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**THE IMPORTANCE OF "SOFT AMENITY" SERVICES TO INTERVAL RESORT OWNERS' VACATION SATISFACTION: A TEN-YEAR PERSPECTIVE**

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**ABSTRACT**

This study was designed to compare and contract vacation resort owners' levels of perceived satisfaction with resort vacation amenities over the 10-year period from 1990 to 2000. A second purpose was to compare importance and performance ratings of interval owners in 2000 on vacation soft amenity services offered by interval ownership resorts.

Comparing the respondents in 1990 (N=181) and 2000 (N=383) revealed some interesting differences. The 2000 respondents were appreciably older, vacationed less with their children, and were more inclined to want more time to relax while on vacation than respondents were in 1990.

Aside from minor shifts in the rankings, the amenities with the highest mean importance scores in 1990 were virtually the same ones interval owners ranked highest in 2000. Owners still do not want to be "sold to" on-site and still want hospitable staff to interact

with them in a warm and friendly manner and staff that can solve problems quickly.

Interval owners do not want to be confined to the resort property as their only source of recreation and relaxation. Rather, the selection of a vacation resort is related to the area in or near where the resort is located. They want resort operators to provide them with driving maps of the area, area attraction brochures, and staff knowledgeable about local places to see and things to do.

The availability of golf courses and tennis courts at a resort are not facilities that owners rate high as contributors to a satisfying vacation in relation to a resorts high performance in providing them.

Resort operators have generally maintained or improved their performance ratings with regard to recreation soft amenities, particularly in offering such amenities as VCR's, indoor swimming pools, and cocktail service by the pool. They must still consider improving such items as providing information and assistance to guests in locating and at-

tending events, attractions, and restaurants in the vicinity of the resort.

## INTRODUCTION

In 1990 the researchers developed a "Resort Soft Amenity" survey instrument used to collect data from a sample of interval vacation owners to determine, among other things, answers to the following questions:

- (1) What constitutes a quality timeshare vacation experience?
- (2) What vacation services are most important for a satisfying interval ownership vacation?
- (3) What can resort operators do to improve vacation quality?

Ten years later, in 2000, that survey instrument was again used to elicit answers to the same questions. The purpose for replicating this study was to provide resort managers and marketers with information on how much they have improved in their efforts to deliver the amenities their guests want, and identify shifts in the kinds of amenities they want. Both components are necessary for managers to determine the level of guest satisfaction and to make informed decisions about possible future expansion, renovation, or development of particular amenities.

## BACKGROUND ON THE INDUSTRY

Timesharing began in 1964 in Europe and was introduced in the United States in the 1970's. From its humble beginnings when it was largely an unregulated industry that used marketing techniques that were characterized as questionable with regard to ethics and taste, it has emerged as the fastest

growing segment of the global travel and tourism industry.

Timesharing, now known as "vacation ownership", according to the January 1999 issue of Bear, Sterns & Co. Inc.'s Leisure Almanac, has annual global sales topping \$6 billion and growth between 16 percent and 18 percent a year for the past seven years. Part of this growth can be attributed to Marriott, Hyatt, Hilton, and Four Seasons entry into vacation sales. In 1998, the United States accounted for \$3.06 billion (approximately half) of the world's timeshare sales revenue, according to a recent survey sponsored by the American Resort Development Association. The United States also leads in the number of resorts (more than 1,600) and owners (nearly 2 million).

Increasingly, vacation resorts are concentrating on providing a variety of "soft amenities" as a means to enhance a customer's vacation satisfaction. These are the services, activities, or programs that enhance the enjoyment of a resort vacation through either increased participation or improved relaxation.

Knowing what vacation services are most important for a satisfying vacation is a key element in competing effectively in today's vacation market. Vacation resorts, and for that matter any business that caters to enhancing the vacation satisfaction of customers, can use this information to attract customers, understand customer satisfaction, and sustain a repeat customer base.

## PURPOSE OF THE STUDY

The primary objective of this investigation was to compare and contrast vacation resort owners' levels of perceived satisfaction with resort vacation amenities over the 10-year

period from 1990 to 2000 to ascertain what, if any, disparities have occurred over time. A second objective was to compare the importance and performance ratings of interval owners in 2000 on vacation soft amenity services offered to provide vacation resort operators with valuable information to be used in their marketing efforts and in their future plans for development and expansion.

### **SURVEY INSTRUMENT USED**

The survey instrument used to collect information from the 2000 vacation resort owners was the same instrument used in 1990. The instrument, known as the "Resort Soft Amenity Instrument," is considered a reliable and valid instrument for measuring vacation satisfaction of timeshare owners. Details on the development and testing of this instrument can be found in the researchers' article "The Impact of Select Socio-Demographic and Lifecycle Variables on the Importance Ratings of Vacation Enjoyment Attributes" which appeared in Volume 15, No. 2 of Visions in Leisure and Business in the summer, 1996.

