly concentrated upon organization size and profitability, relative market share and

profitability, the stability of market share over time and strategic groups within market structures.

Hall and Weiss' (1967) study of 341 Fortune 500 organizations indicates that larger organizations tend to have higher rates of return. This result is interpreted to mean that there are significant capital requirements which act as barriers to entry and that these barriers to entry have a greater effect on profitability than does industry concentration.

Schoeffler, Buzzell, and Heary (1974) using PIMS data to study 600 business units find that market share is a major influence on profitability. Organizations having market shares of thirty-six percent or more have three times the return on investment of organizations which have less than seven percent market shares. Larger organizations seem to derive greater advantages from strong market positions than do smaller organizations. According to Schoeffler et al., larger organizations more adequately support strong market positions with greater amounts of marketing and research and development. These findings are substantiated by Gale (1972). In a study of 106 organizations in either industries of low or high concentration, Gale (1972) reports that the effect of market share tends to be greater when organizations are relatively large, the industry is highly concentrated, or when there is moderate growth within the industry. Shepard (1972) in studying a sample of 231 organizations (118 producer goods organizations and 113 consumer goods organizations) finds that market share is the main determinate of profitability and that industry concentration and barriers to entry area of secondary importance.

Caves and Porter (1978) in the study of 470 manufacturing organizations find that non-price competition destabilizes market shares. Instability increases with the increase in research and development and with the time needed to develop new products.

Newman (1978) in studying 500 organizations in thirty-four producer-goods industries, proposes the concept of "strategic groups." A strategic group is a group of organizations which have highly similar corporate strategies. The strategic group is a stable element of market structure. "Strategic group differences are also significant elements of market structure because strategic choice affects the preference system employed by the organization's decision makers in selecting short-term policies." Hetrogeniety of strategic groups within an industry frustrates communication and agreement on short-term goals for the industry and increases the difficulties of enforcing any consensus reached.

Industrial economists have tended to use archival measures of business position. There is only an implication that these measures; market share, size, non-price competition, etc. result from organization strategy. Newman (1978) suggests that market positioning strategies of organizations determine strategic groupings and market positions within an industry. There are two important issues of consideration. First, the preponderance of the research on business position is based upon producer-goods industries. The implications of Scherer (1970) and Newman (1978) are that market positioning strategies affect business position more than business position affects market positioning strategies. However, there appear to be some significant differences between producer-goods industries and consumer service industries which

tend to reverse this cause and effect relationship. Fitzsimmons and Sullivan (1982) state that in a service organization the service is a time perishable commodity, there are no distribution channels, production and consumption are inseparable, consumers are participants in the production/consumption function, and site selection (relative to the location of consumers) is more critical than for a manufacturing organization. Thus, the service organization determines its competitors and business position by the choice of location. Second, Silverman (1970) states that " . . . 'objective factors' such as technology and market structure are literally meaningful only in terms of the sense that is attached to them by those who are concerned and the end to which they are related" (p. 37). This position is also suggested by Weick (1979). It is imperative that business position is measured in terms of organizational member perceptions rather than using an "objective" measure such as market share. Since this dissertation is studying service organizations which have already made a commitment to specific locations, business position is considered an independent rather than a dependent variable.

Business Position-Current Market Positioning Strategy Relationships

In a highly competitive industry, rivalry among organizations takes the familiar forms of tactics such as price competition, advertising battles, product introductions, and increased customer service (Porter, 1980). Tactics or immediate, short-term strategic responses (Steiner, Miner, and Gray, 1982) usually represent an action-reaction pattern. One organization's tactics are quickly and easily countered by rivals (Porter, 1980). This may indicate that an organization is

relatively free in its choice of these types of strategies. It is proposed that strategies which involve relatively free choice are influenced to a greater degree by perceptions of competition than those strategies with lesser freedom of choice. This results in the following hypothesis:

> H1: Business Position variables influence Change Strategies and Pricing Strategies more than Geographic Market Area, Current Markets and Expansion Efforts and Facility and Service Strategies.

Shaping Factors

Pfeffer and Salancik (1978) propose that organizational environments are not given entities. Instead, they are created by the process of attention and interpretation. Organizations are constrained by their environments whenever responses to situations are not random. Organizational behavior is almost inevitably constrained by physical realities, social influence, information and cognitive capacity, and/or personal preferences. The organization-environment relationship is one of resource exchange. Pfeffer and Salancik (1978) further suggest that "organizations frequently operate on their environments to make them more stable or more munificent" (p. 18). Since organizations are dependent on their environments for resources, one function of management is to guide organizational actions so that the environments provide, whenever possible, stable and abundant resources.

The organization-environment resource exchange has three dimensions. First, the relative magnitude of the exchange is the ratio of total inputs to total outputs existing in the exchange. An organization requiring one primary input from one or a few similar suppliers is more dependent upon its suppliers than an organization requiring multiple

inputs from many different suppliers. An organization having only one product/service which it markets to one market segment is more dependent upon its customers than an organization having many products/services which it markets to many market segments. Second, resource criticality is the extent of the organization's ability to continue to function in the absence of the resource or market. An organization which requires scarcer resources for which acquisition is more uncertain is less likely to survive than an organization requiring more abundant resources. Third, the discretion over a resource is the capacity of the organization to determine the allocation and use of the resource. Discretion includes the ability of the organization to control access to, or possession of a resource, and also the ability to make and enforce rules relative to the allocation of resources.

Hannan and Freeman (1978) combine the theories of organization ecology and resource dependence into an "adaptive perspective" of organizational survival. Unlike organizational ecologists, who are concerned with the equilibrium of organizational populations, Hannan and Freeman (1978) and Freeman and Hannan (1983) are concerned with the dynamics of organizational adaptation. They indicate that the equilibrium distribution analysis of organizations is appropriate when longitudinal data are available, competitive pressures are strong, and when environments do not change. Equilibrium analysis is not appropriate for studying the underlying dynamics of organizational adaptation.

Hannan and Freeman (1978) and Freeman and Hannan (1983) draw upon the niche width theory of Levins (1978). "The (realized) niche of a population is defined as that area in constraint space (the space whose dimensions are levels of resources) in which the population

outnumbers all other local populations" (Hannan and Freeman, 1978, p. 152). An organization is classified as a "generalist" or as a "specialist."

A generalist organization is an organization which has a broad niche, is more reliant on a wide variety of resources, maintains excess capacity, and is more suited to rapidly changing environments. A specialist organization is an organization which has a more narrow niche, commits most of its resources to a few strategies for dealing with the environment, has a more limited range of tolerance for environmental variance, and is thus better suited to more stable environments. A specialist organization is able to outcompete a generalist organization over a specialized range of outcomes. In the study of 738 California restaurants, Hannan and Freeman, 1983, show that the specialist organization is more effective in high variation environments only if the variations are relatively of short duration.

Shaping factors are the consequences of past organization strategies. They influence an organization's ability to control resources critical to its survival. Critical resources include physical entities, knowledge of the industry and markets, market segments (customers), and customer perceptions of the organization. Unlike Business Position variables which may have temporal influences upon managerial decision-making, Shaping Factors have more permanent consequences for present and future strategic decisions. Shaping Factors may tend to "bound" an organization's strategic decisions. A particular combination of Shaping Factors defines an organization's optimal strategic decision space and thus limits the strategic options available to that organization. For example, an organization having only moderate physical attributes may be

limited in the size of the geographic area within which it is capable of attracting customers. From a skier's perspective, excessive advertising cannot make a mountain out of a molehill.

Shaping Factors-Current Market Positioning Strategy Relationship

Shaping Factors by having more restrictive implications for strategic decision-making may have greater influences upon the types of strategies in which an organization has less decision-making freedom. It is proposed that Shaping factors have a greater influence on Geographic Market Area, Current Markets and Expansion Efforts and Facility and Service Strategies (see Figure 2.2). This results in the following hypothesis:

> H2: Shaping Factors influence Geographic Market Area, Current Markets and Expansion Efforts and Facility and Service Strategies more than Change Strategies and Pricing Strategies.

Current Market Positioning Strategy Grouping	Business Position Influence	Shaping Factor Influence
Geographic Market Area	Lesser	Greater
Current Markets/Expansion Efforts	Lesser	Greater
Change Strategies	Greater	Lesser
Pricing Strategies	Greater	Lesser
Facility/Service Strategies	Lesser	Greater

Figure 2.2

Predicted Influences of Independent Variables on Dependent Variables

Summary

Enactment-selection-retention theory (Weick, 1969) is the basis for conceptualizing Business Position as the perceptions of managers.

Shaping Factors may be thought of as retained environment (Weick, 1969). Business Position variables have a more temporal, less restrictive influence upon an organization's strategic choices. Shaping Factors have more permanent, restrictive implications for an organization's strategic choices. Business Position variables have a greater impact on the types of organization strategies for which there is more decision-making freedom. Shaping Factors have more influence on the types of organization strategies for which there is less decision-making freedom (see Figure 2.3).

Environmental Influence	Decision-Making Freedom (Adaptation) High	Decision-Making Freedom (Determinism) Low
Business Position	Change Strategies Pricing Strategies	
Shaping Factors		Geographic Mkt Area Current Markets and Expansion Efforts Facility and Service Strategies

Figure 2.3

Decision-Making Freedom, Environmental Influences, and Specific Strategies

CHAPTER III

METHODOLOGY

This chapter discusses the methodology used in this research. The selection of the sample industry, questionnaire construction, the questionnaire, the data collection and data analysis procedures are discussed.

Selection of Research Industry

The choice of an appropriate industry for this research is determined by the research model. Shaping Factors and Business Position are independent variables and Current Market Positioning Strategies are the dependent variables. Significant correlations between Shaping Factors and Current Market Positioning Strategies are hypothesized. Correlation between an independent variable and a dependent variable is a function of the variance of the independent variable (Nunnally, 1978, p. 140). An appropriate industry is one in which there is variance in current market positioning strategies.

There is a relationship between strategy and competitiveness within an industry (Khandwalla, 1977, p. 409). The form and intensity of competitive conduct within an industry are shaped by strategic choices which competing organizations make. Competition makes multiple demands on an organization. These demands are: 1) the need for quick, coordinated adaptation to the competitive moves of rivals, 2) the need

for creative and innovative moves to gain an edge over rivals, 3) the need for efficiency of operations, and 4) the need to protect the organization from future deprivations.

Porter (1976) states that intensity of competition within an industry is a function of structural characteristics of the industry which change slowly over time. The greater the diversity of form of ownership, managerial ideology, and organizational goals; the greater the intensity of competition. The more numerous the competitors and the lower the growth of demand for the industry; the greater the intensity of competition. The more that capacity must be augmented in large amounts, the higher the fixed costs, the lower the barriers to entry and the greater the barriers to exit; the greater the intensity of competition. If Khandwalla and Porter are correct, an industry high on these characteristics is an industry displaying high intensity of competition and thus exhibiting a wide variance of strategies.

The downhill ski industry within the United States meets all of Porter's qualifications for high intensity of competition. There is a high diversity of forms of ownership, managerial ideology and numerous competitors in the United States ski industry. Ski areas range from small "mom and pop" units with a few rope tows to corporations owning and operating year-round resort complexes (Leuschner, 1970; The Whitebook of Ski Areas, 1981). There are numerous competitors within the United States ski industry. The Whitebook of Ski Areas (1981) lists 620 downhill ski areas in the United States. The downhill ski industry in the United States is a low growth industry. Skier demand growth is estimated to be seven to ten percent with ski areas facing "the dilemma of a limited market" (Ski Area Management Magazine, January 1982,

p. 10). Variance in utilization ranges from over one-hundred percent on weekends to less than thirty percent on weekdays (Goeldner and Stanley, 1980). Capacity is augmented in large amounts. To be cost effective, facilities such as lodging, restaurants, and lifts must be added in large increments. Fixed costs within the industry are high. "Ski areas are capital intensive facilities that require long lead times for design, approval, and construction (Goeldner and Stanley, 1980, p. 112). There are no longer low barriers to entry in the downhill ski industry. Leuschner (1970) observes, "Low entry barriers are consistent with observed overcapacity, low average profits and fairly high number of entrants" (p. 6). This situation has been altered by the Environmental Policy Act of 1969 and Rare II (Roadless Area Review and Evaluation Program) (Goeldner and Stanley, 1980, p. 116-117). Entry is now restricted by the availability of preferable sites. However, barriers to exit are substantial. "Leaving the industry is probably difficult because there are not many alternative uses for ski area equipment, buildings, and land. Areas go bankrupt but still continue to operate" (Leuschner, 1970, p. 6).

Questionnaire Construction

The questionnaire design process included interviews, utilization of the Delphi Technique and actual questionnaire construction. Field interviews were conducted at seven downhill ski resorts in northern lower Michigan in July-August 1982. The resorts selected offered the greatest possible diversity of business position (organizations interviewed include the recognized leader in Michigan and a resort that was currently operating under Chapter 11), shaping factors (organizations

interviewed included the organization possessing greatest vertical rise and longest run in lower Michigan and an organization having the least of these attributes) and potential geographical marketing area (organizations interviewed were marketing nationally, regionally and/or locally) and for uniqueness (organizations interviewed included a closely owned corporation operating entirely on private land, a professionally managed resort and a public corporation operating entirely on national forest land). A wide variety of personnel were interviewed including a CEO, resort managers, a technical expert (resort design and snowmaking), marketing executives and a competitive skier who had become a slope manager. Knowledge of many ski resorts in the United States and insights into the industry were gained from these interviews.

Determination of the questionnaire content was achieved by the Delphi Technique. "The Delphi Technique is a method for the systematic solicitation and collation of judgments on a particular topic through a set of carefully designed sequential questionnaires interspensed with summarized information and feedback of opinions derived from earlier responses" (Delbecq, Van de Ven and Gustafson, 1975, p. 10). Open-ended questionnaires were sent to five industry experts previously interviewed whom had agreed to participate. Data for the feedback report and a second questionnaire were formulated from the participants' responses. The second questionnaire asked the participants to indicate the degree to which they agreed with the information collated from the previous responses and to make any additions or deletions. Only two iterations were necessary before the participants did not make any additions or deletions and agreed with information as listed (see Appendix A). The

final questionnaire was then constructed using the experts' opinions as to what was important to include in the questionnaire.

