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PERCEIVED SERVICE QUALITY'S IMPACT ON BEHAVIORAL INTENTIONS IN
THE TIMESHARE INDUSTRY

by

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A dissertation submitted in partial fulfillment of the requirements
for the degree of Doctor of Philosophy
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ABSTRACT

This study created a model using factor analysis and structural equation modeling to investigate the relationship of service quality, word-of-mouth recommendation and price sensitivity of individuals who experienced a timeshare mini vacation at a branded timeshare resort. The constructs of service quality were developed by creating a survey tool. A total of 4,797 surveys were electronically sent resulting in a total of 1,275 of the individuals surveyed who met the criteria of staying at a branded hotel or resort during their mini vacation. Six different variables were created from the ordinal level questions on the survey: Resort Accommodations, Sales Gallery, Sales Presentation, Resort Activities, Resort Staff and Brand Value. These were then used in an exploratory factor analysis to identify latent factors after which structural equation modeling was used to define the relationship between the factors and the independent variables. A total of 44 models were explored and evaluated based on goodness-of-fit metrics. The model that had the best level of fit was a first-order two-factor model. This model was created with an 80% subset and confirmed with a 20% subset of the sample. The factors found represent the Vacation Experience Promise (VEP) and the Vacation Experience Delivery (VED). There was a positive correlation for both VEP and VED with word-of-mouth recommendation and price sensitivity. The research also posited 24 hypotheses of the relationship between the service quality constructs, word-of-mouth recommendation and price sensitivity with the demographic characteristics of guest type, gender, stay type, age, marital status, gross income, timeshare ownership and the number of presentations attended. There was not enough information to support a relationship between the service quality constructs, word-of-mouth recommendation and price sensitivity with regards to gender, gross income and marital

status. There was a difference in the scores for the service quality constructs and the varying categories within the age, stay type, and timeshare ownership demographic variables. There was a difference only in the VED scores and the varying categories within the guest type and presentations attended demographic variables. There was also a difference in the scores for the word-of-mouth recommendation construct and the varying categories within the age, guest type, timeshare ownership and number of presentations attended demographic variables. Lastly, there was also a difference in the scores for the price sensitivity construct and the varying categories within the guest type, timeshare ownership and presentation attended demographic variables. The research discusses the business implications associated with these findings and proposes next steps for future research.

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LIST OF ACRONYMS/ ABBREVIATIONS

ARDA	American Resort Development Association
ANOVA	Analysis of Variance
BIB	Behavioral Intention Battery
CART	Classification and Regression Tree
CFA	Confirmatory Factor Analysis
EFA	Exploratory Factor Analysis
IRB	Institutional Review Board
MSE	Mean Square Error
SEM	Structural Equation Modeling
UCF	University of Central Florida

CHAPTER ONE: INTRODUCTION

The timeshare industry has evolved since its creation in 1960 to become a multi-billion dollar business in the United States. According to Ernst & Young's study for American Resort Development Association's (ARDA) International Foundation, U.S. timeshare sales alone topped \$10 billion in 2006 (AIF, 2007). Although the industry has grown considerably over the last 40 years, the industry research has historically been both descriptive and proprietary in nature (Ragatz & Crotts, 2000b). With this rapid growth and the increasing complexity of the products and services being provided, there is a need for more research, especially in the fields of consumer behavior, marketing and sales, as cited by Upchurch and Gruber (2002).

The timeshare concept initially began in Europe as a fixed-week, fixed-unit product which was ideal in meeting the needs of consumers. With the evolution of travel and emerging vacation destinations coupled with the increasing consumer acceptance of timeshare (and with the entrance of branded hotel companies such as Marriott and Starwood), consumers have readily accepted the products and services made available by the developers. Branded timeshare companies have an added benefit that most non-branded companies do not: brand loyalists. It is important for branded timeshare companies to meet and exceed their customers' expectations while staying consistent with their brand strategies as to not erode the brand image or the value associated with the brand.

Two indicators being used to measure the consumer's view of the reputation of the industry are collected through guest comment cards or an increase (or decrease) in sales, which are both lagging indicators. Although these might be directionally correct, the lack of quantitative tools available to timeshare sales and operations staff makes it increasingly difficult

to determine how decisions will affect the consumer's behavioral intentions such as willingness to recommend and price sensitivity.

According to Woods (2001), the two top concerns among US timeshare executives for the future of the industry are: 1) the industry's overall reputation, and 2) their own company's reputation with the consumer. The satisfaction of the customer with the service provided and their perceived value of the product are of paramount importance because of the tangible and intangible components of the transaction. The tangible, or visible aspects of the product being delivered, are the quality and the price. The intangible components, or the non-physical aspects of the product, are the interactions with the sales and operational staff service. Denburg & Kleiner (1993) note that, if the sales experience was good, the customer will leave with a positive impression and might ignore some of the deficiencies of the product, even if they purchase a product that barely meets their expectations. This shows the power a sales experience has relative to the product being sold.

The increasing complexity of product form, product type, and vendors coupled with rapidly changing consumer demands requires a less heuristic approach to decision-making. There are many product locations (e.g., beach, ski, golf, etc.), legal forms (e.g., fee-simple, right-to-use, points, etc.), sizes (e.g., studio, one-bedroom, two-bedroom, etc.), and access (e.g., fixed, float-season, float-year, etc.) (Ragatz & Crotts, 2000a) that not only make it difficult for a consumer to make a decision on what to purchase, but also make it equally difficult for the developer to manage. The developers not only have to meet and exceed the current consumer base's expectations, but they must also explore new and creative ways to market, sell, and construct current and future products.

The research in timeshare, either academic or practitioner based, has been very limited but there is a desire for more information, especially empirical data. The academic research community has identified the need for quantitative and qualitative research studies in timeshare, specifically in the fields of consumer behavior (Crotts & Ragatz, 2002; Ragatz & Crotts, 2000a; Sparks, Butcher, & Bradley, 2008; Sparks, Butcher, & Pan, 2007), economic impact (Hahm, Lasten, Upchurch, & Peterson, 2007a), and marketing and sales (Upchurch & Gruber, 2002).