### **SAMPLE SELECTION**

Both the 1990 and the 2000 studies involved surveying a sample of vacation owners who had taken an interval vacation within a 12 month period from receipt of the survey. In 1990 there were 181 useable responses while 383 interval owners completed the survey in 2000.

Table 1, below, compares the 1990 sample and the 2000 sample by the characteristics of age, gender of person(s) completing the survey instrument, and whether the resort owners vacationed with or without their children.

It is interesting to note that the 2000 survey respondents were appreciably older than the respondents in 1990. There was a 21 percent increase in the number of respondents 40 years of age and older in 2000 with a majority of that percentage reporting being 60 years old or older. Likewise, the number of respondents age 30-39 declined by 15 percent between the 1990 and 2000 surveys.

Twenty-one percent fewer respondents vacationed with their children at an interval resort in 2000 than were accompanied by their children 10 years before.

In 1990, survey responses were completed by a majority of females while only five percent of the surveys were answered jointly by couples. In 2000, the number of couples filling out the survey had increased to over two-thirds (67%) of the entire sample.

Survey respondents in both 1990 and 2000 were also asked to indicate their primary goal for vacationing at an interval resort. Table 2, below, compares interval owners vacation goals for both periods in time.

Respondents in 1990 could be described as wanting to do a variety of things on their interval ownership vacation. In fact, "just relaxing" was the least chosen option. But, vacationers also didn't want non-stop activity. They were evenly divided between "mostly relaxing, some doing" and "mostly doing, some relaxing." The interesting point about the 2000 interval vacationers was that 10 percent fewer of them indicated "mostly doing, some relaxing" as their primary vacation goal suggesting that more of the 2000 respondents were more inclined to want more time to relax while on vacation.

## TOP TEN VACATION AMENITIES

In the 1990 study interval owners were asked to rate, in order of importance, the vacation amenities they most desired at an interval resort, using a seven point Likert scale (7= very important, 1= not at all important). Again in 2000 interval owners were asked to rate the importance of select vacation amenities. Table 3, below, shows the ratings and rankings of the top 10 amenities in 1990 and 2000.

Aside from minor shifts in the rankings, the amenities with the highest mean importance scores in 1990 are virtually the same ones interval owners ranked highest in 2000.

Having a driving map of the area made the top ten list in 2000 but was not rated as high in 1990. On the other hand, the "ability to reserve use of facilities" was ranked among the top 10 in 1990 but did not make the list in 2000.

## RESORT AMENITY IMPORTANCE CHANGES OVER 10 YEAR PERIOD

Table 4 reports the mean score of interval owners in 1990 and 2000 as to the importance of amenities to their vacation satisfaction. The table also shows the disparity in mean scores between the 1990 and 2000 responses.

Only one of the 70 amenities, "cocktail service by the pool," had a disparity of more than 0.6 on a seven-point scale between 1990 and 2000. Two other amenities, "on-site shuttle service" and "adults-only floors or units" showed a shift of +0.5 from 1990 to 2000 indicating they were considered more important in 2000 than 10 years ago. Two others, "hiking/biking trails" and "on-site evening entertainment" showed a shift

of -0.5 indicating these amenities were rated as less important in 2000 than they were in 1990.

## RESORT PERFORMANCE CHANGES OVER 10 YEAR PERIOD

Table 5, below, shows the mean performance scores on the 70 key soft amenity services for 1990 and 2000. These scores represent how well interval owners rated the delivery of each of the vacation services. Positive changes in the performance scores help to determine which amenities owners felt were improving in delivery while any negative changes signaled declines in delivery performance.

On a seven-point rating scale like the one used in this study, a rating of "4" on performance puts the amenity in the middle of vacation satisfaction. In today's competitive vacation market, "average" is seldom acceptable to managers as a measure of amenity performance. Most managers agree that for vacations to be satisfactory, delivery of services must meet or exceed customers expectations. The researchers believe a score of "5" or better is needed to assure vacation enjoyment with a score of "6" or higher being the ultimate goal for acceptable delivery of key vacation amenities.

Only three resort amenities had declines in their performance scores over the time span examined. Our results indicate that "not being sold to" while on a vacation, which ranked seventh in overall vacation importance, actually declined by .3 points in delivery satisfaction from 1990 to 2000, and "opportunities to reserve facilities" declined by .5. The final amenity that exhibited a decrease in owner satisfaction was "receiving pre-travel information," such as direc-

tions to the resort, resort services, and what to bring.

On the positive side, a total of 58 (89%) of the vacation amenities analyzed in both 1990 and 2000 showed performance improvements over the span of 10 years. For purposes of discussion, only those vacation amenity performance scores that increased by .7 or higher on a seven-point scale between 1990 and 2000 were examined further. To help focus on specific areas of vacation satisfaction, the amenities have been divided into seven categories. These include:

- Hospitality Services
- Recreation Services
- Resort Facilities
- Family Services
- Information Services
- Resort Amenities
- Guest Services

### **Hospitality Services**

With the growing focus on the hospitality aspects of vacation ownership, resorts can be proud of the high marks given to the hospitality services provided. These amenities also scored highest in the overall importance to vacation owner enjoyment. There were no declines in performance and all services scored a "5" or higher. See Hospitality Services Table on page 48.