Questionnaire

The sixteen page questionnaire consists of a cover page and questions measuring the major categories of variables; Business Position, Shaping Factors and Current Market Positioning Strategies (see Appendix B). The cover page states the purpose of the research, states the importance of respondent participation and guarantees respondent anonymity. The major categories of variables and specific variables are defined below. Specific questions and response formats are presented.

BUSINESS POSITION is defined as the focal organization member's perception of how the focal organization compares with its competitors on a variety of physical, facility, and marketing dimensions. The respondent is first asked to list the focal organization's competitors. The respondent is then asked "Considering these competitors as a whole, how does your organization compare to them?" The appropriate response is indicated by circling one of the numbers on the scale (1=Competition has a distinct advantage, 2=Competition has a slight advantage, 3=There is no competitive advantage, 4=We have a slight advantage, 5=We have a distinct advantage) for each of the following items: Direction of slopes, Length of slopes, Steepness of slopes, Moguled slopes, Crowding on slopes, Lift capacity, Lift line waiting, Accessibility of resort, Travel time for skiers, After ski entertainment, Lodging at resort, Lodging nearby, Prices of lift tickets, Variety of packages offered, X-Country skiing, Recreational racing events, Rapport with nearby

community, Ease of obtaining finance capital, Debt/Equity ratio, Unit costs and Unutilized capacity.

SHAPING FACTORS are defined as the consequences of past organization strategies, managerial values, and managerial experiences. Shaping Factors are measured by either extracting information from The Whitebook of Ski Areas, 1981, or by questionnaire responses.

Physical Resources are the physical assets which the resort possesses due its immediate, specific location. These resources have to do with the resort proper.

Vertical Rise is the difference in feet between the elevation of the top of the uppermost slope and the elevation at the bottom of the lowest slope (roughly the height of the mountain or hill). (Whitebook listing).

Longest Run is the distance in tenths of miles which a skier may travel skiing from the top of the uppermost slope to the bottom of the lowest slope. (Whitebook listing).

Average Annual Snowfall is the average annual snowfall, measured in inches, at the resort. (Whitebook listing).

Maximum Comfort Capacity is the number of skiers whom the resort can comfortably accommodate. It is the sum total of acceptable skier density per acre of slope multiplied by the acreage per slope for all slopes (Farwell and Associates, 1977). Respondents are asked "What is the maximum comfort capacity of your slopes?" Respondents reply by indicating the number of persons.

Organization Demographics are defined as characteristics of the resort which are not physical resources.

Percentage of Facilities on Government Land is the percentage of total resort acreage which is rented from federal or state governments. Respondents are asked "What percentage of your facilities (including slopes) is on state or federally owned land?" Respondents circle the appropriate percentage (0%, 10%, 20%, 30%, 40%, 50%, 60%, 70%, 80%, 90%, 100%).

Miles from Metro Area is the distance in miles from the closest metropolitan area (population 100,000 or greater) to the resort. Respondents are asked "What is the closest metropolitan area (population 100,000 or greater) to your resort?" After naming the metropolitan area, respondents are asked "How many miles away is this metropolitan area from your resort?" Respondents reply by indicating the number of miles.

Lift Capacity of the resort is the total number of skiers per hour whom the resort is capable of mechanically transporting up its slopes. (Whitebook listing).

Number of Full-Time Employees is the total number of persons (who work more than thirty-five hours per week) employed by the resort during the skiing season. Respondents are asked "Considering the operations of your resort during the ski season, how many full-time paid members do you employ? (If an employee works more than 35 hours/week for most of the season, count him/her as a full-time

employee.)". Resondents reply by indicating the number of full-time employees.

Form of Ownership is the type of financial ownership of the resort. Respondents are asked to circle one of the following: Sole Proprietorship, Partnership, Private Corporation, Public Corporation, Cooperative, or Municipal Ownership.

Organization Perceptions are the focal organization member's specific perceptions of the focal organization's environment. Perceptions included within this shaping factor are psychographic segmentation of skier markets, life cycle stage of the downhill ski industry, focal organization's dependence upon the closest community and weekday/weekend customer perceptions of focal resort attributes.

Psychographic Segmentation of Skier Markets are the focal organization member's perceptions of the relative importance of six resort attributes to nine skier market segments. Respondents are asked how important they think Quality (Quality of resort; including restaurants, lodging and entertainment), Crowding (Crowding of lift lines and on slopes or trails), Pricing (Prices of lift tickets, lodging, restaurants, and entertainment), Slopes/trails (Slope or trail quality, difficulty and variety), Travel (Travel time from home to resort) and Activities (Special events, festivals, etc.) are to each of nine skier segments. Skier segments are defined as Expert Skiers (Skiers with high skiing skill; including advanced skiers), Single Skiers (Unmarried; unattached skiers),

Family Skiers (Married couples with or without children and single parents with children), Group Skiers (Skiers whose visits are primarily with a group), Weekday Skiers (Skiers visiting the resort on weekdays/evenings), Weekend Skiers (Skiers visiting the resort on weekend/holidays), Vacation Skiers (Skiers whose visits primarily exceed three days), X-Country Skiers (Skiers participating in cross-country skiing), and Recreational Racers (Skiers participating in competitive skiing events). Respondents are asked to circle the appropriate response on the scale (1=Not Important, 2=Not Very Important, 3=Moderately Important, 4=Important, or 5=Extremely Important).

Dependence on the Closest Community is the degree to which the focal organization members perceive the resort as relying upon the closest community for providing auxiliary facilities, services, activities, and customers. The respondent is asked "To what extent does your organization depend on the closest community to provide the following?" The respondent circles the appropriate number on the scale (1=Not at All, 2=Slightly, 3=Moderately, 4=Mostly, or 5=Entirely) for Lodging, Restaurants, After ski entertainment and Skiers.

CURRENT MARKET POSITIONING STRATEGIES are the strategies which the focal organization is presently implementing to customers and potential customers for the purpose of producing revenues. Current marketing strategies are the geographical area in which the focal organization is marketing itself, its current skier market segments, its expansion skier

market segments, changes in marketing strategies, changes directed to skier market segments, length of season, days it operates, its snow-making capability, night skiing availability, its current prices, current services offered, current facilities and current activities offered.

Geographical Market Area is the largest geographical area in which the focal organization is currently implementing its marketing strategies. The respondent is asked "What does your organization consider its largest geographical market?" The respondent answers the question by circling one of the following: "Local," "Regional," or "National."

Current Market Segments are the degrees to which the focal organization currently appeals to each of the nine skier market segments. The respondent is asked "To what extent does your organization currently appeal to the skier segments listed below?" The respondent answers the question by circling the appropriate number on the scale (1=Not at All, 2=Slightly, 3=Moderately, 4=Mostly, 5=Entirely) for each of the skier market segments (Expert Skiers, Single Skiers, Family Skiers, Group Skiers, Weekday Skiers, Weekend Skiers, Vacation Skiers, X-Country Skiers, and Recreational Racers).

Expansion Market Segments are the degrees to which the focal organization is currently directing expansion efforts to each of the nine skier market segments. The respondent is asked "To what extent is your organization

directing expansion efforts toward the following skier markets?" The appropriate response is indicated by circling a number on the scale (1=Not at All, 2=Slightly, 3=Moderately, 4=Mostly, 5=Entirely) for each of the nine skier market segments (Expert Skiers, Single Skiers, Family Skiers, Group Skiers, Weekday Skiers, Weekend Skiers, Vacation Skiers, X-Country Skiers, and Recreational Skiers).

Current Marketing Changes are the degrees to which the focal organization is making changes in prices (Changes in the pricing of lift tickets, lodging, food, equipment rental, ski lessons, and/or other ski related services), packages (Changes in combination of offerings of lift tickets, lodging, food, length of stay, etc.), promotions (Changes in the methods you use to promote your resort), services (Changes in offerings like nursery, video-taping, ski maintenance, shuttle bus, etc.), facilities (Changes in lodging, food facilities, slope lighting, additional slopes, greater lift capacity, cross-country trails, etc.) and/or activities (Changes in after ski activities, festivals, recreational racing, special events, etc.). The respondent is asked "Considering the last three skiing seasons as your frame of reference, to what extent has your organization made changes in each of the categories listed below?" The respondent is asked to circle the appropriate number on the scale (1=No Change, 2=Slight Change, 3=Moderate Change, 4=Substantial Change, 5=Great Change) for each of the six categories.

Changes Directed to Skier Market Segments are the degrees to which the focal organization is directing its current marketing changes toward specific skier market segments. The respondent is asked to what extent their organization directs its marketing changes (Price Changes, Package Changes, Promotion Changes, Service Changes, Facility Changes, and Activity Changes) to each of the nine skier market segments (Expert Skiers, Single Skiers, Family Skiers, Group Skiers, Weekday Skiers, Vacation Skiers, X-Country Skiers, and Recreational Racers). The respondent answers the question by circling the appropriate number.

Prices are the listed prices of lift tickets for the focal organization. This variable is the sum total of prices in twelve categories: Adult/Weekday, Adult/Halfday/Weekday, Adult/Night/Weekday, Adult/Weekend, Adult/Halfday/Weekend, Adult/Night/Weekend, Child/Weekday, Child/Halfday/Weekday, Child/Night/Weekday, Child/Weekend, Child/Halfday/Weekend, and Child/Night/Weekend (Whitebook listing).

Price Structure Complexity is the extent to which the focal organization has current, published prices listed in all possible price categories. Possible price categories are Adult/Weekday, Adult/Halfday/Weekday, Adult/Night/Weekday, Adult/Weekend, Adult/Halfday/Weekend, Adult/Night/Weekend, Child/Weekday, Child/Halfday/Weekday, Child/Night/Weekday, Child/Weekend, Child/Halfday/Weekend,

Child/Night/Weekend, Student/Weekday, Student/Halfday/Weekday, Student/Night/Weekday, Student/Weekend, Student/Halfday/Weekend, Student/Night/Weekend, Senior Citizen/Weekday, Senior Citizen/Halfday/Weekday, Senior Citizen/Night/Weekday, Senior Citizen/Weekend, Senior Citizen/Halfday/Weekend, and Senior Citizen/Night/Weekend (Whitebook listing).

Services is the extent to which the focal organization has currently available services listed under all possible service categories. Possible service categories are downhill ski rental, cross-country ski rental, ski maintenance, skiing instruction, shuttle service, auto rental, nursery/day care, bus service, and acceptance of credit cards (Whitebook listing).

Facilities is the extent to which the focal organization has currently available services listed under all possible facility categories. Possible facility categories are lodging, condo rental, full service restaurant, cafeteria, snack bar, bar, lounge, disco, ski shop, specialty shop, bank, jacuzzi, indoor tennis court, handball court, racketball court, squash court, outdoor pool, indoor pool, deli/grocery, liquor store, coin operated racing, sauna, athletic club, movie theater, and drugstore (Whitebook listing).

Activities is the extent to which the focal organization has currently available services listed under all possible activity categories. Possible activity

categories are cross-country skiing, ski touring, ice skating, ski jumping, sledding, sleigh/hayrides, tobogganning, tubing, snowmobiling, NASTAR, festival, and ice fishing (Whitebook listing).

Length of Season is the number of calendar days during which the focal organization operates its skiing facilities (Whitebook listing).

Days Open is the number of days per week on which the focal organization operates its skiing facilities (Whitebook listing).

Snowmaking Capability is the percentage of the focal organization's total slope/trail area for which snowmaking equipment is utilized (Whitebook listing).

Night Skiing is the availability of night skiing (measured in hours per day) available at the focal organization's resort (Whitebook listing).

Data Collection

The research questionnaire was mailed to 303 downhill ski resorts during October 1-10, 1982. The resorts were selected from The Whitebook of Ski Areas (1981). The population sampled consists of all listed resorts in the North Central Region (Illinois, Indiana, Iowa, Michigan, Minnesota, Missouri, North Dakota, Ohio, South Dakota, and Wisconsin), all listed resorts in two states (Vermont and New Hampshire) of the Northeast Region and all listed resorts in two states (Colorado and Utah) of the West Region. A cover letter (see Appendix C) stating the purpose of the research, the importance of participant response and the guarantee of anonymity accompanied the questionnaire. An addressed,

stamped envelope was included to facilitate the ease of response. The respondent's organization was deleted from the potential prompting list when the response was received. A prompting letter (see Appendix D) was mailed on November 1, 1982 to all organizations not responding by that date. No responses were received after January 1, 1983. The response rate (after correction for undeliverables) was 32%.

Data Analysis Procedures

The data consist of measures of 450 separate variables. The number of variables is reduced by cluster analysis procedures. The resulting scales are then tested for internal consistency. The hypotheses are addressed by using the statistical technique of multiple regression.

Cluster analysis is appropriate for summarizing information contained in a large number of variables into a smaller set of composite variables with a minimum loss of information. Taking advantage of redundancy within the data and the correlations among variables, a smaller number of variables partially replaces the original set of variables. Cluster analysis consists of methods of classifying variables into groups. A cluster consists of variables which correlate more highly with one another than with variables in other clusters (Nunnally, 1978, p. 429). Variables are placed in clusters by inspecting correlational matrices and then collecting variables to take advantage of redundancy and consistency within the data. Using this "cut and try" method, the list of original variables is condensed into a smaller number of clusters or scales.

The appropriate measure of internal consistency of the scales is Cronbach's alpha (Cronbach, 1951). This measure requires only a single

measurement and provides a unique estimate of reliability for the given measurement (Carmines and Zeller, 1979, p. 44). The value of Cronbach's alpha is dependent on the number of variables (within each scale) and the average intervariable correlation (Carmines and Zeller, 1979, p. 45). A rule of thumb is that the value of alpha should not be below .80 for widely used scales (Carmines and Zeller, 1979, p. 51). This rule is relaxed in this research due to original nature of the questionnaire and the fact that the reliability estimate considers situational factors as a source of error (Nunnally, 1979, p. 230).