Because of the lack of research in the industry, research describing timeshare purchasers and industry's best practices has been devoid of any theoretical framework (Ragatz & Crotts, 2000a). There has been some research using timeshare as a framework to test theories in consumer value (Sparks et al., 2008; Sparks et al., 2007), product and service offerings with consumer demands (Elson & Muller, 2002), branding (Pryce, 2002), and customer segmentation (Upchurch, Rompf, & Severt, 2006). The published research specifically focusing on timeshare is even more limited, as cited by much of the researchers in this area (Hahm et al., 2007a; Kaufman & Upchurch, 2007; Ragatz & Crotts, 2000a; Sparks et al., 2008; Sparks et al., 2007; Woods, 2001).

With the lack of research and frameworks available, there is also a lack of published research on any type of tools used in the timeshare industry. The number one marketing issue for timeshare industries, as cited by Woods (2001), are the costs associated with the marketing, sales, and leads. The costs of these can range from 40 to as much as 55 percent of the initial product cost for a development (Upchurch & Gruber, 2002; Woods, 2001). Some companies have been able to reduce these costs to as low as 20 to 25 percent through their own efficiencies (Woods, 2001), although the strategies are proprietary. Hovey (2002) postulated that if the

industry were able to reduce the cost of sales, maintenance costs or exit costs, timeshare would be more feasible and would attract a wider market. As stated by Berry (1987), there are three ways to increase a business' volume: attract new customers, increase the business with current customers and reduce the loss of current customers. One way to reduce costs associated with marketing, sales, and leads and to increase business' volume is to leverage the behavioral intentions (Crotts & Ragatz, 2002; Reichheld & Sasser, 1990; Zeithaml, Berry, & Parasuraman, 1996) of current customers in the timeshare industry. As cited by Reichheld and Sasser (1990), companies could increase their profits by almost 100 percent through retaining an additional five percent of their customer base by increasing the quality of service and reducing the defection rate of their current customer base.

Statement of the Problem

The purpose of this research is to develop a model to explain consumers' perceived service quality and its relationship to behavioral intentions (recommend product and price sensitivity). While there has been a substantial amount of research conducted in the field of service quality (J. J. Cronin, Jr. & Taylor, 1992; J. J. Cronin & Taylor, 1994; A. Parasuraman, V. A. Zeithaml, & L. L. Berry, 1988b; Parasuraman, Zeithaml, & Berry, 1994; Teas, 1994) and specifically in lodging service quality (Oh, 1999; Wilkins, Merrilees, & Herington, 2007) the timeshare industry is void of any published literature on service quality frameworks. Without a structured framework of service quality, it is difficult to ascertain service quality's impact on behavioral intentions such as word-of-mouth recommendation (Oh, 1999; Petrick & Backman, 2002; Zeithaml et al., 1996) and price sensitivity (Zeithaml et al., 1996). Researchers have created tools to measure service quality and behavioral intentions but there is limited empirical

research that has tested both these concepts simultaneously. Although industrial engineers have addressed service quality in the manufacturing industry for decades, it was not until recently they have started to address similar issues in the service industry, such as in health care and lodging. The pre-existing complexities of service quality in the service industry (intangible, heterogeneous, inseparable production and consumption) make it important for research to explore ways to define their impacts and determine how they should be measured.

CHAPTER TWO: LITERATURE REVIEW

The idea that quality influences a customer's behavioral intentions has piqued the interest of academics for years but has become more recently integrated into mainstream business practices. This is highlighted by the manufacturing quality control work conducted by W. Edwards Deming and Joseph Juran in the 1950's in addition to the quality management work of Phillip Crosby (Crosby, 1996) in the late 1980's. While the quality research of Deming was embraced by the manufacturing industry in the 1950's, this topic of research was not broached by the service industry until the 1970's with the works of Theodore Levitt (1972). Since Levitt's research of the "industrialization of services" (Levitt, 1972), there has been a substantial amount of research conducted in the field of service quality (Bitner, 1990; Cadotte & Turgeon, 1988; J. J. Cronin, Jr. & Taylor, 1992; J. J. Cronin & Taylor, 1994; Parasuraman et al., 1988b; Teas, 1994) and customer satisfaction, as synthesized by Pizam and Ellis (1999). While the specific links between service quality and customer satisfaction are still unclear (Bitner, 1990; Oliver, 1980; Parasuraman et al., 1988b; Reichheld & Sasser, 1990), the research to date does support the argument that both are antecedents to customer loyalty (Bitner, 1990; Oliver, 1980; Parasuraman et al., 1988b; Reichheld & Sasser, 1990) which can have a beneficial influence on behavioral intentions. These behavioral intentions can lead to new customers through recommendations and reduction of price sensitivity of the consumer with minimal capital investment (Reichheld & Sasser, 1990).

While the focus of quality and customer satisfaction has appeared in the hospitality literature for over the last 30 years and its importance has been established in the field of lodging (Barsky, 1992; Cadotte & Turgeon, 1988; Ching-Shu & Lou-Hon, 2007; Knutson, 1988; Oh,

1999; Pizam & Ellis, 1999; Saleh & Ryan, 1991; Wilkins et al., 2007), there has been minimal published research in the timeshare industry (Hahm et al., 2007a; Kaufman & Upchurch, 2007; Ragatz & Crotts, 2000a; Sparks et al., 2008; Sparks et al., 2007; Woods, 2001). Specifically, there has been even less research in the area of timeshare consumer behaviors (Crotts & Ragatz, 2002; Ragatz & Crotts, 2000a; Sparks et al., 2008; Sparks et al., 2007). With the influence of service quality on customer satisfaction and consumers' behavioral intents, it is important to clearly identify a structure and antecedents of service quality in the timeshare industry and understand their effects on consumer behavioral intents such as willingness to recommend and price sensitivity.