### **Information Services**

Our study suggests that information services play a key role in satisfying vacation owners' expectations. Next to hospitality services, information services were uniformly the second most important factor to vacation enjoyment. Owners identified 11 areas of

vacation information needs and gave each area an importance rating of 5.5 or higher. While all but one information service improved in performance scores, only three exceeded a rating of "5." See Information Services Tables on page 48.

### **Recreation Services**

A number of amenities that enhance vacation enjoyment include recreation services offered at resorts. The list below examines those services. Again, each recreation amenity showed an increase in delivery scores, three showed impressive gains of over .7 points. In 2000 all of the recreation amenities received scores of "4" or better while in 1990, three services had performance scores below 4.0. See Recreation Services Table on page 49.

### **Resort Amenities**

This category of vacation amenities showed impressive performance gains in four areas: "VCR availability" (+1.6), "bicycles to rent or borrow" (+.8), "discounts for area attractions" (+0.7), and "reading lending library" (+0.7). While four of the amenities scored 5.0 or better, like the recreation services mentioned above, seven vacation services scored below 5.0, indicating room for improved performance in this area. See Resort Amenities Table on page 49.

### **Resort Facilities**

Both studies generated vacation delivery information based on a cross-section of resort properties rather than one specific resort so the results are pooled from a variety of properties with a range of facilities from extensive to limited. For this reason, results

from this analysis require close examination. Performance score improvements were impressive regarding three specific facilities: "indoor swimming pools" (+1.1), "fine dining on-site" (+.9) and "coffee shop/snack bar" (+.8). The performance gains for the other facilities that contribute to vacation enjoyment were limited but positive. Only two facility components exceeded "5" in performance: outdoor swimming pools and whirlpool, hot tub and sauna. See Resort Facilities Table on page 50.

### **Guest Services**

Performance scores improved more in this category than any other. Ten of the 12 vacation services showed improvements of .5 or higher, with five guest services increasing +.7 or more. Even with these improvements, three guest services fell below the 4.0 level. See Guest Services Table on page 50.

### **Family Services**

Each of the family services improved in performance from 1990 to 2000. Providing scheduled children's events increased the greatest with a +1.2 gain. The delivery of teen activities also improved by +.7. This information needs to be somewhat tempered by the fact that all of the family service scores are well below the 5.0 level but improvements are being observed. See Family Services Table on page 50.

### **DISPARITY BETWEEN AMENITY IMPORTANCE AND PERFORMANCE IN 2000**

In table 6 below, the mean scores of interval owners' ratings of the importance of amenities to their vacation satisfaction are re-

corded along side the owners' ratings of how well they perceived the resort was performing. The disparity between importance and performance ratings is also included and the directionality of the disparity is indicated by a positive (+) or negative (-) symbol. Positive signs indicate the performance is rated higher than its importance. Conversely, a negative sign indicates the importance of the amenity is greater than the resorts' performance to deliver it.

Slightly more than one-fourth (27%) of the 70 amenities show positive directionality indicating the performance rating is greater than its importance (contribution to an owners' vacation satisfaction). Only three of the amenities "grocery delivery service," "golf course available," and "tennis courts available" were ones in which the disparity is near or above 1.0 point higher on a seven-point scale for performance than the mean importance rating given the item by interval owners.

Almost three-quarters (73%) of the 70 amenities show some negative directionality implying that the resorts performance rating in offering the amenity is below the owner's rating of its importance to vacation satisfaction. However, a closer look reveals that the vast majority of these numerical disparities were rather minimal. Those amenities that showed an appreciable disparity (negative directionality of near 1.0 or more) between importance and performance included the following: "list of local restaurants with prices and sample menus," "discounts for area attractions," "driving map of area," "staff available to solve problems quickly," "not being 'sold to' on-site," "ticket arrangements for plays, concerts, sporting events, etc.," "quality rating information on area attractions," "transportation to/from airport," and "pre-travel information."

## CONCLUSIONS AND RECOMMENDATIONS

In the period from the 1970's until the year 2000 the vacation ownership industry has repositioned itself from real estate sales into a vibrant component of the hospitality and tourism industry. Prospective customers, once referred to as "ups," are now referred to as guests. There has been a major shift in the industry from a "selling" perspective to a marketing orientation that is focusing more intently on potential customers wants and needs. Results of the data and information from the study reported upon herein should benefit the industry now and for the immediate future in as much as research has suggested that satisfaction is a function of both expectations related to importance factors and judgements of their performance. Consequently, resort managers, as a result of this investigation, should now have a better understanding of the amenities perceived by interval owners to be important as well as the use of performance information that will be useful in delivering the desired amenities.