Multiple regression analysis is a general statistical technique which can be used to examine the relationship between a dependent variable and a set of independent variables (Hair, Anderson, Tatham, and Grablowsky, 1979, p. 35). Multiple regression analysis results in a regression equation. The regression equation is an equation which predicts the value of a dependent variable given values of the independent variables. The regression equation is a linear combination of a constant and independent variables multiplied by respective regression coefficients. The constant is the "y" intercept. The regression coefficients are parameter estimates associated with the respective independent variables. A "B" regression coefficient indicates the extent to which a change of one unit of a independent variable will affect the value of the dependent variable. A "Beta" regression coefficient is a standardized B regression coefficient. Beta coefficients mean that the values of the dependent variables have been converted to z scores and any change of independent variable must be thought of as a change of one or more standard deviations of that variable. Beta regression coefficients reflect the relative influence of each of the

independent variables on the dependent variable in the regression equation (Hair, Anderson, Tatham, and Grablowsky, 1979, p. 58). The regression equation is determined by the "block" method in which all specified independent variables are entered into the equation in one step. The appropriate statistic for determining the amount of explained variance of dependent variables is the adjusted squared multiple regression coefficient (Pedhazur, 1982, p. 148). The statistic for determining the extent to which the independent variables in the regression equation as a group influence the dependent variable is the adjusted multiple regression coefficient. These statistics account for "shrinkage." Shrinkage is the difference between the multiple R obtained from predicted scores and the multiple R resulting from the observed criterion scores. Zero-order correlations are treated as if they are error free. The adjusted explained variance is based on the ratio of the number of predictor variables in the regression equation and the sample size. SPSS makes this calculation automatically and lists the result as "Adjusted R Square."

Summary

The questionnaire was formulated by using the Delphi technique. The questionnaire was mailed to 303 United States downhill ski resorts in the North Central, Northeast, and West regions. The data were reduced using cluster analysis and analyzed using multiple regression techniques.

CHAPTER IV

RESULTS

This chapter presents the results of the research. The sample response rate and the demographics of the sample are discussed. The scales resulting from the cluster analysis, the tests of the hypotheses, and the influences of specific independent variables are presented.

The Sample

The overall response rate is thirty-two percent. This is a low response rate but is comparable to mailed questionnaire response rates reported in other studies (Sellitz, Wrightman, and Cook, 1976). Tables 4.1 and 4.2 provide more explicit information about the sample.

Table 4.1 shows that the response rates for the North Central and West regions were higher than the response rate for the Northeast region. Except for Iowa and Wisconsin, the response rate for the states in these two regions tended to be higher than for New Hampshire and Vermont. There are two plausible explanations for these response rates. First, given the topographical limitations of the midwest compared to the west and northeast, the North Central region tends to have a preponderance of smaller resorts. Smaller resort owners/operators may be more inclined to respond to a research questionnaire in hopes of gaining industry feedback information. Second, the larger corporate resorts in the west, even though stating that answering research questionnaires is against corporate policies, returned partially completed questionnaires.

Table 4.2 shows the effects of the North Central regional influence. The Vertical Rise, Longest Run, Lift Capacity, and Number of Full-time Employees all indicate that the sample may tend to be representative of smaller resorts.

Forming Scales

As stated in the previous chapter, the first step in analyzing the data is the condensation of all possible variables into scales. The cluster analysis procedure is used to reduce redundancy within the data. Correlation matrices are inspected and variables which correlate highly are placed within clusters (Nunnally, 1979). Correlation matrices are presented in Appendix E. The correlations among clusters are checked for consistency.

Business Position consists of five scales. The first cluster which is formed includes perceptual comparisons of the focal organization's slope attributes with those of competitors. The four variables in this scale are Direction of Slopes, Length of Slopes, Steepness of Slopes, and Moguled Slopes. The cluster is named Slopes (see Table 4.3) and has an alpha value of .80. The second cluster formed includes the three perceptual comparisons of Crowding on Slopes, Lift Capacity, and Lift Line Waiting. This scale is named Crowding (see Table 4.4) and has an alpha of .64. The third cluster formed consists of the two perceptual comparisons of Accessibility for Skiers and Travel Time for Skiers. This scale is named Accessibility and has an alpha of .84 (this two item scale is not shown). The fourth cluster consists of After Ski Entertainment, Lodging at Resort, Lodging Nearby, and Variety of Packages Offered. This scale is named Accommodations (see Table 4.5) and has an alpha of .70. The fifth cluster consists of Ease of Attaining Finance

Capital, Debt/Equity Ratio, and Unit Costs. This scale is named Financial (see Table 4.6) and has an alpha of .71. The five variables (Lift Ticket Prices, X-Country Skiing, Recreational Racing Events, Rapport with Nearby Community, and Unutilized Capacity) are retained as separate variables (see Table 4.7).

Shaping Factors consist of eleven variables, eight original variables, and three scales. The first cluster formed includes the three variables of Vertical Rise, Longest Run, and Maximum Comfort Capacity. This scale is named Slope Attributes (see Table 4.8) and has an alpha of .90. The second cluster formed includes fifty-four measures (The Importance of Quality, Crowding, Pricing, Slopes/Trails, Travel and Activities to each of the nine skier segments; Expert Skiers, Single Skiers, Family Skiers, Group Skiers, Weekday Skiers, Weekend Skiers, Vacation Skiers, X-Country Skiers, and Recreational Racers). This scale is named Psychographics of Market Segments (see Table 4.9) and has an alpha of .71. The third cluster formed includes the three variables of Lodging, Restaurants, and After Ski Entertainment. The scale is named Dependence on the Closest Community for Facilities and Activities (see Table 4.10) and has an alpha of .89. The remaining eight variables (% of Facilities on Government Land, Miles from Metro Area, Distance to Closest Community, Lift Capacity, LG 10 of Full-Time Employees [the number of employees is replaced by the logarithm of the number of employees to avoid nonlinear relationships evident within the data], Form of Ownership, and Dependence on Closest Community for Skiers) are retained as separate variables.

Current Market Positioning Strategies consist of twenty-two variables, eighteen variables, and five scales. The first cluster

formed includes nine measures of what extent the organization is directing expansion efforts toward each of the nine skier market segments. The scale is named Expansion Efforts (see Table 4.11) and has an alpha of .72. The second cluster formed consists of four variables measuring changes of Promotions, Services, Facilities, and Activities. The scale is named Changes of Promotions, Services, Facilities, and Activities (see Table 4.2) and has an alpha of .79. The third cluster formed consists of fifty-four variables measuring the extent to which the organization is directing changes of Prices, Packages, Promotions, Services, Facilities, and Activities toward the nine skier market segments. The scale is named Changes Directed to Market Segments (see Table 4.13) and has an alpha of .90. The fourth cluster consists of measures of twelve lift rate categories. The scale is named Lift Prices and has an alpha of .96. The fifth cluster consists of three variables; Availability of Services, Availability of Facilities, and Availability of Activities. The scale is named Availability of Services, Facilities, and Activities (see Table 4.14) and has an alpha of .80. Table 4.15 summarizes the alphas for all of the scales. Table 4.16 is a final list of variables.

Business Position Variables and Current Market Positioning Strategies

The first hypothesis that Business Position variables explain more variance for Change Strategies and Pricing Strategies than for Geographic Market Area, Current Markets and Expansion Efforts and Facility and Service Strategies is partially supported by the data (see Table 4.18). The Mean Adjusted R Squares for the five strategic categories are: Pricing Strategies (.447), Geographic Market Area (.154),

Change Strategies (.114), Current Markets and Expansion Efforts (.102), and Facility and Service Strategies (.061).

Geographic Market Area is negatively influenced by Rapport with Nearby Community (Beta=-.240) and Unutilized Capacity (Beta=.239) (see Table 4.19). Resorts which perceive competitors as having better relations with nearby communities and perceive their resorts as having more unutilized capacity than competitors tend to have larger geographic market areas.

Current Markets and Expansion Efforts are not influenced in a consistent fashion by any of the Business Position variables. Most of the Business Position variables influence Expert Skiers, Family Skiers, and Vacation Skiers positively and Weekend Skiers negatively. Accommodations (Mean Beta=.146) has the most consistent overall positive influence on Current Markets and Expansion Efforts while Rapport with Nearby Community (Mean Beta=-.109) has the most consistent negative influence.

Change Strategies are influenced most strongly by Accommodations (Mean Beta=.258) with Crowding (Mean Beta=.180), Cross Country Skiing (Mean Beta=.174), Financial (Mean Beta=.158) and Unutilized Capacity (Mean Beta=.123) having lesser positive impacts.

Pricing Strategies are strongly and positively influenced by Accommodations (Mean Beta=.315) and Recreational Racing Events (Mean Beta=.215) and strongly and negatively influenced by Rapport with Nearby Community (Mean Beta=-.313).

Facility and Service Strategies are influenced positively by Accommodations (Mean Beta=.221) and Accessibility (Mean Beta=.130) and negatively by Rapport with Nearby Community (Mean Beta=-.120).

Shaping Factors and Current Market Positioning Strategies

The second hypothesis that Shaping Factors explain more variance for Geographic Market Area, Current Markets and Expansion Efforts and Facility and Service Strategies is not supported by the data. The Mean Adjusted R Squares for the five strategic categories are: Pricing Strategies (.396), Geographic Market Area (.362), Facility and Service Strategies (.279), Change Strategies (.154), and Current Markets and Expansion Efforts (-.037).

Geographic Market Area is influenced positively by Slope Attributes (Beta=.362), Log 10 of Full-Time Employees (Beta=.343), Dependence on Closest Community for Facilities and Activities (Beta=.265), and Miles from Metro Area (Beta=.204). Percent Facilities on Government Land (Beta=-.338) has a negative impact (see Table 4.20).

Current Markets and Expansion Efforts are marginally influenced by Slope Attributes (Mean Beta=.128) and Psychographics of Market Segments (Mean Beta=.118).

Change Strategies are negatively influenced by Distance to Closest Community (Mean Beta=-.260), Form of Ownership (Mean Beta=-.246), Miles from Metro Area (Mean Beta=-.165) and Dependence on Closest Community for Skiers (Mean Beta=-.151). Slope Attributes (Mean Beta=.168) has a moderate positive influence.

Pricing Strategies are influenced positively by Log 10 of Full-Time Employees (Mean Beta=.334) and Slope Attributes (Mean Beta=.205). Psychographics of Market Segments (Mean Beta=-.162) and Distance to Closest Community (Mean Beta=-.158) and have moderate negative influences.

Facility and Service Strategies negatively influenced by Average Annual Snowfall (Mean Beta=-.675) and Dependence on Closest Community for Facilities and Activities (Mean Beta=-.233). Log 10 of Full-Time Employees (Mean Beta=.416), Percent Facilities on Government Land (Mean Beta=.344), Distance to Closest Community (Mean Beta=.297) and Form of Ownership (Mean Beta=.242) have positive influences.

Summary

The overall response rate of thirty-two percent reflects higher response rates for the North Central and West regions as compared to the Northeast region. The data analysis is simplified by using the cluster analysis procedures to group items into scales. Multiple regression techniques are used to test the hypotheses. The first hypothesis is partially supported by the data, but the second hypothesis is not supported by the data.

Table 4.1

Response Rates by Region and State

Region and State	# of Resorts Listed	Ret'd (Not Del)	Adj'd # of Res	Question-naires Ret'd	Per-cent Response
Northeast					(23%)
New Hampshire	36	0	36	9	25%
Vermont	31	2	29	6	21%
North Central					(34%)
Illinois	9	0	9	4	44%
Indiana	10	2	8	5	63%
Iowa	11	1	10	2	20%
Michigan	54	0	54	21	39%
Minnesota	29	1	28	11	39%
Missouri	1	0	1	1	100%
North Dakota	6	1	5	2	40%
Ohio	8	0	8	4	50%
South Dakota	4	0	4	1	25%
Wisconsin	53	2	51	10	20%
West					(33%)
Colorado	35	2	33	10	30%
Utah	16	1	15	6	40%
Total	303	12	291	92	32%

*(Box Closed, No Forwarding Address, Moved--No New Address, Not Deliverable, No Such Address, Attempted--New Address Not Known, Authorization for Forwarding Address Expired, and Insufficient Address)

Table 4.2

Response Sample Description

Shaping Factor	Mean	Median	SD	V	Range
Organizational Resources					
Vertical Rise (Feet)	761.46	400.50	796.33	634140.77	3500
Longest Run (tenth miles)	9.98	5.00	9.30	86.47	34
Average Annual Snowfall (ins)	194.82	156.00	114.92	13206.09	404
Maximum Comfort Capacity	2137.75	1493.30	2779.99	7728360.56	16900
Organizational Demographics					
% Facilities on Gov't Land	29.59	2.94	43.06	18.54	100
Miles from Metro Area	112.42	90.00	102.67	10541.60	545
Distance to Closest Comm (mi)	6.00	3.75	5.70	32.44	24
Lift Capacity	5608.56	4650.00	4986.00		27350
# of Fulltime Employees	113.07	35.00	227.29	51661.08	1499
Lg10 of Fulltime EEs	1.38	1.48	.84	.71	3
Form of Ownership	3.59	3.19	1.33	1.77	5
Organizational Perceptions					
Psychographic Mkt Segments	167.65	168.00	23.12	534.72	96
Dependence on Closest Comm	9.81	10.14	3.76	14.10	12
Dependence on Cl Comm for S's	2.85	2.67	1.27	1.62	4

Table 4.3

Correlations of Slopes

	2	3	4
1 Direction of Slopes	.31	.42	.28
2 Length of Slopes		.71	.59
3 Steepness of Slopes			.59
4 Moguled Slopes			

Table 4.4

Correlations of Crowding

	2	3
1 Crowding on Slopes	.28	.50
2 Lift Capacity		.28
3 Lift Line Waiting		

Table 4.5

Correlations of Accommodations

	2	3	4
1 After Ski Entertainment	.32	.42	.47
2 Lodging at Resort		.21	.37
3 Lodging Nearby			.25
4 Variety of Packages Offered			

Table 4.6

Correlations of Financial Attributes

	2	3
1 Ease of Obtaining Finance Cap	.51	.22
2 Debt/Equity		.63
3 Unit Costs		

Table 4.7

Correlations of Unclustered Business Position Variables

	2	3	4	5
1 Prices of Lift Tickets	.20	-.24	.10	.07
2 Cross Country Skiing		.08	-.20	-.16
3 Recreational Racing Events			.06	-.16
4 Rapport with Nearby Community				.01
5 Unutilized Capacity				