A review of the literature showed that timesharing has only been in existence in the United States for a little over 30 years, with academic publications only surfacing in the last ten. The ARDA, the trade association that represents vacation ownership and resort development industries, is the primary publisher of trade publications for timesharing. The information gathering and analysis in ARDA's publications are low and suggests the opportunity for academia and the industry to collaborate in research (Carpenter & Upchurch, 2008). As cited by Upchurch and Gruber (2002), according to Butler's product life cycle theory, timeshare is still in the development phase of the tourism product life cycle. To this point, much of the published research is rudimentary and descriptive in nature with many of the publications explicitly stating a need for any type of research (Hahm et al., 2007a; Kaufman & Upchurch, 2007; Ragatz & Crotts, 2000a; Sparks et al., 2008; Sparks et al., 2007; Woods, 2001). This research contributes to industrial engineering in the service industry, service quality, timeshare, customer

satisfaction/loyalty and behavioral intent's current body of knowledge (Kimes & Thompson, 2004).

Industrial Engineering in the Service Industry

With the service industry coming to the forefront of our postindustrial society, there is no question that industrial engineers and their practices should be applied to the service industry. According to Daniel Bell, a professor of sociology at Harvard University, if an industrialized nation's standard of living is determined by the amount of production, a postindustrial society is judged by the quality of life of its people (Fitzsimmons & Sullivan, 1982). The quality of life is measured by the services provided in such areas as healthcare, education and recreation. To be able to understand how to measure the quality of life, it is important to understand the factors that comprise these services and what seminal industrial engineering work has been performed in the service industry, specifically hospitality and tourism.

Fitzsimmons and Sullivan (1982) define a service package, or the parts that comprise the service industry, as a bundle of goods and services provided in some environment. The four parts that create a bundle are the supporting facilities, facilitating the goods, explicit services and implicit services (Fitzsimmons & Sullivan, 1982). Some of the difficulties associated with the service industry that may not exist in a manufacturing environment are, for example, the consumer participating in the service process, production and consumption occurring simultaneously, a perishable inventory, labor intensiveness and the intangibility and difficulty of measuring output (Fitzsimmons & Sullivan, 1982). Some of the areas where great strides have been made in the service industry using industrial engineering skills are labor scheduling, capacity management, and service quality management. Labor scheduling and capacity

management are not related to the focus of this research. Service quality management, however, deserves further exploration.

Service Quality

Service quality has evolved as one of the most elusive and ethereal subjects because of its impact on business and its difficulty to measure (J. J. Cronin, Jr. & Taylor, 1992; Fitzsimmons & Sullivan, 1982). Service quality has evolved as a topic of interest because of its relationship with customer satisfaction and behavioral intentions such as repeat purchases, positive recommendations to friends and family and price sensitivity (Barringer, 2008; Berkman & Gilson, 1986; Wilkins et al., 2007; Zeithaml et al., 1996).

Service quality is derived from individual encounters between a customer and the service provider in which they appraise the quality of the encounter and experience satisfaction or dissatisfaction (Bitner, 1990). Crosby defines quality as the “conformance to requirements” (Crosby, 1996, p. 24) and feels that the “lack of an agreed definition has been the biggest problem in accomplishing quality management” (Crosby, 1996, p. 24). Service quality also has the added complexities of being intangible, heterogeneous (high variability between producers), and production and consumption are usually inseparable (leaving it difficult for some processes as rework). These complexities are what make it important to understand the requirements of good service versus bad service for any service industry and especially in one such as timeshare sales where there are many customer touch points that may influence an outcome such as purchase of a timeshare interval.

While there is not universal agreement on the antecedents of service quality or customer satisfaction (Barringer, 2008; Bitner, 1990; J. J. Cronin, Jr. & Taylor, 1992; Oliver, 1980, 1999;

Parasuraman et al., 1988b; Teas, 1994), the research conducted to date does support that service quality and customer satisfaction exert a strong influence on customer loyalty (Oliver, 1999; Petrick & Backman, 2002; Zeithaml et al., 1996) and behavioral intentions (Lee, Yoon, & Lee, 2007; Oh, 1999; Petrick & Backman, 2002; Zeithaml et al., 1996).

The research conducted in service quality has led to the development of tools such as SERVQUAL, developed and refined in the 1980's, that has been recognized as one of the leading tools of service quality measurement (Parasuraman, Zeithaml, & Berry, 1985; Parasuraman et al., 1988b; Wilkins et al., 2007). While the creators have touted its ability to be used across varying industry sectors (Parasuraman, Berry, & Zeithaml, 1991a), other researchers have become quite critical of its usability and performance (J. J. Cronin, Jr. & Taylor, 1992; J. J. Cronin & Taylor, 1994; Parasuraman et al., 1994; Teas, 1994). Researchers, such as Saleh and Ryan (1991), tested the tool in the lodging industry and found dimensions not otherwise stated in the original model. Other researchers have created their own industry specific tools to be more inclusive of industry-specific parameters (Getty & Thompson, 1994; Stevens, Knutson, & Patton, 1995a). One of the industry specific measurement tools was devised expressly to measure service quality in the lodging industry, LODGQUAL (Getty & Thompson, 1994). While there has been work on creating a tool to measure customer value in the timeshare industry (Sparks et al., 2008; Sparks et al., 2007), to date, there has not been any published literature on a tool to measure service quality for the timeshare industry.

The majority of theories regarding customer satisfaction are based on cognitive psychology; some have received moderate attention, while others have been introduced without any empirical research, as referenced by Pizam and Ellis (1999). Some of the theories that have

been used are expectancy disconfirmation, assimilation or cognitive dissonance, contrast, assimilation-contrast, equity, attribution, comparison-level, generalized negativity, and value-precept. These theories have been applied in a variety of service based organizations ranging from restaurants, food service, and tourism (Pizam & Ellis, 1999). Customer satisfaction is based on a process, emphasizing the perceptual, evaluative and psychological processes contributing to customer satisfaction (Vavra, 1997). Customer satisfaction is recognized as of great importance to all commercial firms because of its influence on repeat purchase and word-of-mouth recommendations (Berkman & Gilson, 1986), both of which are important to the timeshare industry considering the average timeshare owner owns 1.4 intervals (AIF, 2007). One study has even indicated that it costs five times the amount of time, money, and resources to attract a new customer as it does to retain an existing one (Naumann, 1995).