It can be concluded that the sample of interval owners in 2000 is a considerably older group of owners than in 1990. There was a 20 percent increase in the number of owner respondents 50 years of age and older with a majority of them being over the age of 60 in comparison to the 1990 owners. The aging of the interval owners may also have accounted for the fact that 21 percent fewer of the 2000 owners vacationed with children than was the case in 1990 suggesting that many more of the owners might now be "empty nesters." Further, the aging of the interval owners may also have had a direct bearing on their primary stated vacation goal. In 2000, three percent more of the respondents chose "relax" and 10 percent fewer chose "mostly doing, some relaxing" than respondents in 1990. Resort operators

may want to pay greater attention in the future to see if this trend toward a larger elderly clientele continues. It would certainly have a direct bearing on the nature and type of programs and facilities that are contemplated being built or expanded upon and, likewise, would effect a resorts marketing strategy.

The top rated and ranked vacation amenities, those that interval owners consider most importance for their satisfaction with a vacation, have not changed much at all over the period from 1990 to 2000. Owners still do not want to be "sold to" on-site. They still want hospitable staff to interact with them in a warm and friendly manner and staff that can solve problems quickly.

Interval owners appear not to want to be confined to the resort property as their exclusive source of recreation and entertainment. Rather, the selection of a vacation resort may also be related to the area in or near where the resort is located. Interval owners are looking for assistance from resort operators in providing them with driving maps of the area, area attractions brochures, and having staff assist them in identifying local places to see and things to do. Resort operators should focus more of their time and effort on accommodating their guests' desire for such information in the future and promote nearby attractions and entertainment venues in their marketing strategy.

Vacation resort developers and current resort operators contemplating expansions to their properties should be aware that the availability of a golf course and tennis courts at a resort are not facilities that owners rate high as contributors to a satisfying vacation in relation to a resorts high performance in providing them. These expensive facilities may not be as essential as once



was thought to be the case suggesting that a detailed cost-benefit analysis precede any future construction of such facilities.

Resort operators have generally maintained or improved their performance ratings with regard to recreation soft amenities offered to interval owners. Improvement was particularly evident in offering such amenities as VCR's, indoor swimming pools, and cocktail service by the pool. They have also heeded their guests requests to not be "sold to" on-site. There are, however, other amenities that interval owners consider important that operators still must consider improving. Many of these, as mentioned above, involve the provision of information or assistance to the guests in locating and attending events,

attractions, and restaurants in the vicinity of the resort.

Consumers increasingly demand opportunities to learn, to explore, and to discover cultural, architectural, and historic resources in resort areas. Advances in technological resources such as personal computers, fax machines, e-mail, and WEB TV provide exciting new opportunities for resorts to inform, assist, and facilitate owner access to amenities both at the resort and in the surrounding communities to the resort. These technologies are ones that resort operators should explore and exploit as additional means of enhancing a vacation owners satisfaction.

**TABLE 1**

**COMPARISON OF SAMPLE OF INTERVAL OWNERS IN 1990 AND 2000 ON  
SELECTED CHARACTERISTICS**

	<b>1990 Data (N=181)</b>	<b>2000 Data (N=383)</b>	<b>Disparity</b>
<b>Age</b>			
18-29 years	6	2	-4%
30-39 years	25	10	-15%
40-49 years	30	31	+1%
50-59 years	19	28	+19%
60+	16	27	+11%
<b>Region</b>			
South	16	21	+5%
Western Mountain	20	18	-2%
North Central	18	15	-3%
New England	15	16	+1%
Pacific	13	19	+6%
Canada	18	11	-7%
<b>Gender</b>			
Male	44	18	-26%
Female	51	13	-38%
Couple	5	67	+62%
<b>Vacation w/Children</b>			
Yes	40	19	-21%
No	60	51	-9%
It Varies	ND	26	+26%

**TABLE 2**

**COMPARISON OF PRIMARY VACATION GOAL OF INTERVAL OWNERS IN 1990  
AND 2000**

	<b>1990 Data</b>	<b>2000 Data</b>	<b>Disparity</b>
<b>Vacation Goal</b>			
To Relax	6	9	+3%
Mostly Relax, some doing	35	37	+2%
Do Many Things	10	11	+1%
Mostly doing, Some Relax	36	26	-10%
It Varies	15	13	-2%