Table 4.8

Correlations of Slope Attributes

	2	3
1 Vertical Rise	.86	.75
2 Longest Run		.60
3 Maximum Comfort Capacity		

Table 4.9

Correlations of Psychographics of Market Segments

	2	3	4	5	6
1 Importance of Quality to Market Segments	.65	.47	.68	.43	.56
2 Importance of Crowding to Market Segments		.55	.78	.60	.48
3 Importance of Pricing to Market Segments			.57	.55	.41
4 Importance of Slopes/Trails to Mkt Segments				.61	.58
5 Importance of Travel to Market Segments					.53
6 Importance of Activities to Market Segments					

Table 4.10

Correlations of Dependence on C/C for FC,ACT

	2	3
1 Lodging	.72	.77
2 Restaurants		.72
3 After Ski Entertainment		

Table 4.11

Correlations of Expansion Efforts

	2	3	4	5	6	7	8	9
1 Expert Skiers	.55	.29	.36	.43	.23	.39	.03	.23
2 Single Skiers		.44	.43	.40	.43	.30	.07	.41
3 Family Skiers			.66	.45	.48	.53	.37	.47
4 Group Skiers				.41	.46	.50	.19	.41
5 Weekday Skiers					.10	.30	-.03	.10
6 Weekend Skiers						.30	.07	.43
7 Vacation Skiers							.33	.28
8 X Country Skiers								.32
9 Recreational Racer								

Table 4.12

Correlations of Changes of Promotion, Services, Facilities and Activities

	2	3	4
1 Promotions	.53	.44	.48
2 Services		.49	.53
3 Facilities			.52
4 Activities			

Table 4.13

Correlations of Changes Directed to Market Segments

	2	3	4	5	6
1 Prices	.62	.70	.52	.56	.57
2 Packages		.79	.50	.57	.66
3 Promotions			.66	.65	.75
4 Services				.72	.73
5 Facilities					.83
6 Activities					

Table 4.14

Correlations of Lift Prices

	2	3	4	5	6	7	8	9	10	11	12
1 Adult/Weekday Rate	.87	.52	.91	.68	.41	.77	.68	.33	.59	.49	.43
2 Adult/Wkdy/Hdy Rate		.65	.85	.84	.33	.67	.81	.20	.52	.62	.31
3 Adult/Wkdy/Ngt Rate			.64	.78	.91	.34	.66	.59	.47	.65	.70
4 Adult/Weekend Rate				.89	.59	.78	.73	.39	.80	.73	.63
5 Adult/Wknd/Hdy Rate					.69	.71	.77	.15	.72	.84	.74
6 Adult/Wknd/Ngt Rate						.27	.28	.53	.47	.64	.85
7 Child/Weekday Rate							.85	.67	.89	.82	.54
8 Child/Wkdy/Hdy Rate								.84	.75	.84	.46
9 Child/Wkdy/Ngt Rate									.68	.81	.89
10 Child/Weekend Rate										.92	.67
11 Child/Wknd/Hdy Rate											.82
12 Child/Wknd/Ngt Rate											

Table 4.15

Correlations of Availability of Services, Facilities and Activities

	2	3
1 Availability of Services	.67	.56
2 Availability of Facilities		.55
3 Availability of Activities		

Table 4.16

Alphas for Scales

Independent or Dependent Variable/Scale	N	# of Items	Alpha
Business Position			
Slopes	54	4	.80
Crowding	54	3	.64
Accessibility	65	2	.84
Accommodations	54	4	.70
Financial Attributes	54	3	.71
Shaping Factors			
Slope Attributes	54	3	.90
Psychographics of Market Segments	69	54	.71
Dependence on C/C for Fc,Act	72	3	.89
Current Market Positioning Strategies			
Expansion Efforts	59	9	.72
Changes of Prom,Sv,Fc,Act	59	4	.79
Changes Directed To	69	54	.90
Prices	16	12	.96
Availability of Sv,Fc,Act	73	3	.80

Table 4.17

Final List of Variables

Business Position (Total Variables=10)
- Slopes
- Crowding
- Accessibility
- Accommodations
- Financial
- Prices of Lift Tickets
- X-Country Skiing
- Recreational Racing Events
- Rapport with Nearby Community
- Unutilized Capacity

Shaping Factors (Total Variables=11)
- (Physical Attributes)
  - Slope Attributes
  - Average Annual Snowfall
- (Organization Demographics)
  - %Facilities on Government Land
  - Miles from Metro Area
  - Distance to Closest Community
  - Lift Capacity
  - LG 10 of Fulltime Employees
  - Form of Ownership
- (Organization Perceptions)
  - Psychographics of Market Segments
  - Dependence on C/C for Fc,Act
  - Dependence on C/C for Skiers

Current Market Positioning Strategies (Total Variables=22)
- Geographic Market Area
- Current Markets--Expert Skiers
- Current Markets--Single Skiers
- Current Markets--Family Skiers
- Current Markets--Group Skiers
- Current Markets--Weekday Skiers
- Current Markets--Weekend Skiers
- Current Markets--Vacation Skiers
- Current Markets--X Country Skiers
- Current Markets--Recreational Racers
- Expansion Efforts
- Price Changes
- Package Changes
- Changes of Pr,Sv,Fc,Act
- Changes Directed To
- Prices
- Price Structure Complexity
- Availability of Sv,Fc,Act
- Length of Season
- Days of Week Open
- Night Skiing Availability
- Snowmaking Capability

Table 4.18

Adjusted Regression Coefficients Squared, Adjusted Regression Coefficients and Significance for Business Position Variables and Shaping Factors for Current Marketing Positioning Strategies

CURRENT MARKET POSITIONING STRATEGIES	BUSINESS POSITION VARIABLES			SHAPING FACTORS		
	Adj R Squ	Adj Mult R	Sign	Adj R Squ	Adj Mult R	Sign
Geographic Market Area	154	392	p<.05	362	602	p<.02
CM-Expert Skiers	-034	-184	p<.62	104	323	p<.26
CM-Single Skiers	-061	-247	p<.75	-084	-290	p<.67
CM-Family Skiers	-046	-215	p<.67	-232	-482	p<.93
CM-Group Skiers	125	354	p<.08	-019	-138	p<.52
CM-Weekday Skiers	168	410	p<.04	026	161	p<.41
CM-Weekend Skiers	-019	-138	p<.55	-206	-454	p<.90
CM-Vacation Skiers	158	398	p<.05	111	333	p<.24
CM-Cross Country Skiers	492	701	p<.00	-168	-410	p<.84
CM-Recreational Racers	129	359	p<.08	-059	-243	p<.61
Expansion Efforts	107	327	p<.13	159	399	p<.17
MEANS	102	177		-037	-080	
Price Changes	-019	-138	p<.55	021	145	p<.42
Package Changes	154	392	p<.05	173	416	p<.15
Changes of Pr,Sv,Fc,Act	308	555	p<.01	217	466	p<.10
Changes Dir to Market Segments	014	118	p<.42	205	453	p<.12
MEANS	114	301		154	370	
Prices	930	964	p<.00	945	972	p<.00
Price Structure Complexity	-036	-190	p<.63	-154	-392	p<.82
MEANS	447	387		396	290	
Availability of Sv,Fc,Act	053	230	p<.25	690	831	p<.03
Length of Season	-002	-045	p<.47	192	458	p<.34
Days of Week Open	137	370	p<.07	173	416	p<.36
Night Skiing Availability	044	210	p<.28	-424	-651	p<.85
Snowmaking Capability	075	274	p<.18	765	875	p<.02
MEANS	061	208		279	386	

Table 4.19

Summary of Betas of Business Position Variables for All Current Market Positioning Strategy Regression Equations

CURRENT MARKET POSITIONING STRATEGIES	BUSINESS POSITION VARIABLES									
	Slps	Crwd	Aces	Acom	Fin	PoLT	XCS	RRE	RapC	UCap
Geo Mkt Area	164	166	050	157	040	-103	-053	174	-240	239
CM-Expert Skiers	177	058	046	114	096	124	012	206	-201	-045
CM-Single Skiers	023	004	228	-074	-188	-071	-051	042	080	-123
CM-Family Skiers	-254	113	107	194	131	003	032	-032	-163	101
CM-Group Skiers	-140	143	133	281	-106	-308	041	102	-164	239
CM-Weekday Skiers	140	026	344	134	383	-179	158	116	-317	-055
CM-Weekend Skiers	-126	-050	-044	033	-298	019	-223	-199	015	-120
CM-Vacation Skiers	079	220	-305	261	-038	192	012	091	-082	204
CM-X Country Skrs	-059	043	-030	027	114	056	760	-123	122	-017
CM-Rec Racers	-092	135	-082	280	-133	235	027	281	007	-148
Expansion Efforts	-103	188	018	205	064	-026	-195	129	-390	230
MEAN BETAS	-036	088	042	146	010	-006	026	061	-109	027
Price Changes	028	181	111	-011	231	-215	265	077	-137	025
Package Changes	069	120	050	424	189	-108	118	056	092	083
Chgs of Pr,Sv,Fc,At	-050	202	049	363	132	257	-112	379	-225	263
Chgs Dir to Mkt Sgs	081	216	065	254	080	250	-021	183	046	120
MEAN BETAS	032	180	069	258	158	046	063	174	-056	123
Prices	-168	*	*	368	*	-297	*	*	-475	77
Price Str Cmplxty	-067	-046	150	262	128	087	024	215	-151	121
MEAN BETAS	-118	-046	150	315	128	-105	024	215	-313	099
Avail of Sv,Fc,Act	064	112	-048	309	132	128	067	235	-056	106
Length of Season	114	-042	-123	069	247	364	018	185	-087	-007
Days of Week Open	-040	127	313	293	298	-142	068	034	-276	148
Night Skiing Avail	-132	142	305	060	-127	010	-109	046	-233	-117
Snowmaking Cap	079	063	203	402	-085	001	061	-116	051	117
MEAN BETAS	017	080	130	227	093	072	021	077	-120	049

Table 4.20

Summary of Betas of Shaping Factors for All Current Market Positioning Strategy Regression Equations

CURRENT MARKET POSITIONING STRATEGIES	SHAPING FACTORS										
	SAtt	AASf	%Fac	MfMA	DC/C	LCap	LFtE	FOwn	PsMS	D/FA	D/Sk
Geo Mkt Area	362	*	-338	204	-108	-020	343	-083	085	265	-184
CM-Expert Skrs	214	*	082	045	-157	-084	238	-352	102	-080	045
CM-Single Skrs	113	*	-154	-290	-209	-201	173	084	235	-128	164
CM-Family Skrs	283	*	157	-067	177	-027	-232	032	248	-287	-099
CM-Group Skrs	182	*	-074	-041	154	127	-077	-118	230	-307	-081
CM-Wkday Skrs	243	*	061	-244	-016	153	157	-023	299	-031	134
CM-Wkend Skrs	-224	*	-247	-147	163	-188	188	132	046	134	-067
CM-Vac Skrs	454	*	009	371	-029	150	-153	-205	-147	-008	-040
CM-X Ctry Skrs	-147	*	363	171	008	-016	128	142	024	-422	081
CM-Rec Racers	-063	*	-124	059	-227	-137	457	-379	-138	165	238
Expan' Eff'ts	225	*	-044	-257	069	312	-114	236	276	236	-278
MEAN BETAS	128	*	003	-040	-007	009	077	-045	118	-073	010
Price Changes	066	*	-076	081	-098	-345	456	097	142	134	-284
Pkg Changes	264	*	143	-200	-439	-019	-019	-475	-132	093	-043
Chgs; P,S,F,A	056	*	207	-136	-093	256	150	-189	237	-053	-232
Chgs Dir; M S	287	*	175	-406	-401	-006	103	-418	216	233	-045
MEAN BETAS	168	*	112	-165	-260	-029	121	-246	116	102	-151
Prices	109	*	-381	-129	-248	037	684	040	-203	-124	-117
Pc Str Cmplxty	301	*	117	055	-068	068	-016	-270	-120	083	052
MEAN BETAS	205	*	-132	-037	-158	053	334	-115	-162	-021	-033
Avail; S,F,A	318	-895	420	151	370	-018	823	426	-015	-297	-153
Length of Sea	210	765	-210	-136	013	250	-091	-335	022	146	023
Days/Week Open	-070	-810	517	-146	437	221	635	231	198	-338	-151
Ngt Ski Avail	-203	-939	410	255	159	-407	528	324	-037	-369	013
Snowmkg Cap	-428	-1494	581	-015	504	-087	183	562	109	-307	-180
MEAN BETAS	-035	-675	344	022	297	-008	416	242	055	-233	-090

CHAPTER V

DISCUSSION AND CONCLUSIONS

As stated in the previous chapter, the two hypotheses are only partially supported by the data. The influence of Business Position variables, Shaping Factors, and specific independent variables upon Current Market Positioning Strategies are discussed. Theoretical implications, limitations of the research, and directions for future research are presented.

Influences of Business Position Variables and Shaping Factors Upon Current Market Positioning Strategies

Geographic Market Area is more strongly influenced by Shaping Factors (Adj Mult R=.602) than Business Position variables (Adj Mult R=.392). The largest positive influences Slope Attributes and size of the organization (measured as Log10 of Fulltime Employees) are highly related ($r=.73$, $p < .001$). It could be expected that an organization with greater physical resources would tend to employ the greater number of employees and in turn would market to a larger geograhic area in order to support larger fixed costs. This is understandable since only about 6.5% of the population are active skiers.