The SERVQUAL instrument designed by Parasuraman, Berry, and Zeithaml (1991a) is an instrument for measuring perceptions of service quality to understand owner satisfaction. This instrument measures five generic dimensions that must be present in the service delivery in order for it to result in customer satisfaction (Pizam & Ellis, 1999). These five dimensions are tangibles, reliability, responsiveness, assurance, and empathy. This survey tool has been extensively used through many industries although there has been some criticism concerning the five dimensions chosen (Pizam & Ellis, 1999).

Guest satisfaction typology, which had been examined by Cadotte and Turgeon (1988), surveyed executives to determine sources of compliments and complaints and then categorized them into four areas: satisfiers, dissatisfiers, critical, and neutral. The research, using a National Restaurant Association and American Hotel & Motel Association survey, suggests that some

attributes have a greater potential to cause dissatisfaction, while other attributes are more likely to be involved when a customer is highly satisfied (Cadotte & Turgeon, 1988). These factors could be fluid in their classification, i.e. an attribute that was equally capable of receiving either a complaint or a compliment, might now be only seen as a dissatisfier (Pizam & Ellis, 1999). An example of this cited by Pizam and Ellis (1999) would be air conditioning in hotels and restaurants many years ago. Then it was a convenience but today with modern refrigeration technology, all hotels and restaurants will have it. Having it does not satisfy anyone since it is expected now, but when it goes out it will elicit nothing but complaints.

There has been some research in customer satisfaction with regards to timeshare. Kaufman and Upchurch (2007) surveyed owners at a branded vacation club to determine their level of satisfaction, usage of the timeshare, influence of the brand's affiliation and their satisfaction with the vacation club's exchange company. The researchers segmented the groups by couples, single male and single female to examine differences between the genders in each of the examined areas. Their research supports the need to further segment products and position sales presentations to cater to the needs of the audience (Kaufman & Upchurch, 2007). The research found that males are more likely to be less satisfied with the vacation ownership experience than females and that single females were more likely to differentiate their future plans for their timeshare ownership versus couples and single males. Although their research looked into what satisfied the owner, they state it is in the best interest of the industry, particularly the developer, to understand what increases the level of their dissatisfaction (Kaufman & Upchurch, 2007).

While Kaufman and Upchurch examined whether gender plays a role in satisfaction, Upchurch, Rompf, and Severt (2006), examined market segmentation of timeshare owners using a psychometric segmentation approach termed The Looking Glass Cohorts. The Looking Glass Cohorts (Cohorts) systems segment groups into four broad consumer types: couples, females, males and composite. The couples category is further divided into 13 clusters, the female into nine, male into eight, and the composite classification is used to segment hard-to-classify consumers (Upchurch et al., 2006). The researchers analyzed members of a vacation club using the Cohorts segmentation scheme to analyze differences in measures of satisfaction among timeshare owners. The measures of satisfaction were general satisfaction, expectation match, recent visit satisfaction, and impact on life. The research supported the market segmentation's differences, based on this classification system and reflected differences in the type of product and services demanded. As cited by the authors, the research supports the need to further examine and identify the unique needs associated with each market segment so that it can be "translated into salient actionable modifications in the product offering" (Upchurch et al., 2006, pg. 183). For example, Randy (single dad) had more significant differences in general satisfaction than Alex and Judith (affluent empty nesters), but the course of action a developer should take will be dependent on the target market he/she is trying to reach.

Service Quality Models

It is hypothesized in the literature (Parasuraman et al., 1988b) that service quality is a higher order construct. It is also supported that it is a higher order construct in lodging (Wilkins et al., 2007) which is a part of the timeshare product. There are four different quality models that were explored in the research performed by Wilkins et al. (2007):

1. Model 1: Single first order factor,
2. Model 2: Uncorrelated first order factors,
3. Model 3: Correlated first order factors, and
4. Model 4: Multiple first order factors and one second order factor.

To illustrate the different types of models, a researcher believes that service quality is composed of tangible and intangible components. The following models will depict how this could be proposed using the four suggested model structures. Model 1, as seen in Figure 1, is a single first order factor model. This model depicts four variables measuring one latent factor, in this case, service quality. In this case, all of these items would be highly correlated with one another since all of the items are measuring service quality.

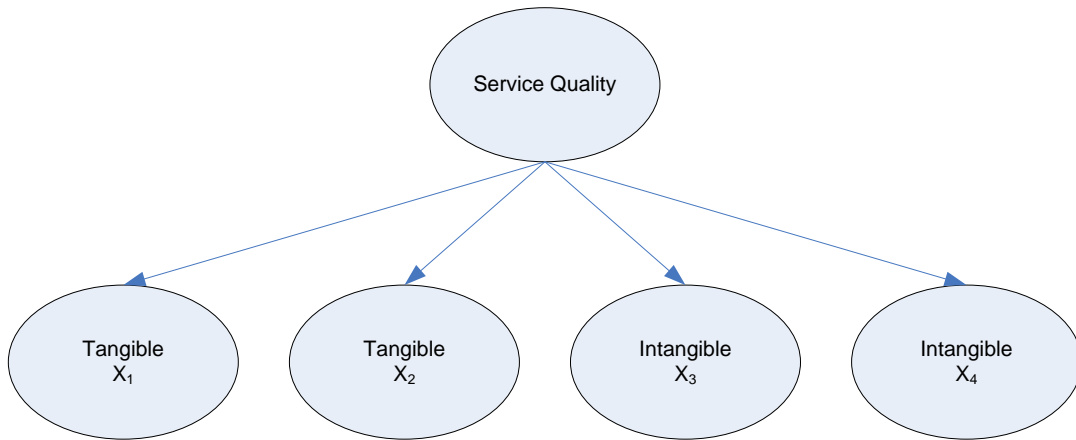


Figure 1 Single first order factor model

Model 2, as seen in Figure 2, consists of two uncorrelated first order factors. It shows two variables are measuring each of two distinct factors, in this case, a tangible and an intangible latent factor. These factors do not have any relationship with one another.