**TABLE 3****COMPARISON OF IMPORTANCE RATINGS AND RANKINGS OF TOP TEN  
VACATION AMENITIES IN 1990 AND 2000**

<b>Mean Score</b>		<b>Amenity</b>	<b>Rank</b>	
<b>1990</b>	<b>2000</b>		<b>1990</b>	<b>2000</b>
6.7	6.5	On-site Recreation Areas Clean & In Good Repair	1	2
6.6	6.7	Warm & Friendly Staff Attitudes	2	1
6.4	6.3	Staff Able to Solve Problems Quickly	4	3
6.4	6.2	Color TV w/cable	4	4.5
6.4	6.0	Pre-travel Information	4	7
6.3	6.2	Staff Assists in Recommending Local Places	6	4.5
6.2	6.1	Driving Map of Area	7.5	6
6.2	6.0	Area Attractions Brochures	7.5	7
6.1	6.0	Not being "sold to" on-site	9	7
6.0	5.9	Adequate Sunbathing Areas & Lounge Chairs	10	10
6.0	5.7	Ability to Reserve Use of Facilities	10	----
6.0	5.9	Information on Special Events	10	10
5.8	5.9	Outdoor Swimming Pool	----	10

**TABLE 4**

**RESORT AMENITY IMPORTANCE RATINGS, 1990 AND 2000**

Amenity	Importance '90	Importance '00	Disparity
Sport Equipment to Rent	3.8	3.8	0
Recreation Supplies to Borrow	4.7	4.8	+1
Adequate Sunbathing Areas & Lounge Chairs	6.0	5.9	-1
Discounts for Area Attractions	5.7	5.8	+1
VCR Available	4.8	5.1	+3
TV and Radio Listings	5.4	5.4	0
Bicycles to Rent/Borrow	4.6	4.6	0
Walking/Nature Trails	4.9	4.9	0
Provide Supplies for Picnicking and Barbecuing	4.5	4.2	-3
Reading Lending Library	3.8	4.1	+3
Color TV with cable	6.4	6.2	-2
Room Service from on-site restaurant	New	4.2	
Coffee Shop/Snack Bar	4.7	5.0	+3
Hiking/Biking Trails	4.8	4.3	-5
Outdoor Swimming Pool	5.8	5.9	+1
Indoor Swimming Pool	5.0	5.0	0
Whirlpool, Hot tub, Sauna	5.5	5.6	+1
Golf Course Available	3.7	3.8	+1
Tennis Courts Available	3.7	3.5	-2
Fine Dining on-site	5.1	5.0	-1
Casual Dining on-site	New	5.7	
Flexible Maid Service	4.7	5.0	+3
Local Grocery Information	5.5	5.5	0
Grocery Delivery Service	New	2.9	
Ability to Reserve Use of Facilities	6.0	5.7	-3
On-site Shuttle Service	4.6	5.1	+5
Adults-only Floors or Units	3.8	4.3	+5
Help with Luggage at Check-in/out	3.9	4.3	+4
Beach Towel Service	5.1	5.5	+4
Ticket Arrangements for Plays, Concerts, Sport Events, etc	5.7	5.7	0
Orientation Party	4.4	4.2	-2
Transportation to/from Airport	4.9	5.2	+3
Cocktail Service by Pool	3.6	4.2	+6
Staff Assists in recommending local places of interest	6.3	6.2	-1
Warm & Friendly Staff Attitudes	6.6	6.7	+1
On-site Recreation Areas Clean & In Good Repair	6.7	6.5	-2
Resort Staff Available 24 hours	5.1	5.4	+3
Staff Able to Solve Problems Quickly	6.4	6.3	-1
Quiet Surroundings	5.9	5.9	0
List of local restaurants with prices and sample menus	5.9	5.8	-1
Information on Cultural & Historic Areas	5.9	5.7	-2
List of Shopping Locations	5.5	5.3	-2
Driving Map of Area	6.2	6.1	-1
Information on Special Events (local fairs and festivals, etc.)	6.0	5.9	-1
List of Local Scenic Areas	5.9	5.7	-2
Area Attractions Brochures	6.2	6.0	-2
Quality Rating Information on Area Attractions	5.5	5.4	-1
Information on Local Parks (theme, zoo, state)	5.6	5.7	+1
Information on Local Entertainment Spots	5.7	5.7	0
Pre-travel Information (directions, what to bring, etc)	6.4	6.0	-4
Good Variety of On-site Recreation Facilities	5.7	5.3	-4
On-site Evening Entertainment	5.1	4.6	-5
Written Activity Schedule	5.4	5.4	0
Snow-skiing Opportunities	3.3	3.1	-2
Boating Opportunities	4.3	4.1	-2
On-site Recreation Staff	4.5	4.7	+2
List of Charges for Recreation Amenities	5.0	5.3	+3
Variety of Video Tapes to Rent or Borrow	4.4	4.6	+2
Family-oriented Activities	4.4	4.6	+2
Selection of Activities for All Age Groups	5.0	5.2	+2
Planned Activities	4.3	4.4	+1
Facilities Restricted to Owners Only	4.7	4.8	+1
Owner/Manager Meetings	3.8	3.7	-1
Not being "Sold to" on-site	6.1	6.0	-1