Current Market Segments and Expansion Efforts are influenced (overall) more by Business Position variables (Adj Mult R=.209) than by Shaping Factors (Adj Mult R=-.80). Even though perceptions of

accommodations relative to competitors is the most influential, the influence of all independent variables appear to be spurious (see Tables 4.19 and 4.20). This results in the wide variance of Business Position and Shaping Factor influences for the current markets and expansion efforts. Except for Single Skiers and Vacation Skiers, Business Position variables tend to influence different current market segments than do Shaping Factors. This indicates that for some market segments Shaping Factors are a determinant and for other segments an organization is influenced by the competition. One explanation for these results is the fact that segmenting the total skier market into the nine specific segments was not meaningful to respondents. This is substantiated by interviews with industry experts and resort managers. Apparently skiers are not easily segmented into neat psychographic categories. Thus, within limits, an organization markets itself to all skiers in a geographic area. For example, a small resort being relatively close to a large metropolitan area and lacking overnight accommodations may not market to vacation skiers but lumps all the other segments together and markets to skiers in general.

Change Strategies are influenced more strongly by Shaping Factors (Adj Mult R=.154) than by Business Position variables (Adj Mult R=.114). The major influences are negative and are Distance to Closest Community, Form of Ownership, Miles from Metro Area, and Dependence on Closest Community for Skiers. The closer a resort to a nearby community and a metropolitan area, the more tightly held an organization and the less dependent an organization on the nearby community for skiers; the more changes in strategies an organization is likely to make. An organization which is tightly held is also likely to be a larger organization

($r=-.44$, $p < .001$). Of special note is the fact that the larger organization the more likely it is to make price changes (Beta=.456).

Prices are very strongly influenced both by Business Position variables (Adj Mult R=.964) and by Shaping Factors (Adj Mult R=.972). To the extent that an organization perceives its relationship with its community to be better than that of its competitors, the lower its prices. The more an organization perceives its accommodations to be greater than those of its competitors, the higher its prices. The larger the organization, the higher its prices. There seems to be a very close relationship between the size of an organization and the rapport which it maintains with its nearby community. Larger organizations tend more to be destination type resorts catering to vacation skiers, while smaller resorts depend more on local skiers and are more mindful of good community relations.

Facility and Service Strategies are influenced more strongly by Shaping Factors (Adj Mult R=.386) than by Business Position variables (Adj Mult R=.208). Availability of Services, Facilities and Activities is pretty much dictated by the size of the resort while Average Annual Snowfall has a dominate influence on the Length of Season, Days of the Week Open, Night Skiing Availability, and Snowmaking Capability. The negative influence of annual snowfall on number of days open during the week is explained by a strong influence of municipal resorts which tend to be open only on weekends and holidays.

Summary of Findings

The research results may be explained in terms of environmental determinism (Aldrich and Pfeffer, 1976), environmental adaptation

(Weick, 1969; Child, 1972; Pfeffer and Salancik, 1978; and others) and niche width theory (Hannan and Freeman, 1978; Freeman and Hannan, 1983).

For any given environment there is a particular combination of resources and markets. For example, a smaller ski resort with modest slopes and facilities is realistically attractive to skiers within the local area. A larger resort with substantial slopes and facilities is comparatively more attractive to skiers within a much larger geographic area. Having comparatively more munificent resources, the larger resort has comparatively a more munificent market. Whereas the larger resort's most viable strategy may be to advertise to increase its appeal to a wider geographic market area, the smaller resort may attempt to increase skier visits within its limited market by sponsoring local ski clubs and/or lowering lift prices during weekdays. The point is that a particular environment with its combination of resources places bounds on the viable strategies available to an organization. The more munificent the environment, the more strategic options or the less constrained the "strategic space" of an organization within that environment. An organization striving to make its resource environment more munificent (Pfeffer and Salancik, 1978) is essentially trying to broaden its range of viable strategic options. In less munificent environments the chances of choosing and implementing a strategy which will not be productive to the organization is greater. Therefore, the munificence of the environment is important only to the extent that greater constraints on strategic management space are prevalent in less munificent environments. In such an environment, the choice of strategy is limited.

The research findings can also be explained in terms of "generalist/specialist" niche width theory (Hannan and Freeman, 1978;

Freeman and Hannah, 1983). Niche width is defined in terms of resource levels. A generalist organization having greater resources may have a wider selection of strategic choices. By holding some of its available resources in reserve, a generalist organization may also retain strategic choice flexibility. Resource reserve gives an organization more adaptive ability in that it may be able to discontinue a nonproductive strategy and avoid the future limitations of that strategy. A specialist organization has lesser resources and concentrates its resources on a few strategies. Such an organization may be less able to avoid the future consequences of an implemented strategy. A generalist organization has many strategies and a specialist has fewer strategies is simply reflective of the degree to which the strategic space of the organization is constrained by the environment.

Limitations of the Research

This research is at best exploratory. Serious limitations exist which make conclusions tentative. "High multicollinearity is symptomatic of insufficient, or deficient, information, which no amount of data manipulation can rectify" (Pedhazur, 1982, p. 247). Multicollinearity may lead to distortions and reversal of signs of regression coefficients. Data manipulation will not cure multicollinearity. A larger sample size is needed to substantiate the conclusions drawn from this research.

The overall conclusions which may be made from this research are that: 1) the environment of an organization determines the strategic space or range of viable strategies available to that organization, 2) munificent environments provide more latitude for strategic choice than less munificent environments, and 3) the competitive environment

as well as the resource environment of an organization effects organization strategy.

Enactment-selection-retention theory (Weick, 1979) is supported by the data. Organization member's perceptions of the environment do influence current organization strategies. Enactment theory as compared to the objective approach of industrial economists provides greater insight into the organization strategy phenomenon.

Environmental determinism (Aldrich and Pfeffer, 1976) and organization ecology (Hannan and Freeman, 1978; Freeman and Hannan, 1983) is supported to the extent that past organization strategy restricts current organization strategy. Organization ecology theory is limited by its adaptation of ecology theory from the biological sciences. An organization (like an animal or lower organism) is assumed to have no control over its environment. The correlational studies using objective measures of environment and effectiveness support this premise. However, ecological theory does not allow for the cognitive abilities of organization members and thus ignores organization behavior resulting from freedom of strategic choice.

Future research within the downhill ski industry will utilize the archival data in The Whitebook of Ski Areas. A larger sample size is guaranteed. This data will be supplemented with responses from mailed questionnaires sent to a larger, random sample of ski organizations asking about perceptions of competition. A shorter questionnaire should result in a higher response rate. Assuming that the present research conclusions are substantiated, the results will provide a basis for investigating other service industries.

APPENDIX A

APPENDIX A

MICHIGAN STATE UNIVERSITY

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
DEPARTMENT OF MANAGEMENT

EAST LANSING • MICHIGAN • 48824

August 17, 1982

Dear

Thank you for your prompt reply to the first mailing. I have incorporated your responses with the responses from the other members of the panel and have arrived at what I believe to be a complete and final list.

As I explained in my first letter to you, the Delphi Technique is a two-step process. The first step, narrowing the lists of components in each of the five general areas, has been completed and once again I need to call upon your expert judgment for assisting me in completing step two.

I would like you to look at the list for each of the general areas and indicate on the scale in that section, how much you agree or disagree with the list as a whole. Please keep in mind that this list may not be entirely indicative of your organization exclusively. I am composing a list that is broad enough in content to encompass ski organizations in general.

If you have any questions and/or need clarification, call Claire or myself at 1-517-353-5415 or 1-517-882-3832 anytime COLLECT.

Once again, thank you for your time and effort.

Sincerely,

Floyd G Willoughby

Enclosures

Below are listed potential sources of information for organizational decision-making. Read the list as a whole and then circle the number on the scale that corresponds to how much you agree or disagree with the list in its entirety.

1	2	3	4	5	6	7
disagree			neither agree or disagree			agree

SOURCES OF INFORMATION

Internal

* Owners
* Employees
* Reports
  * daily
  * weekly
  * monthly
  * yearly
* Mailing Lists (generated from guest registration)

External

* Consultants
* Vendors/Suppliers
* Customers
* Competitors
* Friends/Acquaintances
* Government Official
* News media people
* Ski magazines
* Trade journals
* Travel agencies
* Airlines
* Commuter transportation
* Tourist associations
* Chamber of Commerce
* Weather service
* School/college/universities bulletins/schedules
* Mailing lists (externally generated)
* Professional organizations
* Clubs

Below is a list of how ski organizations may measure organizational performance. Read the list as a whole and then circle the number on the scale that corresponds to how much you agree or disagree with the list in its entirety.

1	2	3	4	5	6	7
disagree			neither agree or disagree			agree

* present costs (daily, weekly, monthly, season) versus budget
* present revenue (daily, weekly, monthly, season) versus forecast
* costs versus revenues (by service)
* occupancy rate versus historical
* present lift receipts (daily, weekly, monthly, season) versus historical
* present lift receipts versus competitors
* present market share versus competitors
* present market share versus historical
* present growth in volume versus industry growth
* overall bottom-line financial profits

Below are listed environmental factors existing outside the organization but are hypothesized to affect the strategy of the organization. Read the list as a whole and then circle the number on the scale that corresponds to how much you agree or disagree with the list in its entirety.

1	2	3	4	5	6	7
disagree			neither agree or disagree			agree

PHYSICAL ENVIRONMENT

Hill

* Elevation
* Vertical Drop (elevation top of hill - elevation bottom of hill)
* Direction majority of slopes face
* Surrounding physical attributes (natural or man-made that affect the resort's ability to make and/or maintain snow, i.e., lake, reservoir, steel mill)

Local Community

* Population of community
* Proximity of community to resort
* Economic base of community (tourist, residential, industrial)

GOVERNMENT

* DNR
* Township/county
* Legal liability

ASSOCIATIONS

* State/local associations

Below is a list of possible market segments within the total population of prospective ski customers. Read the list as a whole and then circle the number on the scale that corresponds to how much you agree or disagree with the list in its entirety.

1	2	3	4	5	6	7
disagree			neither agree or disagree			agree

SKIER SKILL

* Expert/Advanced
* Intermediate
* Beginner

ACCOMODATION NEED

* Day skiers
* Destination skiers
* Condo owners

SOCIAL UNIT

* Single(s)
* Couple(s)
* Family(s)

INCOME BRACKET

* Upper
* Upper Middle
* Middle

GROUP

* Social
* Professional
* Club

OCCUPATION

* Student
* Professional

SKIERS' SCHEDULE

* Weekday
* Weekend/holiday

GEOGRAPHICAL AREA

* National
* Regional

Listed below are facilities, services, and activities that a ski resort may have to offer. Read the list as a whole and then circle the number on the scale that corresponds to how much you agree or disagree with the list in its entirety.

1	2	3	4	5	6	7
disagree			neither agree or disagree			agree

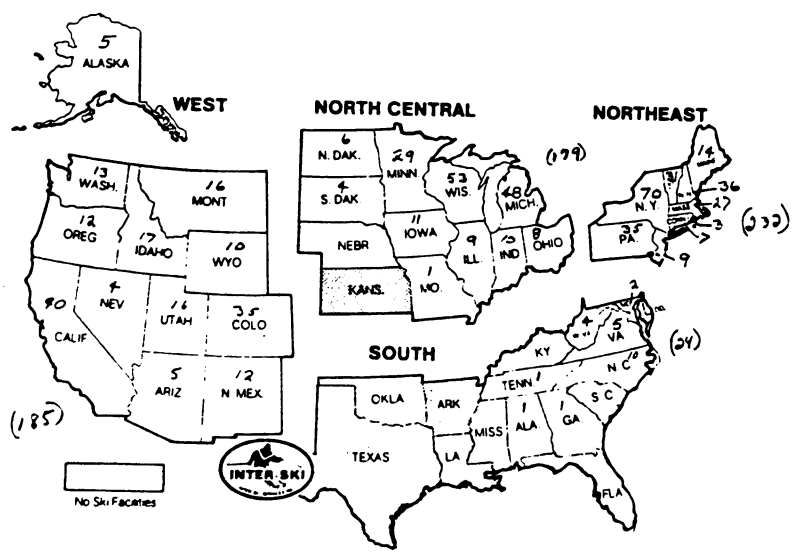
FACILITIES	SERVICES	ACTIVITIES
Alpine Skiing	Ski Refinishing/Repair	Races/sanctioned
Cross-Country Skiing	Ski Rental	Races/fun
Telamark	Ski Instructions	Festivals
Ice Skating	Ski Checkroom	Theme Nights
Sled Runs	Sleigh Rides	Family Fun Days
Restaurant	Day Care	
Cafeteria	Baby-Sitting	
Bar/Lounge	Nightly Entertainment	
Snack Shop	Videotaping (ski instruction)	
Game Room	Videotaping (of crowd)	
Gift Shop	Shuttle Bus/Limo Service	
Ski Pro Shop		
Movie Theater		
Lodging		
* room		
* chalet		
* condo		
Indoor Pool		
Outdoor Pool		
Racketball Courts		
Indoor Tennis		
Sauna		
Airstrip		

APPENDIX B

APPENDIX B

UNITED STATES DOWNHILL SKI INDUSTRY

REGIONAL DIVISIONS



APPENDIX C

APPENDIX C

MICHIGAN STATE UNIVERSITY

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
DEPARTMENT OF MANAGEMENT

EAST LANSING · MICHIGAN · 48824

September 1982

Organization Code: ___ ___ ___ ___

Dear General Manager:

I am doing academic research through the Graduate School of Business, Michigan State University. Ski resorts in the United States have been chosen as a sample. My bottom-line is to be able to predict with accuracy the conditions and the organizational strategies necessary for success within the ski resort industry.

Your participation is important. Taking the time to fill out this questionnaire will help provide data which will result in a feedback report useful to your organization. A good response rate will enable me to give your organization insights into how to make the most of your facilities and which strategies are most successful. Unlike the industry surveys sponsored by Skiing magazine and the National Ski Area Association this research should give you more insight into the industry and will cost you nothing except a little of your time.

Absolute security and confidentiality of your responses are guaranteed. Upon receiving your completed questionnaire, I will indicate on the coding list that you have returned the completed questionnaire and whether you desire a copy of the feedback report, load your responses into the computer, and then secure your questionnaire and the coding list in a locked filing cabinet to which only I will have access. Only data aggregated across the entire national sample or regional samples will be reported.

Even though your organization may have year-around operations, this questionnaire asks only about your ski operations. Questions are asked about skier markets, marketing strategies, daily operations, the physical and business environments, and how your organization measures its performance. Please be brutally honest and answer all of the questions to the best of your ability.