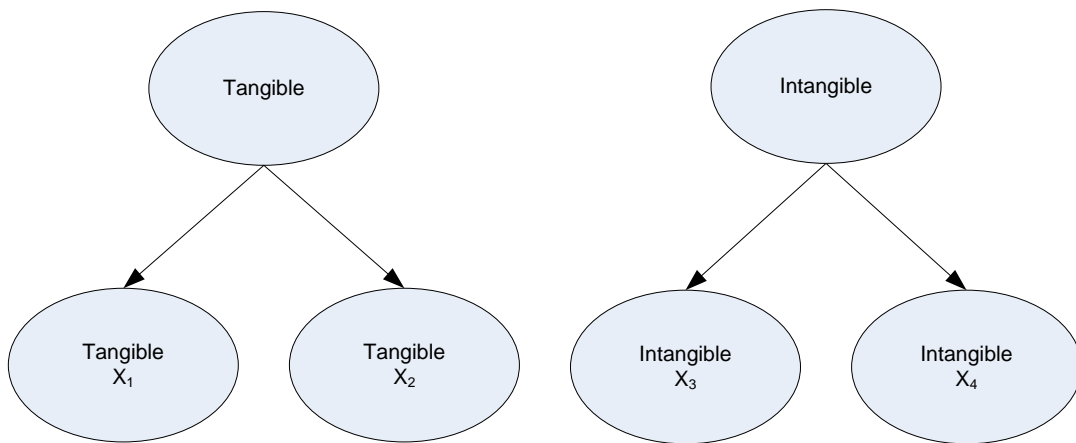


Figure 2 Two uncorrelated first order factors.

Model 3, as seen in Figure 3, contains two correlated first order factors. It shows two variables are measuring two distinct factors, in this case, a tangible and an intangible latent factor. These factors do have a relationship with one another.

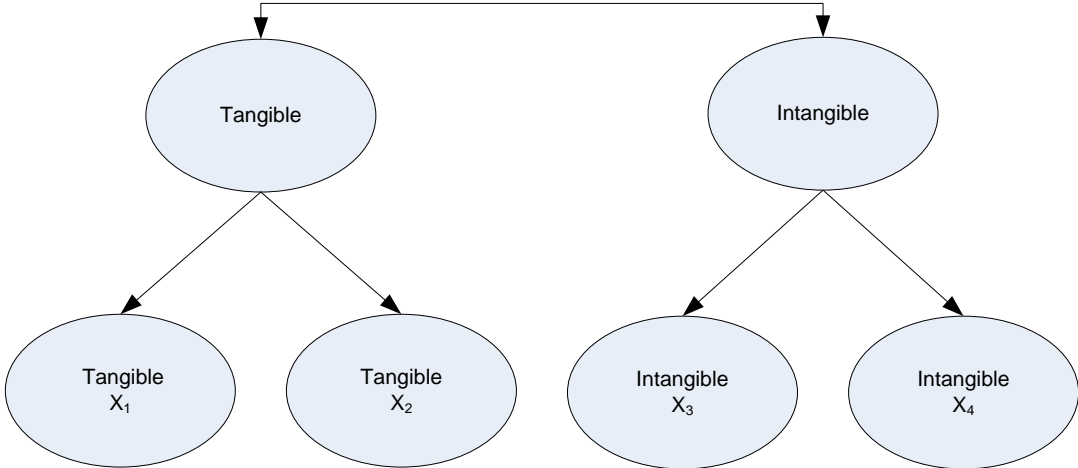


Figure 3 Two correlated first order factors

Model 4, as seen in Figure 4, shows two first order factors and one second order factor. While these latent first order factors represent a single concept in themselves, they also represent a higher order concept, which in this example is represented by service quality. Variations of these models were initially tested. Additional models were constructed and evaluated through the results of the structural equation modeling analysis.

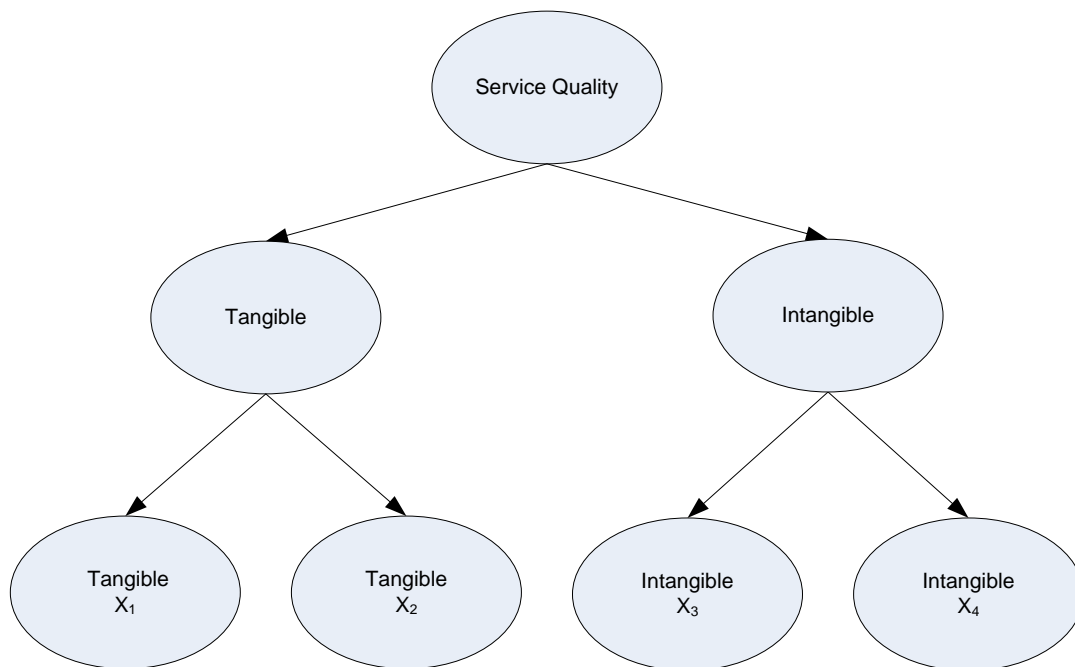


Figure 4 Two first order factors and one second order factor

Timeshare

To understand the complexities of the timeshare business, it is important to understand the current state of the industry, the components associated with a timeshare mini vacation and the current and forecasted challenges of the industry, along with some of the research gaps proposed by researchers.