Scheduled Children's Events	5.1	5.2	+1
Teen Activities	4.5	4.9	+4
Babysitting Service/Information	4.2	3.9	-.3
Tot Lot	New	3.6	
Baby Pool	New	3.7	
Rainy-day Activities	5.2	4.9	-.3

**TABLE 5**

**Resort Amenity Performance Ratings, 1990 and 2000**

<b>Amenity</b>	<b>Performance '90</b>	<b>Performance '00</b>	<b>Disparity</b>
Sport Equipment to Rent	4.3	4.6	+3
Recreation Supplies to Borrow	4.4	4.5	+1
Adequate Sunbathing Areas & Lounge Chairs	5.5	5.8	+3
Discounts for Area Attractions	3.8	4.5	+7
VCR Available	3.9	5.5	+1.6
TV and Radio Listings	5.0	5.0	0
Bicycles to Rent/Borrow	3.5	4.3	+8
Walking/Nature Trails	4.4	4.6	+2
Provide Supplies for Picnicking and Barbecuing	3.8	3.9	+1
Reading Lending Library	3.3	4.0	+7
Color TV with cable	5.9	6.2	+3
Room Service from on-site restaurant	New	3.9	
Coffee Shop/Snack Bar	3.9	4.7	+8
Hiking/Biking Trails	4.1	4.5	+4
Outdoor Swimming Pool	5.6	5.8	+2
Indoor Swimming Pool	3.4	4.5	+1.1
Whirlpool, Hot tub, Sauna	5.1	5.3	+2
Golf Course Available	4.5	4.7	+2
Tennis Courts Available	4.6	4.9	+3
Fine Dining on-site	3.8	4.7	+9
Casual Dining on-site	New	4.7	
Flexible Maid Service	4.7	5.2	+5
Local Grocery Information	4.8	4.9	+1
Grocery Delivery Service	New	3.8	
Ability to Reserve Use of Facilities	5.7	5.2	-5
On-site Shuttle Service	3.5	4.2	+7
Adults-only Floors or Units	3.3	3.8	+5
Help with Luggage at Check-in/out	3.4	4.3	+9
Beach Towel Service	4.1	5.0	+9
Ticket Arrangements for Plays, Concerts, Sport Events, etc	3.7	4.4	+7
Orientation Party	4.1	4.5	+4
Transportation to/from Airport	3.3	3.8	+5
Cocktail Service by Pool	3.3	4.3	+1.0
Warm & Friendly Staff Attitudes	5.8	5.9	+1
On-site Recreation Areas Clean & In Good Repair	5.6	5.7	+1
Resort Staff Available 24 hours	4.5	5.0	+5
Staff Able to Solve Problems Quickly	5.2	5.2	0
Quiet Surroundings	5.6	5.7	+1
List of local restaurants with prices and sample menus	4.7	4.9	+2
Information on Cultural & Historic Areas	5.0	5.2	+2
List of Shopping Locations	4.6	4.7	+1
Driving Map of Area	4.5	4.9	+4
Information on Special Events (local fairs and festivals, etc)	4.8	4.9	+1
List of Local Scenic Areas	5.0	5.1	+1
Area Attractions Brochures	5.2	5.5	+3
Quality Rating Information on Area Attractions	4.0	4.4	+4
Information on Local Parks (theme, zoo, state)	4.5	4.9	+4
Information on Local Entertainment Spots	4.8	4.9	+4
Pre-travel Information (directions, what to bring, etc)	5.0	4.9	-1
Good Variety of On-site Recreation Facilities	4.8	5.0	+2
On-site Evening Entertainment	4.2	4.2	0
Written Activity Schedule	4.9	5.1	+2
Snow-skiing Opportunities	3.5	3.9	+4
Boating Opportunities	3.9	4.4	+5
On-site Recreation Staff	4.1	4.9	+8

List of Charges for Recreation Amenities	4.0	4.7	+ .7
Variety of Video Tapes to Rent or Borrow	3.1	4.4	+1.3
Family-oriented Activities	4.2	4.7	+ .5
Selection of Activities for All Age Groups	4.3	4.7	+ .4
Planned Activities	4.0	4.5	+ .5
Facilities Restricted to Owners Only	4.7	4.8	+ .1
Owner/Manager Meetings	4.2	4.3	+ .1
Not being "Sold to" on-site	5.0	4.7	- .3
Scheduled Children's Events	3.5	4.7	+1.2
Teen Activities	3.5	4.2	+ .7
Babysitting Service/Information	3.8	4.0	+ .2
Tot lot	New	4.1	
Baby Pool	New	4.2	
Rainy-day Activities	3.4	3.9	+ .5

### Hospitality Services

<b>HOSPITALITY SERVICES</b>	<b>Performance'90</b>	<b>Performance'00</b>	<b>Difference</b>
Warm & Friendly Staff Attitudes	5.8	5.9	+ .1
On-site Recreation Areas Clean & In Good Repair	5.6	5.7	+ .1
Resort Staff Available 24 hours	4.5	5.0	+ .5
Staff Able to Solve Problems Quickly	5.2	5.2	0
Quiet Surroundings	5.6	5.7	+ .1