I am hoping to receive your completed questionnaire within two weeks. Should you have difficulty with this request or questions regarding the questionnaire, please don't hesitate to contact me. This research is totally supported by my own funds and not affiliated with a consulting firm or national association.

I greatly appreciate your time and effort. Please indicate below if you desire a copy of the feedback report. Thank you for your cooperation.

Sincerely,

Floyd G Willoughby
(517) 353-5415

Would you like a copy of the feedback report? YES NO

This section asks about your organization's skier markets, the growth potential of skier markets, and the growth potential of the industry as a whole.

Skiers may be classified by skill level, who they visit the resort with, when they visit the resort, or by particular skiing interests. Even though the nine skier classifications below may overlap, they should be fairly similar to how your resort sees its skier markets. Please refer to these nine skier classifications as you answer the questions in this section.

Expert Skiers	(Skiers with high skiing skill; including advanced skiers.)
Single Skiers	(Unmarried; unattached skiers.)
Family Skiers	(Married couples with or without children and single parents with children.)
Group Skiers	(Skiers whose visits are primarily with a group.)
Weekday Skiers	(Skiers visiting the resort on weekdays/evenings.)
Weekend Skiers	(Skiers visiting the resort on weekends/holidays.)
Vacation Skiers	(Skiers whose visits primarily exceed 3 days.)
X-Country Skiers	(Skiers participating primarily in cross-country skiing.)
Recreational Racers	(Skiers participating in competitive skiing events.)

For the following two questions, please circle the number on the scale that best answers the question for each of the nine skier markets listed.

- To what extent does your organization *currently* appeal to the skier markets listed below?

	NOT AT ALL	SLIGHTLY	MODERATELY	MOSTLY	ENTIRELY
Expert Skiers	1	2	3	4	5
Single Skiers	1	2	3	4	5
Family Skiers	1	2	3	4	5
Group Skiers	1	2	3	4	5
Weekday Skiers	1	2	3	4	5
Weekend Skiers	1	2	3	4	5
Vacation Skiers	1	2	3	4	5
X-Country Skiers	1	2	3	4	5
Recreational Racers	1	2	3	4	5

continue:

	NOT AT ALL	SLIGHTLY	MODERATELY	MOSTLY	ENTIRELY
Travel costs	1	2	3	4	5
Ski resort technology (snow making, etc.)	1	2	3	4	5
Owner(s') ideas and/or input	1	2	3	4	5

- Who are your primary competitors? Please list below. There is no required number.

_____	_____	_____
_____	_____	_____
_____	_____	_____

- Considering these competitors as a whole, how does your organization compare to them? Please circle the appropriate number for each item listed below.

	COMPETITION HAS A DISTINCT ADVANTAGE	COMPETITION HAS A SLIGHT ADVANTAGE	THERE IS NO COMPETITIVE ADVANTAGE	WE HAVE A SLIGHT ADVANTAGE	WE HAVE A DISTINCT ADVANTAGE
Direction of slopes	1	2	3	4	5
Length of slopes	1	2	3	4	5
Steepness of slopes	1	2	3	4	5
Moguled slopes	1	2	3	4	5
Crowding on slopes	1	2	3	4	5
Lift capacity	1	2	3	4	5
Lift line waiting	1	2	3	4	5
Accessibility of resort	1	2	3	4	5
Travel time for skiers	1	2	3	4	5
After ski entertainment	1	2	3	4	5
Lodging -- resort	1	2	3	4	5
Lodging -- nearby	1	2	3	4	5
Prices -- lift ticket	1	2	3	4	5
Variety of packages offered	1	2	3	4	5
X-Country skiing	1	2	3	4	5
Recreational racing events	1	2	3	4	5
Rapport with nearby community	1	2	3	4	5
Ease of obtaining finance capital	1	2	3	4	5
Debt/Equity ratio	1	2	3	4	5
Unit costs	1	2	3	4	5
Unutilized capacity	1	2	3	4	5

For the following six questions, please circle the number on the scale that best answers the question for each of the nine skier markets listed below.

- How important do you think quality (*quality of resort; including restaurants, lodging and entertainment*) is to each of the following skier markets?

	NOT IMPORTANT	NOT VERY IMPORTANT	MODERATELY IMPORTANT	IMPORTANT	EXTREMELY IMPORTANT
Expert Skiers	1	2	3	4	5
Single Skiers	1	2	3	4	5
Family Skiers	1	2	3	4	5
Group Skiers	1	2	3	4	5
Weekday Skiers	1	2	3	4	5
Weekend Skiers	1	2	3	4	5
Vacation Skiers	1	2	3	4	5
X-Country Skiers	1	2	3	4	5
Recreational Racers	1	2	3	4	5

- How important do you think crowding (*crowding of lift lines and on slopes or trails*) is to each of the following skier markets?

	NOT IMPORTANT	NOT VERY IMPORTANT	MODERATELY IMPORTANT	IMPORTANT	EXTREMELY IMPORTANT
Expert Skiers					
Single Skiers	1	2	3	4	5
Family Skiers	1	2	3	4	5
Group Skiers	1	2	3	4	5
Weekday Skiers	1	2	3	4	5
Weekend Skiers	1	2	3	4	5
Vacation Skiers	1	2	3	4	5
X-Country Skiers	1	2	3	4	5
Recreational Racers	1	2	3	4	5

- How important do you think pricing (*prices of lift tickets, lodging, restaurants, and entertainment*) is to each of the following skier markets?

	NOT IMPORTANT	NOT VERY IMPORTANT	MODERATELY IMPORTANT	IMPORTANT	EXTREMELY IMPORTANT
Expert Skiers	1	2	3	4	5
Single Skiers	1	2	3	4	5
Family Skiers	1	2	3	4	5
Group Skiers	1	2	3	4	5
Weekday Skiers	1	2	3	4	5
Weekend Skiers	1	2	3	4	5
Vacation Skiers	1	2	3	4	5
X-Country Skiers	1	2	3	4	5
Recreational Racers	1	2	3	4	5

For the following six questions, please circle the number on the scale that best answers the question for each of the nine skier markets listed below.

- To what extent has your organization directed its price changes toward each of the following skier markets?

	NOT AT ALL	SLIGHTLY	MODERATELY	MOSTLY	ENTIRELY
Expert Skiers	1	2	3	4	5
Single Skiers	1	2	3	4	5
Family Skiers	1	2	3	4	5
Group Skiers	1	2	3	4	5
Weekday Skiers	1	2	3	4	5
Weekend Skiers	1	2	3	4	5
Vacation Skiers	1	2	3	4	5
X-Country Skiers	1	2	3	4	5
Recreational Racers	1	2	3	4	5

- To what extent has your organization directed its package changes toward each of the following skier markets?

	NOT AT ALL	SLIGHTLY	MODERATELY	MOSTLY	ENTIRELY
Expert Skiers	1	2	3	4	5
Single Skiers	1	2	3	4	5
Family Skiers	1	2	3	4	5
Group Skiers	1	2	3	4	5
Weekday Skiers	1	2	3	4	5
Weekend Skiers	1	2	3	4	5
Vacation Skiers	1	2	3	4	5
X-Country Skiers	1	2	3	4	5
Recreational Racers	1	2	3	4	5

- To what extent has your organization directed its promotion changes toward each of the following skier markets?

	NOT AT ALL	SLIGHTLY	MODERATELY	MOSTLY	ENTIRELY
Expert Skiers	1	2	3	4	5
Single Skiers	1	2	3	4	5
Family Skiers	1	2	3	4	5
Group Skiers	1	2	3	4	5
Weekday Skiers	1	2	3	4	5
Weekend Skiers	1	2	3	4	5
Vacation Skiers	1	2	3	4	5
X-Country Skiers	1	2	3	4	5
Recreational Racers	1	2	3	4	5

- To what extent has your organization directed its service changes toward each of the following markets?

	NOT AT ALL	SLIGHTLY	MODERATELY	MOSTLY	ENTIRELY
Expert Skiers	1	2	3	4	5
Single Skiers	1	2	3	4	5
Family Skiers	1	2	3	4	5
Group Skiers	1	2	3	4	5
Weekday Skiers	1	2	3	4	5
Weekend Skiers	1	2	3	4	5
Vacation Skiers	1	2	3	4	5
X-Country Skiers	1	2	3	4	5
Recreational Racers	1	2	3	4	5

- To what extent has your organization directed its facility changes toward each of the following markets?

	NOT AT ALL	SLIGHTLY	MODERATELY	MOSTLY	ENTIRELY
Expert Skiers	1	2	3	4	5
Single Skiers	1	2	3	4	5
Family Skiers	1	2	3	4	5
Group Skiers	1	2	3	4	5
Weekday Skiers	1	2	3	4	5
Weekend Skiers	1	2	3	4	5
Vacation Skiers	1	2	3	4	5
X-Country Skiers	1	2	3	4	5
Recreational Racers	1	2	3	4	5

- To what extent has your organization directed its activity changes toward each of the following markets?

	NOT AT ALL	SLIGHTLY	MODERATELY	MOSTLY	ENTIRELY
Expert Skiers	1	2	3	4	5
Single Skiers	1	2	3	4	5
Family Skiers	1	2	3	4	5
Group Skiers	1	2	3	4	5
Weekday Skiers	1	2	3	4	5
Weekend Skiers	1	2	3	4	5
Vacation Skiers	1	2	3	4	5
X-Country Skiers	1	2	3	4	5
Recreational Racers	1	2	3	4	5

- How important do you think slopes/trails (*slope or trail quality, difficulty and variety*) is to each of the following skier markets?

	NOT IMPORTANT	NOT VERY IMPORTANT	MODERATELY IMPORTANT	IMPORTANT	EXTREMELY IMPORTANT
Expert Skiers	1	2	3	4	5
Single Skiers	1	2	3	4	5
Family Skiers	1	2	3	4	5
Group Skiers	1	2	3	4	5
Weekday Skiers	1	2	3	4	5
Weekend Skiers	1	2	3	4	5
Vacation Skiers	1	2	3	4	5
X-Country Skiers	1	2	3	4	5
Recreational Racers	1	2	3	4	5

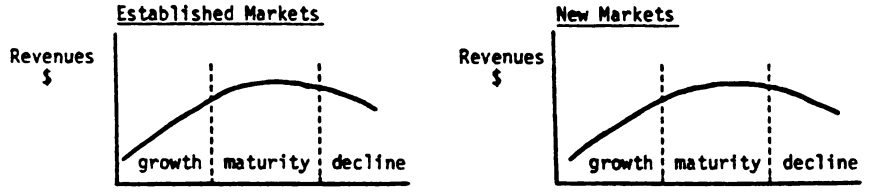
- How important do you think travel (*travel time from home to resort*) is to each of the following skier markets?

	NOT IMPORTANT	NOT VERY IMPORTANT	MODERATELY IMPORTANT	IMPORTANT	EXTREMELY IMPORTANT
Expert Skiers	1	2	3	4	5
Single Skiers	1	2	3	4	5
Family Skiers	1	2	3	4	5
Group Skiers	1	2	3	4	5
Weekday Skiers	1	2	3	4	5
Weekend Skiers	1	2	3	4	5
Vacation Skiers	1	2	3	4	5
X-Country Skiers	1	2	3	4	5
Recreational Racers	1	2	3	4	5

- How important do you think activities (*special events, festivals, etc.*) are to each of the following skier markets?

	NOT IMPORTANT	NOT VERY IMPORTANT	MODERATELY IMPORTANT	IMPORTANT	EXTREMELY IMPORTANT
Expert Skiers	1	2	3	4	5
Single Skiers	1	2	3	4	5
Family Skiers	1	2	3	4	5
Group Skiers	1	2	3	4	5
Weekday Skiers	1	2	3	4	5
Weekend Skiers	1	2	3	4	5
Vacation Skiers	1	2	3	4	5
X-Country Skiers	1	2	3	4	5
Recreational Racers	1	2	3	4	5

- Considering your organization's established and new skier markets, mark an "X" on each curve below where you think revenues in those markets are currently located.



- What percentage of your 1981-82 skiing season customers were repeat customers?

  percentage of repeat customers is _____%

- What does your organization consider its largest geographical market? (Circle the most appropriate answer)

  1. Local 2. Regional 3. National

- What is the closest metropolitan area (population 100,000 or greater) to your resort?

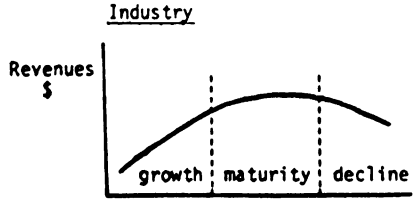
  _____

- How many miles away is this metropolitan area from your resort?

  approximately _____ miles

This section concerns the ski resort industry in general. You are asked about the current revenue position of the industry, the basis of your opinions, and what influences the ski resort industry.

- Considering revenues for the ski resort industry as a whole, mark an "X" on the curve below which (in your opinion) represents the current industry revenue position.



- To what extent is your opinion of the industry revenue position based on the information sources listed below? Please circle the number on the scale that best answers the question for each information source.

	NOT AT ALL	SLIGHTLY	MODERATELY	MOSTLY	ENTIRELY
Your own experiences	1	2	3	4	5
Talking with competitors	1	2	3	4	5
Presentations/articles by industry experts/consultants	1	2	3	4	5
Studies of skier volume published by associations	1	2	3	4	5

- In your opinion, what accounts for the present position of the industry? Please circle the number on the scale that best answers the question for each category.

	NOT AT ALL	SLIGHTLY	MODERATELY	MOSTLY	ENTIRELY
Inflation	1	2	3	4	5
Changes in population demographics	1	2	3	4	5
Economic conditions	1	2	3	4	5
Government regulation/intervention	1	2	3	4	5
Changes in consumer attitudes	1	2	3	4	5
Changes in marketing strategies	1	2	3	4	5
Changes in the types of facilities, services and activities offered	1	2	3	4	5
Changes in industry capacity	1	2	3	4	5
Changes in demand	1	2	3	4	5
Actions of environmental groups	1	2	3	4	5
Increased transportation costs	1	2	3	4	5
Energy conservation awareness	1	2	3	4	5
Increased land use awareness	1	2	3	4	5
Attitudes of financial institutions	1	2	3	4	5

This section asks about the physical environment of your organization and other factors outside your organization which affect it.