Current State of Timeshare

Resort timesharing, also known as vacation ownership or timesharing, is the purchasing of a luxurious vacation home in increments of a week or more by a number of buyers, each of whom buys only the time which they will use each year, as defined by Upchurch and Gruber (2002). There are many benefits of timeshare ownership as opposed to traditional hotel vacations or second-home ownership. First, the owner purchases the time needed as opposed to purchasing a second home. While this is achievable with a traditional hotel vacation, a vacationer might not be guaranteed occupancy every year. Also, second home ownership can be costly and might not be economically feasible considering the intended use is not the entire year, but only a portion of it. Finally, timeshare resorts might allow vacationing where second home ownership is not available due to limited densities such as remote beaches and mountain-ski locations. Timeshare also allows ancillary benefits that some hotels and second homes might not offer such as concierge service, pools, activity centers, property management, and set price of ownership.

There are many types of legal conveyances of ownership, ranging from deeded ownership to lease-use. These are defined by the developer and the locale, region, or country where the timeshare resort resides. In conjunction with these legal conveyances of ownership,

there are a variety of interval types sold: weeks, points, and biennial (AIF, 2007). Weeks allow for an owner to purchase a product in increments of seven days. Points based systems allow an owner to create their own vacation packages by allotting point values to each individual day at a resort; where the owner “spends” points to create their vacation. Biennial intervals are sold as every other year usage and are commonly purchased by consumers because they either do not wish to vacation every year in a particular location or they simply cannot afford to vacation every year.

According to a study conducted by Ernst & Young for the ARDA International Foundation (2007), U.S. timeshare sales topped \$10 billion dollars in 2006 with 4.4 million timeshare owners. As of 2007, there were 1,615 timeshare resorts in the U.S., representing 176,232 units on an average resort size of 109 units (2007). To establish a benchmark for comparison, occupancy at U.S. timeshare resorts averaged 80.9 percent in 2006 while hotels averaged 63.4 percent (AIF, 2007). Florida leads the nation with the most resorts (23 percent of the total number of resorts) and greatest sales volume (AIF, 2007) while beach destinations rank as the most common primary destination (AIF, 2007).

Timeshare resorts are made up of different bedroom types, ranging from studio to three bedrooms and sometimes larger. The predominant unit size is two bedrooms, accounting for 63.5 percent of the U.S.’s total unit count (AIF, 2007). The sizes of these units are dependent on the resort and the value they propose, but can range from 1,000 ft² to 1,800 ft². The units usually have all of the modern conveniences of a primary house, including a washer, dryer, and full size kitchen.

There are an assortment of marketing channels that a resort can use to promote its products. The most prevalent primary marketing channels used in timeshare are broker, direct, in-house, linkage, media, off-property contact locations, and central marketing (outbound and inbound call centers). All of these channels have varying operational costs and constraints, but their fundamental use is to have a prospect purchase an interval at the resort, whether through a direct purchase or after a sales tour.

Most timeshare developers require minimum qualifications for a tour based on selected attributes, believing that if prospects meet these qualifications they will have a higher propensity to qualify for financing and purchase the product. As an example, to qualify for a mini vacation package offered through FantaSea Resort (a vacation ownership company) necessary attributes include a minimum age, minimum combined income, and married or engaged couples must attend together (www.achotelexperts.com, 2009). If a prospect fails to meet these qualifications, the incentive for the tour (event tickets, reduction in price stay, gift cards, etc...) will be rescinded. To detour individuals from taking the incentive and not showing up for the tour, most companies will take a credit card number to cover the expenses (marketing cost).

Timeshare Components

Based on the researcher's experience and subject matter experts, there are three categories of experiences contained within a timeshare's mini vacation experience; the resort experience, the sales experience and brand experience. For each of the experiences, there are associated tangible and intangible characteristics as seen in Figure 5.

	Resort Experience	Sales Experience	Brand Experience (Benefits of Ownership)
Tangible Components	Resort Unit Resort Property Resort Programs and Activities	Sales Gallery Sales Presentation	Deed
Intangible Components	Resort Associate Resort Programs and Activities	Sales Executive	Usage Exchangeability Rent Trade Resell

Figure 5 Timeshare Service Quality Components

Resort Experience

The resort experience is a combination of the tangible and intangible components associated with the resort stay: the resort unit, the property, the resort associates and the resort's services and activities.

Resort Unit

The resort unit is the accommodation that is provided to the customers during their stay. The unit can have a number of physical factors that separate it from other units such as view, square footage, floor plan, and number of bedrooms provided. Resort units usually contain many of the items associated with hotel rooms with the addition of some of the same comforts as an individual's home (washer, dryer, kitchen equipment) (ARDA, 2005). Some resorts will have additional luxuries that go beyond the traditional comforts of home, such as Roman-style whirlpools, lush arrangements of silk greenery, and spacious vanity areas (ARDA, 2005). The furniture, fixtures and equipment associated with the resort unit are what make it appealing to a consumer and are shown to the prospective buyer during a sales tour by a sales person (ARDA, 2005). According to research by Wilkins et al. (2007), some of the more important items

regarding unit experience are its cleanliness, the comfort, and the quality of the items contained within the rooms. The resort unit is considered a tangible component of the resort experience.

Resort Property

The resort property consists of the public spaces which each owner may have access to, such as the check-in desk, restaurants, convenience shops, and the grounds (ARDA, 2005). There are two main types of timeshare properties; conversions and purpose-built. A conversion is a timeshare resort that was historically another type of product (condo, hotel, rental apartment) and was changed over to a timeshare. The resort properties for conversions are generally limited by the preexisting facilities and the rooms (or units) must work within the confines of the preexisting shell (ARDA, 2005). Purpose-built timeshares were designed specifically for creating a resort atmosphere and tend to be more expanded and sophisticated than traditional motel, hotel and condominium projects (ARDA, 2005).