### Information Services

<b>INFORMATION SERVICES</b>	<b>Performance'90</b>	<b>Performance'00</b>	<b>Difference</b>
List of local restaurants with prices and sample menus	4.7	4.9	+ .2
Information on Cultural & Historic Areas	5.0	5.2	+ .2
List of Shopping Locations	4.6	4.7	+ .1
Driving Map of Area	4.5	4.9	+ .4
Information on Special Events (local fairs and festivals, etc.)	4.8	4.9	+ .1
List of Local Scenic Areas	5.0	5.1	+ .1
Area Attractions Brochures	5.2	5.5	+ .3
Quality Rating Information on Area Attractions	4.0	4.4	+ .4
Information on Local Parks (theme, zoo, state)	4.5	4.9	+ .4
Information on Local Entertainment Spots	4.8	4.9	+ .1
Pre-travel Information (directions, what to bring, etc)	5.0	4.9	- .1

### Recreation Services

<b>RECREATION SERVICES</b>	<b>Performance'90</b>	<b>Performance'00</b>	<b>Difference</b>
Good Variety of On-site Recreation Facilities	4.8	5.0	+ .2
On-site Evening Entertainment	4.2	4.2	0
Written Activity Schedule	4.9	5.1	+ .2
Snow-skiing Opportunities	3.5	3.9	+ .4
Boating Opportunities	3.9	4.4	+ .5
On-site Recreation Staff	4.1	4.9	+ .8
List of Charges for Recreation Amenities	4.0	4.7	+ .7
Variety of Video Tapes to Rent or Borrow	3.1	4.4	+1.3
Family-oriented Activities	4.2	4.7	+ .5
Selection of Activities for All Age Groups	4.3	4.7	+ .4
Planned Activities	4.0	4.5	+ .5

### Resort Amenities

<b>RESORT AMENITIES</b>	<b>Performance '90</b>	<b>Performance '00</b>	<b>Difference</b>
Sport Equipment to Rent	4.3	4.6	+ .3
Recreation Supplies to Borrow	4.4	4.5	+ .1
Adequate Sunbathing Areas & Lounge Chairs	5.5	5.8	+ .3
Discounts for Area Attractions	3.8	4.5	+ .7
VCR Available	3.9	5.5	+1.6
TV and Radio Listings	5.0	5.0	0
Bicycles to Rent/Borrow	3.5	4.3	+ .8
Walking/Nature Trails	4.4	4.6	+ .2
Provide Supplies for Picnicking and Barbe-cuing	3.8	3.9	+ .1
Reading Lending Library	3.3	4.0	+ .7
Color TV with cable	5.9	6.2	+ .3
Room Service from on-site restaurant	New	3.9	



### Resort Facilities

<b>RESORT FACILITIES</b>	<b>Performance'90</b>	<b>Performance'00</b>	<b>Difference</b>
Coffee Shop/Snack Bar	3.9	4.7	+ .8
Hiking/Biking Trails	4.1	4.5	+ .4
Outdoor Swimming Pool	5.6	5.8	+ .2
Indoor Swimming Pool	3.4	4.5	+1.1
Whirlpool, Hot tub, Sauna	5.1	5.3	+ .2
Golf Course Available	4.5	4.7	+ .2
Tennis Courts Available	4.6	4.9	+ .3
Fine Dining on-site	3.8	4.7	+ .9
Casual Dining on-site	New	4.7	

### Guest Services

<b>GUEST SERVICES</b>	<b>Performance '90</b>	<b>Performance '00</b>	<b>Difference</b>
Flexible Maid Service	4.7	5.2	+ .5
Local Grocery Information	4.8	4.9	+ .1
Grocery Delivery Service	New	3.8	
Ability to Reserve Use of Facilities	5.7	5.2	- .5
On-site Shuttle Service	3.5	4.2	+ .7
Adults-only Floors or Units	3.3	3.8	+ .5
Help with Luggage at Check-in/out	3.4	4.3	+ .9
Beach Towel Service	4.1	5.0	+ .9
Ticket Arrangements for Plays, Concerts, Sport Events, etc	3.7	4.4	+ .7
Orientation Party	4.1	4.5	+ .4
Transportation to/from Airport	3.3	3.8	+ .5
Cocktail Service by Pool	3.3	4.3	+1.0

### Family Services

<b>FAMILY SERVICES</b>	<b>Performance'90</b>	<b>Performance'00</b>	<b>Difference</b>
Scheduled Children's Events	3.5	4.7	+1.2
Teen Activities	3.5	4.2	+ .7
Babysitting Service/Information	3.8	4.0	+ .2
Tot lot	New	4.1	
Baby Pool	New	4.2	
Rainy-day Activities	3.4	3.9	+ .5