- What percentage of your facilities (including slopes) is on state or federally owned land? Please circle the appropriate percentage.

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

- Which direction do most of your slopes face? Please circle the appropriate direction.

S SW W NW N NE E SE

- In your region, which direction is the ideal direction for slopes to face? _____
- What is the maximum comfort capacity of your slopes? _____ persons
- How far away is the community closest to your resort? _____ miles
- To what extent does your organization depend on the closest community to provide the following? Please circle the number on the scale that best answers the question for each category.

	NOT AT ALL	SLIGHTLY	MODERATELY	MOSTLY	ENTIRELY
Lodging	1	2	3	4	5
Restaurants	1	2	3	4	5
After ski entertainment	1	2	3	4	5
Skiers	1	2	3	4	5

- To what extent have the decisions of your organization been influenced by the following? Please circle the appropriate number for each item below.

	NOT AT ALL	SLIGHTLY	MODERATELY	MOSTLY	ENTIRELY
United States Forest Service	1	2	3	4	5
State Department of Natural Resources	1	2	3	4	5
Competitors	1	2	3	4	5
Closest community/municipality	1	2	3	4	5
Finance institutions	1	2	3	4	5
Environmental groups	1	2	3	4	5
County governmental bodies	1	2	3	4	5
Economic conditions	1	2	3	4	5
Changing population demographics	1	2	3	4	5
Gas shortages	1	2	3	4	5
Weather	1	2	3	4	5
Slope terrain	1	2	3	4	5
Physical site limitations	1	2	3	4	5
Energy conservation	1	2	3	4	5
Other Federal agencies (EEOC, EPA, etc.)	1	2	3	4	5
Other State agencies (Health Dept, etc.)	1	2	3	4	5
State lift inspection agency	1	2	3	4	5
Federal tax laws	1	2	3	4	5
State tax laws	1	2	3	4	5
Real estate developers	1	2	3	4	5
Local organizations offering auxillary services and facilities	1	2	3	4	5
Customer comments	1	2	3	4	5
Marketing/consulting reports	1	2	3	4	5

This section asks about your customers' perceptions of your resort.

- How do your customers see your resort? Keep in mind this question is not asking how you would like your customers to perceive your resort, but how you think they actually perceive your resort. Please answer by marking a "D" denoting weekday customers, and an "E" denoting weekend/holiday customers for each of the items listed below. You may mark a "D" and an "E" in the same position if you feel both types of customers have very similar perceptions of the item.

Example: Assume you work in an office that is warm on weekdays but chilly on weekends. Your answer to the question "What temperature is the room?" would look like:

Room Temperature

COLD ___ : E : ___ : ___ : ___ : D : ___ *HOT*

Steepness of Slopes

STEEP ___ : ___ : ___ : ___ : ___ : ___ : ___ *LEVEL*

Moguls

NO MOGULS ___ : ___ : ___ : ___ : ___ : ___ : ___ *MANY MOGULS*

Crowding on Slopes

CROWDED ___ : ___ : ___ : ___ : ___ : ___ : ___ *UNCROWDED*

Varying slope difficulty

GREAT VARIANCE ___ : ___ : ___ : ___ : ___ : ___ : ___ *LITTLE VARIANCE*

Restaurant Selection

LIMITED SELECTION ___ : ___ : ___ : ___ : ___ : ___ : ___ *WIDE SELECTION*

Lift Line Waiting

SHORT WAIT ___ : ___ : ___ : ___ : ___ : ___ : ___ *LONG WAIT*

After Ski Entertainment

WIDE VARIETY ___ : ___ : ___ : ___ : ___ : ___ : ___ *LIMITED VARIETY*

Lodging at Resort

NOT ADEQUATE ___ : ___ : ___ : ___ : ___ : ___ : ___ *ADEQUATE*

Lodging--Nearby

ADEQUATE ___ : ___ : ___ : ___ : ___ : ___ : ___ *NOT ADEQUATE*

Price--Lift Ticket

EXPENSIVE ___ : ___ : ___ : ___ : ___ : ___ : ___ *INEXPENSIVE*

Price--Lodging

INEXPENSIVE ___ : ___ : ___ : ___ : ___ : ___ : ___ *EXPENSIVE*

Price--Food/Liquor

EXPENSIVE ___ : ___ : ___ : ___ : ___ : ___ : ___ *INEXPENSIVE*

Travel Time

LESS THAN 4 HRS ___ : ___ : ___ : ___ : ___ : ___ : ___ *MORE THAN 4 HRS*

X-Country Skiing

DULL ___ : ___ : ___ : ___ : ___ : ___ : ___ *PEAK EXPERIENCE*

Recreational Skiing

CHALLENGING ___ : ___ : ___ : ___ : ___ : ___ : ___ *UNCHALLENGING*

The purpose of the following questions is to determine the size of your organization, the particular arrangement of tasks and authority, and how your organization conducts day-to-day operations. Most of the questions ask for your estimates about what generally occurs within your organization, so when answering think about what is generally the case rather than specific instances which may be contrary to the norm.

- Considering the operations of your resort during the ski season, how many full-time paid members do you employ? (If an employee works more than 35 hours/week for most of the season, count him/her as a full-time employee.)

  _____ employees

- How many people in the following categories work full-time, part-time, or are volunteers (receive no monetary payment for their services) during the season?

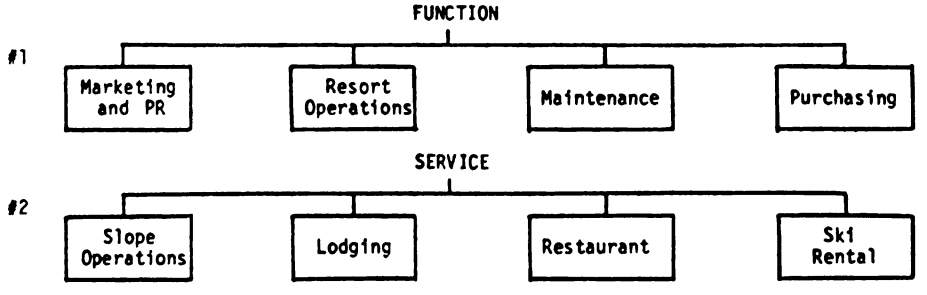
CATEGORY	FULL-TIME EMPLOYEES	PART-TIME EMPLOYEES	VOLUNTEERS
Ski Patrol	___	___	___
Management/Supervisors	___	___	___
Workers (lift operators, ticket takers, groomers, etc.)	___	___	___
Functional Specialists (advertising and/or marketing people, accountants, mechanics, plumbers, etc.)	___	___	___

- Think about the longest chain-of-authority within your organization. What is the total number of positions in that chain?

  Example: Owner + General Manager + Dept Head + Supervisor + Worker = 5.

  _____ longest chain-of-authority within your organization

- Think about the arrangement of tasks and responsibilities within your organization. Is your firm organized by function or by services? Please read the examples below and circle either example #1 or example #2.



- If your organization is organized neither by function nor service please explain.

_____

_____

For these questions, please read the description at each end of the scale. Then circle the number on the scale that best answers the question.

- To what extent are job descriptions, rules, and procedures within your organization written?

NOTHING IS WRITTEN				EVERYTHING IS WRITTEN
1	2	3	4	5

- To what extent does your organization have formal training programs for any of its employees?

WE HAVE NO FORMAL TRAINING PROGRAMS				WE HAVE FORMAL TRAINING PROGRAMS FOR ALL EMPLOYEES
1	2	3	4	5

- To what extent are jobs within your organization narrowly or broadly defined?

Example: A narrowly defined job is a waiter/waitress who only serves the customer and computes the bill. A broader job definition would give the waiter/waitress the added tasks of bussing dishes, resetting tables, preparing salads, etc.

NARROWLY DEFINED. MOST JOBS INCLUDE ONLY A FEW TASKS				BROADLY DEFINED. JOBS INCLUDE MANY VARIED TASKS
1	2	3	4	5

- To what extent must the members of your organization, who work in different service operations (slopes, restaurant, ski rental shop, etc.), communicate with each other to make your total operation run smoothly?

COMMUNICATE CONSTANTLY TO KEEP THE TOTAL OPERATION RUNNING SMOOTHLY				SEPARATE SERVICES REALLY RUN SMOOTHLY APART FROM EACH OTHER SO NO COMMUNICATION IS NECESSARY
1	2	3	4	5

- Would you say the members of your organization have a great deal of freedom to make decisions pertaining to their jobs, or is the decision-making restricted to a few people within your organization?

A FEW PEOPLE MAKE MOST OF THE DECISIONS				EVERYONE IS EXPECTED TO MAKE DECISIONS WITHIN THE SCOPE OF THEIR JOB
1	2	3	4	5

- In general, as members of your organization go about doing their assigned tasks, to what extent do they encounter unusual situations?

ALMOST NEVER				ALMOST ALL OF THE TIME
1	2	3	4	5

- To what extent are the unusual situations similar or is every situation completely new requiring a unique solution?

UNUSUAL SITUATIONS ARE SIMILAR AND CAN BE SOLVED BY ADAPTING A PAST SOLUTION				EVERY UNUSUAL SITUATION IS NEW AND REQUIRES A UNIQUE SOLUTION
1	2	3	4	5

- In seeking solutions to unusual situations, to what extent are the members of your organization likely to follow each process below? Please circle the number on the scale that best answers the question for each category.

	NOT AT ALL	SLIGHTLY	MODERATELY	MOSTLY	ENTIRELY
Use their own judgement and past experience to come up with solutions on their own.	1	2	3	4	5
Seek information by informal communication with fellow organization members at the same organizational level.	1	2	3	4	5
Consult written standard operating procedures	1	2	3	4	5
Seek guidance from their immediate superior	1	2	3	4	5

- To what extent does your organization make budgets and revenue estimates? Please circle the number on the scale that best answers the question for each category.

	WE DON'T DO THIS AT ALL		WE MAKE ROUGH APPROXIMATIONS		WE DO IT IN DETAIL
Weekly budgets and revenue estimates	1	2	3	4	5
Monthly budgets and revenue estimates	1	2	3	4	5
Yearly (seasonal) budgets and revenue estimates	1	2	3	4	5
Multi-year budgets and revenue estimates	1	2	3	4	5

- How often do you compare your performance to budgets and estimates? Please circle the appropriate answer below.

Never Yearly Monthly Weekly Daily

This section asks questions about the performance of your organization for last season (1981-82). Anticipating your sensitivity to some of the questions, I again would like to assure you that your responses will be strictly confidential. At no time will any of this information be known to anyone but myself. The quality and usefulness of the feedback which you receive from me and the usefulness of the information which you have already given depends on the completeness of the questionnaire. I am not asking for specific figures, only ratios.

- Please give the following ratios for your organization regarding the 1981-82 season.

Operating Profit ÷ Gross Fixed Assets _____%

Income Before Taxes ÷ Equity _____%

Net Profit After Taxes ÷ (Assets - Liabilities - Intangible Assets) _____%

Total Skier visits ÷ (Skier capacity per day x number of day in 1981-82 season) _____%

Total Revenue ÷ Total Skier Visits $_____

Total Operating Costs ÷ Total Skier Visits $_____

- What is the type of ownership of your organization? Please circle the answer below that best describes your organization.

Sole Proprietorship	Public Corporation
Partnership	Cooperative
Private Corporation	Municipal Ownership

- Please feel free to use the remaining space for any additional comments.

THANK YOU FOR YOUR TIME AND EFFORT

PLEASE FOLD YOUR COMPLETED QUESTIONNAIRE AND MAIL IT IN THE STAMPED ENVELOPE PROVIDED. THANK YOU.

APPENDIX D

APPENDIX D

MICHIGAN STATE UNIVERSITY

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION
DEPARTMENT OF MANAGEMENT (517) 353-5415

EAST LANSING · MICHIGAN · 48824-1121

November 1, 1982

Dear General Manager:

Earlier this month I sent you a questionnaire and a postage paid envelope. The purpose of the questionnaire is to learn about the conditions and strategies necessary for success within the ski resort industry.

Your response is important. The better the response from each region, the better will be my feedback to your organization and the better my dissertation will be. Even if you have discontinued your ski operations for this coming season or are contemplating discontinuing your ski operations, would you please fill out the questionnaire and return it to me as soon as possible?

Please remember that the absolute confidentiality of your responses is guaranteed.

If you have misplaced the questionnaire, please contact me at 517-353-5415 or 517-321-4537 and I will send you another one.

Thank you for your time and consideration.