Timeshare resorts are very similar in operations to a traditional hotel or resort, giving them the same types of factors to focus on in the design and implementation of services. They would have the same concerns associated with cleanliness and quality along with the additional concerns of landscaping and safety and security (ARDA, 2005). Landscaping can enhance the theme of the resorts and add to the curb appeal from a sales perspective. The safety and security measures of a resort are represented by the presence of safety/security officers, signs throughout the property, fencing around the perimeter, and key-lock entry into guest areas. These enhance the product by giving a sense of exclusivity to the resort while further enhancing the tangible timeshare resort experience.

Resort Associates

The resort associates are any front-line staff that have direct contact with a guest. The resort associates can work at the front desk, housekeeping, engineering, or the restaurants and have day-to-day responsibilities to the guests and the resort. They are the individuals who will answer the requests of the guests in a friendly and professional manner. They are usually trained to be able to handle guests' requests with regards to their position. This is an intangible component of the resort experience.

Resort Services and Activities

The resort services and activities are provided by a resort to create a vacation lifestyle and experience for the customer during their stay. The amenities of the resort can include items to address food and beverage choices (shops, bars, restaurants, etc.) and lifestyle (workout facilities, spas, pool, ski lifts, etc.). These amenities are usually in line with the resort's theme, location, and physical limitations.

The activities of a resort can include items such as volleyball, arts and crafts, and swimming and usually are themed in accordance with the resort's location. For example, a Florida beach destination would provide activities that were outdoors and geared towards families, since Florida beach destinations are popular with families. A Caribbean island resort might have more outdoor activities geared towards couples and adults to be in line with their guests' requests. Activities provided by a resort should accommodate the guests' schedules and represent the types of activities in which they would enjoy participating. There are items in the resort services and activities that could be considered both tangible and intangible component of the resort experience. These items consist of classes that are held for adults and children like

volleyball and arts and crafts, sporting activities such as beach volleyball and skiing, and trips such as shopping and fishing.

Sales Experience

The sales experiences are a combination of the tangible and intangible components associated with the sales process which include sales gallery, the sales presentation and the sales associates.

Sales Gallery

The sales gallery is the primary area where the sales associates work with prospective timeshare customers, otherwise known as prospects. The sales gallery usually consists of a reception area and is where the sales associates' offices are located. The sales gallery must appeal to the prospects in such a way that it is non-threatening, spacious enough for interaction, and allows for personal privacy (ARDA, 2005).

The sales gallery should have information readily available pertaining to the purchasing of the timeshare product. This information could be provided to the customer through a combination of posters, wall maps, or interactive displays. These methods are used in conjunction with the sales presentation provided by the sales associate to aid in the prospect's understanding of the product that will hopefully lead to a purchase decision. The sales gallery is part of the tangible aspect of the sales experience.

Sales Associate

The sales associate is the employee of the timeshare company that is responsible for conducting the sales presentation with the prospect. It is important for the sales associate to

establish rapport with the prospect by being friendly and professional. The sales associate should be knowledgeable of the products provided by the company and able to work with the prospect to provide answers to any questions ranging from ownership to usage. A branded product usually has a pre-established level of credibility in the marketplace and the sales associate is an extension of that brand. If the sales associate uses sales tactics that could be perceived as aggressive, unfriendly or unprofessional, it will quickly erode their credibility and that of the brand. This could lead to a reaction by the prospect to dissuade others from attending the sales presentation of the brand leading to a reduction in sales.

Sales Presentation

The sales presentation is the process by which a sales associate presents the timeshare product to the prospect. The sales presentation can include a physical or virtual tour of the resort, depending on the location where the sales presentation is taking place. The sales associate is tasked with trying to “discover” the prospect’s needs, wants, and expectations with regard to such items as their vacationing preferences and present and future needs while guiding them to a purchase decision (ARDA, 2005). A sales presentation should address the vacationing needs of the prospect and be easy to understand. Some branded companies attempt to standardize the information being delivered to the prospects by having the sales associates follow a script and a set of guidelines (ARDA, 2005). This script is also used to ensure that the pertinent information associated with the brand and the product is covered in an appropriate amount of time. The time allotted for the sales presentation should be conveyed to the prospect so that it will not interfere with their vacationing plans. If the sales presentation does not convey the pertinent information or is not covered in an appropriate amount of time, the level of anxiety and frustration of the

prospective customer is elevated which could lead to unintended consequences (negative behavioral intentions). The presentation, like the sales gallery, should put the prospective customer at ease and be low pressure so that the sales associate can establish and develop a relationship with the prospective customer.

Brand Experience

The brand experiences, or benefits of ownership, are the privileges associated with the branded ownership of deeded inventory. While there is not a defined method of measuring brand strength, there is general consensus that brand equity is a combination of brand awareness and brand image (Cai & Hobson, 2004). These benefits of ownership are usually conveyed in the sales presentation to solidify the value proposition of the purchase to differentiate it from competitors. These tangible and intangible benefits include the types of usage, legal conveyance and resale opportunity.

Usage

The four usage options associated with most branded interval ownership are staying at the resort purchased, exchanging internally within the brand or externally through an exchange company, listing the interval for rent or trading it for some brand related products such as hotel room nights. For this research, the intent of the customer's usage with the timeshare is not as important as the value conveyed with having options. One of the benefits of branded timeshare is the ability to vacation at other properties within their portfolio with the expectation that they will adhere to the explicit or implicit "brand standards" associated with the brand. Usage is an intangible component of the benefit of ownership.

Legal Conveyance

Deeded fee simple ownership, which is the most common type of legal conveyance in timeshare (AIF, 2007; ARDA, 2005), allows a customer to own the timeshare product similar to other types of real estate purchases. Owners can use, rent, sell, or will this interval however they choose, like a traditional real estate product. Since there have been changes in the customer's demand with regards to flexibility of usage and property ownership in other countries, there have been other types of legal conveyance that have evolved such as right-to-use and points systems. For the purpose of this research, we will focus on deeded fee simple ownership because it accounts for a majority of the current types of ownership available (AIF, 2007; ARDA, 2005). Legal conveyance is a tangible component of the benefit of ownership.