**TABLE 6**  
**OWNER IMPORTANCE AND PERFORMANCE RATINGS OF AMENITIES AND DISPARITY**  
**BETWEEN IMPORTANCE AND PERFORMANCE MEAN SCORES**

Amenity	Importance	Performance	Disparity
Sport Equipment to Rent	3.77	4.62	+0.85
Good Variety of On-site Recreation Facilities	5.34	5.02	-0.32
Coffee Shop/Snack Bar	5.03	4.67	-0.36
List of local restaurants with prices and sample menus	5.83	4.86	-0.97
Recreation Supplies to Borrow	4.83	4.45	-0.38
Flexible Maid Service	5.04	5.18	+0.14
Staff Assists in recommending local places of interest	6.20	5.53	-0.67
Information on Cultural & Historic Areas	5.70	5.17	-0.53
Local Grocery Information	5.49	4.88	-0.61
Grocery Delivery Service	2.85	3.78	+0.93
On-site Evening Entertainment	4.59	4.22	-0.37
Hiking/Biking Trails	4.30	4.50	+0.20
Outdoor Swimming Pool	5.90	5.77	-0.13
Warm & Friendly Staff Attitudes	6.69	5.91	-0.78
Adequate Sunbathing Areas & Lounge Chairs	5.86	5.80	-0.06
Ability to Reserve Use of Facilities	5.68	5.16	-0.52
Written activity Schedule	5.40	5.13	-0.27
Discounts for Area Attractions	5.75	4.51	-1.24
VCR Available	5.14	5.46	+0.32
Snow-skiing Opportunities	3.11	3.94	+0.83
TV and Radio Listings	5.44	4.98	-0.46
Facilities Restricted to Owners Only	4.82	4.80	-0.02
Boating Opportunities	4.13	4.37	+0.24
Indoor Swimming Pool	4.98	4.47	-0.51
Whirlpool, Hot tub, Sauna	5.55	5.26	-0.29
Bicycles to Rent/Borrow	4.64	4.28	-0.36
On-site Recreation Staff	4.65	4.85	+0.20
List of Charges for Recreation Amenities	5.31	4.67	-0.64
Golf Course Available	3.79	4.74	+0.95
Walking/Nature Trails	4.87	4.57	-0.30
Variety of Video Tapes to Rent to Borrow	4.63	4.39	-0.24
List of Shopping Locations	5.26	4.71	-0.55
Driving Map of Area	6.09	4.93	-1.16
On-site Recreation Areas Clean & In Good Repair	6.49	5.70	-0.79
Tennis Courts Available	3.46	4.92	+1.46
Provide Supplies for Picnicking and Barbecuing	4.22	3.92	-0.30
On-site Shuttle Service	5.08	4.12	-0.96
Resort Staff Available 24 hours	5.37	4.98	-0.39
Staff Able to Solve Problems Quickly	6.29	5.22	-1.07
Adults-only Floors or Units	4.31	3.82	-0.49
Help with Luggage at Check-in/out	4.29	4.31	+0.02
Beach Towel Service	5.51	5.02	-0.49
Quiet Surroundings	5.92	5.68	-0.24
Information on Special Events (local fairs and festivals, etc.)	5.85	4.92	-0.93
Family-oriented Activities	4.64	4.73	+0.09
Selection of Activities for All Age Groups	5.18	4.74	-0.43
Owner/Manager Meetings	3.69	4.34	+0.65
List of Local Scenic Areas	5.72	5.05	-0.67
Not being "Sold to" on-site	5.96	4.73	-1.23
Ticket Arrangements for Plays, Concerts, Sport Events, etc	5.68	4.43	-1.25
Area Attractions Brochures	5.99	5.51	-0.48
Reading Lending Library	4.12	3.99	-0.13
Quality Rating Information on Area Attractions	5.42	4.40	-1.02
Orientation Party	4.22	4.53	+0.31
Transportation to/from Airport	5.18	3.79	-1.39
Planned Activities	4.39	4.47	+0.08
Information on Local Parks (theme, zoo, state)	5.69	4.90	-0.79
Information on Local Entertainment Spots	5.72	4.93	-0.79
Cocktail Service by Pool	4.19	4.31	+0.12
Pre-travel Information (directions, what to bring, etc)	6.00	4.93	-1.07
Color TV with cable	6.19	6.18	-0.01
Fine Dining on-site	5.02	4.65	-0.37
Casual Dining on-site	5.66	4.74	-0.92
Room Service from on-site restaurant	4.19	3.92	-0.27

Scheduled Children's Events	5.18	4.65	-.53
Teen Activities	4.87	4.18	-.69
Babysitting Service/Information	3.86	4.01	+.14
Tot lot	3.56	4.05	+.49
Baby Pool	3.66	4.23	+.57
Rainy-day Activities	4.92	3.90	-.98