Sincerely,

Floyd G Willoughby

APPENDIX E

Table E-1

Intercorrelations of Business Position Variables

		2	3	4	5	6	7	8	9	10
1	Slopes	.09 (64)	-.19 (63)	.18 (64)	-.14 (58)	-.45[3] (63)	-.04 (60)	.27[1] (63)	-.26[1] (64)	.04 (63)
2	Crowding		.02 (65)	.04 (65)	.03 (60)	.06 (65)	.05 (62)	.05 (64)	-.07 (66)	.12 (65)
3	Accessibility			.04 (64)	-.00 (59)	.20 (64)	-.15 (61)	-.08 (64)	.20 (65)	-.10 (64)
4	Accommodations				-.03 (59)	-.19 (64)	-.02 (61)	.20 (64)	.11 (65)	-.11 (64)
5	Financial					.13 (59)	-.31[1] (58)	-.12 (59)	.31[1] (60)	.18 (60)
6	Prices of Lift Tickets						.20 (61)	-.24 (63)	.10 (65)	.07 (64)
7	X-Country Skiing							.08 (61)	-.20 (62)	-.16 (61)
8	Recreational Racing Events								.06 (64)	-.16 (63)
9	Rapport with Nearby Community									.01 (65)
10	Unutilized Capacity									

1 $p < .05$
2 $p < .01$
3 $p < .001$

Table E-2

Intercorrelations of Shaping Factors

SHAPING FACTORS "N"	2	3	4	5	6	7	8	9	10	11
1 Slope Attributes	39[1]	36[2]	09	05	39[2]	73[3]	-16	04	04	-27[1]
	33	73	69	51	59	64	68	46	72	72
2 Ave Ann Snowfall		62[3]	17	43[1]	-11	37	19	04	17	01
		32	32	27	32	28	31	19	33	33
3 % Fac on Gov't Ld			16	10	-04	25	31[2]	-04	50[3]	17
			69	51	59	64	68	46	72	72
4 Miles fr Metro Area				-02	-00	-14	17	29	20	09
				49	57	63	64	44	68	68
5 Dist to Cl Comm					-17	07	-27	-05	16	09
					45	46	47	33	51	51
6 Lift Capacity						40[2]	-11	00	-08	-24
						54	55	35	58	58
7 Lg10 Ft EE's							-44[3]	03	-14	-40[3]
							59	43	63	63
8 Form of Ownership								-10	36[2]	33[2]
								43	67	67
9 Psych of Mkt Segs									03	17
									46	46
10 Dep on C/C for F,A										27[1]
										71
11 Dep on C/C for Skr										

1 $p<.05$

2 $p<.01$

3 $p<.001$

Table E-3

Intercorrelations of Current Market Positioning Strategies

	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
1 Geo Mkt Area	39[1] 78	82 78	86 78	28 78	15 78	-86 69	49[3] 69	-88 68	86 68	28[1] 64	33[2] 78	26[1] 69	31[1] 67	25 52	44 15	27[1] 71	51[1] 71	32[1] 64	38[1] 71	-64 71	-81 71
2 CM-/Expert Strs		18 72	89 72	25[1] 72	34[2] 72	81 71	29[1] 71	-84 70	23 70	33[2] 66	27[1] 72	24[1] 71	41[3] 69	38[2] 52	38 16	15 72	4[3] 72	22 64	38[3] 72	-87 72	88 72
3 CM-Single Strs			84 72	23 72	25[1] 72	28[1] 71	-11 71	-27 70	-85 70	11 66	85 72	88 71	89 69	11 52	29 16	-15 72	-81 72	84 64	13 72	16 72	18 72
4 CM-Family Strs				14 72	11 72	25 71	21 71	18 70	-89 70	21 66	86 72	15 71	14 69	21 52	87 16	14 72	18 72	24 64	16 72	-15 72	-86 72
5 CM-Group Strs					38[1] 72	-14 71	14 71	-11 70	-84 70	23 66	89 72	14 71	38 69	-88 52	27 16	17 72	17 72	-12 64	28[1] 72	17 72	15 72
6 CM-Weekday Strs					-19 71	84 71	-83 70	-81 70	86 66	33[2] 72	27[1] 71	19 69	27[1] 69	25 52	29 16	31 72	2[2] 72	13 64	38[3] 72	15 72	87 72
7 CM-Weekend Strs					83 70	-14 70	81 70	86 70	38[1] 66	-15 71	-85 70	-11 68	84 52	35 16	-81 71	-14 71	-83 63	81 71	-84 71	-88 71	
8 CM-Vacation Strs						18 69	23 65	84 71	28 70	27[1] 68	19 52	21 16	21 71	21 71	46[3] 63	32[1] 63	83 71	-19 71	-16 71		
9 CM-X Country Strs							86 70	-28 66	19 70	83 69	-85 67	87 52	-81 16	86 70	87 78	12 62	-12 78	-87 78	-89 78		
10 CM-Rec Racers								10 66	18 78	19 69	15 67	39[1] 52	-28 16	28 70	15 78	22 62	-81 69	84 78	-82 79		
11 Expansion Efforts									16 64	29[1] 66	47[3] 64	44[3] 51	59[1] 15	34[2] 66	38[2] 66	27[1] 58	42[3] 64	88 66	13 66		
12 Price Changes										43[3] 71	19 69	34[1] 52	-81 14	24[1] 72	33[2] 64	84 72	31[1] 72	18 72	11 72		
13 Package Changes											43[3] 68	53[3] 52	28 15	38[1] 70	44[1] 63	24[1] 63	48[1] 71	11 71	34[2] 71		
14 Changes of P,S,F,A												48[3] 52	17 16	31[1] 69	51[2] 67	39[2] 61	48[3] 69	85 69	38[1] 69		
15 Changes Dir to MS													21 12	34[1] 52	36[2] 52	22 46	41[2] 52	-88 52	19 52		
16 Prices														43 16	53[1] 16	-12 13	58[1] 16	-18 14	63[2] 14		
17 Price Str Complex															44[2] 73	34[2] 65	43[3] 73	12 73	88 73		
18 Avail of S,F,A																44[3] 65	53[3] 73	-11 73	22 73		
19 Length of Season																	27[1] 65	-18 65	-29[1] 65		
20 Days of Week Open																		84 73	35[2] 73		
21 Night Skiing Avail																			67 73		
22 Snowmaking Cap																					

1 pt.85

2 pt.81

3 pt.881

Table E-4

Correlations of Business Position Variables
with Shaping Factors

SHAPING FACTORS "N"	BUSINESS POSITION VARIABLES									
	Slps	Crwd	Aces	Acom	Fin	PoLT	XCS	RRE	RapC	UCap
Slope Attributes	21	12	-23	19	13	-08	-04	27[1]	-07	20
	64	66	65	65	60	65	62	64	66	65
Ave Ann Snowfall	-10	-50[2]	-12	-15	57[2]	-01	-03	-14	-03	17
	30	31	31	31	26	31	29	30	31	31
% Fac on Gov't Ld	-01	-24[1]	-13	-14	34[2]	16	-08	-11	03	02
	64	66	65	65	60	65	62	64	66	65
Miles fr Metro Area	02	02	-25[1]	-12	-14	-09	24	19	-27[1]	-15
	61	63	62	62	57	62	59	61	63	62
Dist to Cl Comm	21	-15	-28	-21	16	10	-08	-08	-13	20
	45	46	45	46	40	46	43	45	46	45
Lift Capacity	22	30[1]	14	11	02	02	09	16	-07	11
	55	56	55	56	51	55	52	55	56	55
LG10 Ft EE's	14	17	20	35[2]	21	-01	-09	17	-01	22
	59	61	60	60	55	60	57	59	61	60
Form of Ownership	-22	-19	15	-33[2]	04	22	-01	-18	15	-15
	59	61	60	60	55	60	57	59	61	60
Psych of Mkt Segs	-12	21	25	-05	08	-19	-01	41	-06	-09
	40	42	41	41	37	42	39	41	42	41
Dep on C/C for F,A	-24	-11	-18	-23	14	05	-25	-03	-03	02
	63	65	64	64	59	64	61	63	65	64
Dep on C/C for Skr	-17	-35[2]	20	-22	-04	36[2]	05	10	26[1]	-13
	63	65	64	64	59	64	61	63	65	64

1 $p<.05$

2 $p<.01$

3 $p<.001$

Table E-5

Correlations of Business Position Variables with Current Market Positioning Strategies

CURRENT MARKET POSITIONING STRATEGIES	BUSINESS POSITION VARIABLES									
"N"	Slps	Crwd	Aces	Acom	Fin	PoLT	XCS	RRE	RapC	UCap
Geo Mkt Area	36[2]	24	-07	20	-03	-24	-07	22	-24	22
	63	65	64	64	59	64	61	63	65	64
CM-Expert Skiers	23	11	-01	15	-01	-02	06	23	-18	-06
	64	66	65	65	60	65	62	64	66	65
CM-Single Skiers	01	-02	24	-01	-18	-07	-03	08	06	-17
	64	66	65	65	60	65	62	64	66	65
CM-Family Skiers	-21	13	12	12	13	13	00	-10	-03	09
	64	66	65	65	60	65	62	64	66	65
CM-Group Skiers	13	17	04	30[1]	-17	-29[1]	00	16	-14	14
	64	66	65	65	60	65	62	64	66	65
CM-Weekday Skiers	24	08	20	19	17	-18	03	16	-20	-09
	64	66	65	65	60	65	62	64	66	65
CM-Weekend Skiers	-14	-11	05	-01	-21	01	-12	-19	-01	-11
	63	65	64	64	60	64	62	64	65	64
CM-Vacation Skiers	18	28	-31[1]	22	-03	04	10	12	-14	22
	64	66	65	65	60	65	62	64	66	65
CM-X Country Skrs	-10	07	-00	-02	-06	28[1]	71[3]	-09	02	-09
	62	64	63	63	59	63	61	63	64	63
CM-Rec Racers	-04	15	-01	30[1]	-16	12	10	31[1]	03	-22
	62	64	63	63	59	63	61	63	64	63
Expansion Efforts	10	24	-04	16	03	-09	-14	00	-29[1]	24
	59	60	59	60	55	59	57	60	60	59
Price Changes	14	21	-01	03	00	-14	17	12	-13	01
	64	66	65	65	60	65	62	64	66	65
Package Changes	16	16	02	47[3]	16	-15	00	17	15	05
	63	65	64	64	59	64	61	63	65	64
Chgs of Pr,Sv,Fc,At	07	29[1]	05	34[2]	13	13	-07	30[1]	-06	24
	63	64	63	64	58	63	60	63	64	63
Chgs Dir to Mkt Sgs	06	27	10	26	12	16	-02	10	12	12
	49	50	49	50	45	49	47	50	50	49
Prices	33	-05	09	20	-40	-37	00	-30	-44	60[2]
	15	16	16	16	15	16	14	16	16	16
Price Str Cmplxty	-01	01	13	25[1]	00	06	00	17	-01	06
	64	66	65	65	60	65	62	64	66	65
Avail of Sv,Fc,Act	14	17	-07	32[2]	09	01	07	26[1]	00	00
	64	66	65	65	60	65	62	64	66	65
Length of Season	02	01	-10	03	22	26	06	12	-01	03
	50	60	59	59	54	59	56	50	60	59
Days of Week Open	00	19	23	20[1]	19	-00	-07	03	-11	12
	64	66	65	65	60	65	62	64	66	65
Night Skiing Avail	-00	14	32[2]	06	-17	05	-04	02	-16	-16
	64	66	65	65	60	65	62	64	66	65
Snowmaking Cap	09	10	21	40[3]	-00	-02	01	-03	07	06
	64	66	65	65	60	65	62	64	66	65

1 p<.05

2 p<.01

3 p<.001

Table E-6

Correlations of Shaping Factors and Current Market Positioning Strategies

CURRENT MARKET POSITIONING STRATEGIES	SHAPING FACTORS										
	SAtt	AASf	%Fac	MfMA	DC/C	LCap	LFtE	FQwn	PsMS	D/FA	D/Sk
Geo Mkt Area	57[3]	10	-03	10	-06	32[1]	56[3]	-30[1]	17	01	-41[3]
	71	32	71	69	50	50	64	66	45	70	70
CM-Expert Skrs	43[3]	-06	07	01	-03	15	51[3]	-43[3]	17	-10	-21
	72	32	72	60	50	50	64	67	46	71	71
CM-Single Skrs	02	-06	-15	-25[1]	-21	-00	09	-04	19	-22	07
	72	32	72	60	50	50	64	67	46	71	71
CM-Family Skrs	10	34	05	03	12	-00	10	-00	19	-16	-06
	72	32	72	60	50	50	64	67	46	71	71
CM-Group Skrs	19	-14	-24	-05	09	20	24	-36[2]	21	-30[3]	-22
	72	32	72	60	50	50	64	67	46	71	71
CM-Wkday Skrs	39[3]	15	13	-15	-01	29[1]	41[3]	-16	27	-04	-01
	72	32	72	60	50	50	64	67	46	71	71
CM-Wkend Skrs	-25[1]	-21	-19	-10	15	-23	-13	-02	-02	02	01
	71	31	71	67	49	57	63	66	46	70	70
CM-Vac Skrs	47[3]	13	12	35[2]	01	30[1]	29[1]	-16	-01	00	-20
	71	31	71	67	49	57	64	66	46	70	70
CM-X Ctry Skrs	03	16	22	15	-05	-04	04	12	05	-15	09
	70	31	70	66	49	56	62	65	46	69	69
CM-Rec Racers	17	-19	-03	00	-03	04	34[2]	-37[2]	-01	-05	-04
	70	31	70	66	49	56	62	65	46	69	69
Expan' Eff'ts	35[2]	-19	-03	-16	07	41[2]	37[2]	-31[3]	10	04	-34[2]
	66	30	66	62	47	53	58	61	45	65	66
Price Changes	31[2]	-02	12	07	-05	-07	39[2]	-12	13	03	-33[2]
	70	32	72	60	50	50	64	67	46	71	71
Pkg Changes	34[2]	-05	05	-25	-26	20	41[3]	-34[2]	-12	-12	-29[1]
	71	32	71	67	50	57	63	66	46	70	71
Chgs; P,S,F,A	42[3]	-07	09	-11	-09	43[3]	55[3]	-34[2]	10	-16	-39[3]
	69	32	69	65	40	57	61	64	44	60	60
Chgs Dir; M S	31[1]	-22	12	-30[1]	-23	17	35[1]	-20	16	05	-16
	52	25	52	50	30	44	40	40	35	52	52
Prices	47	-45	-29	-36	-27	45	73[2]	-42	-22	-50	-59[1]
	16	16	16	14	13	13	15	16	11	16	15
Pc Str Cmplxty	37[3]	07	10	04	03	19	33[2]	-20	-00	05	-11
	73	33	73	69	51	59	64	60	46	72	72
Avail; S,F,A	71[3]	00	21	-03	-07	46[3]	74[3]	-25[1]	-07	-14	-40[3]
	73	33	73	69	51	59	64	60	46	72	72
Length of Sea	55[3]	67[3]	36[2]	-01	41[2]	23	56[3]	-21	06	09	-15
	65	33	65	62	40	57	50	61	46	64	64
Days/Week Open	36[2]	-16	03	-29[1]	01	40[3]	57[3]	-30[1]	05	-24[1]	-32[2]
	73	33	73	69	51	59	64	60	46	72	72
Ngt Ski Avail	-24[1]	-42[1]	-12	04	-25	-23	-15	-00	-05	-10	05
	73	33	73	69	51	59	64	60	46	72	72
Snowmkg Cap	-15	-67[3]	-22	-31[2]	-23	20	14	-21	-00	-10	-19
	73	33	73	69	51	59	64	60	46	72	72

1 p<.05

2 p<.01

3 p<.001

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