Resale opportunity

Resale opportunity is the ability to resell the product on the open market at the request of the customer. A change in lifestyle, such as family size (increasing or decreasing), vacationing needs (ski location versus beach) or economic instability can be a primary motivator for selling their ownership. While a timeshare should not be considered an investment like some real estate transactions, a customer will take comfort in the fact that a brand name conveys a sense of credibility and will maintain a standard in the product and services that will be delivered (ARDA, 2005). While the customer does have the ability to sell their interval ownership themselves or through a third-party, there also might be an option to sell it through the developer. Sometimes the ability to resell through a developer is better because of the marketing and sales infrastructure that is already in place. Resale opportunity is an intangible component of the benefit of ownership.

Future State of Timeshare

The future of timeshare seems strong considering over a five year period sales are up 81 percent, sales prices increased 40 percent and the average resort size grew by 32 percent (AIF, 2007). With the increase in these business metrics, there is also an increase in the expectations of the consumer. Elson and Muller's research (2002) shows that across all segments of lodging, but especially in vacation ownership, guest expectations are becoming more demanding. Hovey (2002) examined whether or not a timeshare could be more financially feasible and attract a wider market if the industry were able to reduce cost of sales, maintenance costs or exit costs. Maintenance fees and cost of the product were the first and third most frequently cited reason purchasers hesitated in their purchase of timeshare (Ragatz & Crofts, 2000a).

Industry research conducted by Woods (2001) categorized 26 major issues in timeshare into eight main areas: marketing issues, image, regulatory issues, strategic issues, financial issues, employee training, human resources, and legal issues. With the increase in owner expectations and concern for the legitimacy of the industry and the brand, companies must strive for ways to understand the impacts of their decisions.

Consumer Purchasing

Understanding what motivates an individual to buy (or not to buy) a timeshare is a subject that has recently been studied by Crofts and Ragatz (2002). According to a survey of 10,224 randomly selected U.S. timeshare owners, the exchange opportunity was the most frequently cited motivation for purchase, followed by saving money on future vacation costs, and liking the resort, amenities, and/or unit (Crofts & Ragatz, 2002). The top reasons for hesitating

on a purchase were that the potential future owner disliked the idea of an annual maintenance fee, the concept of timeshare was new, or they had heard something negative about timeshare (Crotts & Ragatz, 2002).

According to Sanchez, Callarisa, Rodriguez, and Moliner (2006), the tourist's valuation of the purchase experience does not separate the experience of consumption from that of purchase, but evaluates them as a single whole. This theory implies that the owner sees the purchasing of the product and how they chose to purchase, whether through a sales tour, over the phone, or on the internet as part of the "timeshare vacation experience". Consumer choice is a function of multiple independent consumption values (functional, conditional, social, emotional, epistemic), and each can contribute differently in any given situation (Sheth, Newman, & Gross, 1991). Each value is consistent with components of models developed by Maslow, Katona, Katz, and Hanna (Sheth et al., 1991). According to Stoltman, Gentry, Anglin and Burns (1990), there are at least six generic choices to be made when acquiring a good or a service: product, brand, shopping area, store type, store, and to an increasing degree, nonstore. Along with the six generic choices, there is also a sequence of decision making that is determined by the type of product being purchased (Stoltman et al., 1990). Based on this research, the consumer purchase is based on multiple criteria, in which a certain logical decision making process is made for a particular product.

The global purchase perceived value model (GLOVAL), is a scale of measurement based on 24 items grouped in six dimensions (professionalism, quality, functional value, price, emotional value, and social value) to evaluate perceived value of a tourism package (Sanchez et al., 2006). The research centered on the idea that tourism enterprises should join efforts to

contribute more value to the clients. The research findings support the fact that the price of the product is the most important of all of the cognitive components but introduces the idea that the sales outlet as an affective component in the purchase, highlighting that there is both cognitive and affective component to the purchase.

Sheth, Newman, and Gross (1991) took a different approach to consumer choice values by focusing on the consumption value, exploring why a consumer chooses to purchase (or not) a specific product, why they choose one product over another, and why they choose one brand over another. According to their research and others, the decisions being made are based on a combination (Al-Sabbahy, Ekinici, & Riley, 2004; Gallarza & Saura, 2006b; Lee et al., 2007) of functional, conditional, social, emotional, and epistemic values (Sheth et al., 1991). Their theory has been tested in over 200 applications and can be used to predict consumption behavior as well as describe and explain why they selected (or did not) select a particular product or brand (Sheth et al., 1991).

Research Methodologies

To establish a research methodology for this study, it was important to understand the existing literature, the gaps, and how research is being addressed. Currently, there is an overall lack of published research in timeshare (Hahm, Lasten, Upchurch, & Peterson, 2007b; Kaufman & Upchurch, 2007; Ragatz & Crotts, 2000b; Sparks et al., 2008; Sparks et al., 2007; Woods, 2001). While there have been some high level questions in timeshare regarding the consumer, consumer behavior research in the timeshare industry is minimal (Crotts & Ragatz, 2002; Ragatz & Crotts, 2000b; Sparks et al., 2008; Sparks et al., 2007). Also stated in the research, there is a need for further understanding of service quality impacts on behavioral intentions such as word-

of-mouth recommendation and sensitivity to price increases (Barringer, 2008; Berkman & Gilson, 1986; Wilkins et al., 2007; Zeithaml et al., 1996), not entirely specific to timeshare. With the current state of research, there is an apparent gap in the timeshare literature and the behavioral intention literature in and of themselves. This research furthered the body of knowledge in both of these research areas by studying the behavioral intentions of consumers in the timeshare industry.

To understand the type of research to conduct, it was important to understand what research methods have been used, specifically in the service industry. A research design's purpose is to ensure the study design is developed to correctly address the problem with the resources employed (Churchill, 1987). There are three categories of research design used in the service industry; exploratory, descriptive, and causal, which are described in Table 1.

Table 1 Research design categories and their intent, cited from Pizam (1994)

Research Category	Intent
Exploratory	Looks into discovering new ideas relative to the field of study. They look more towards proving relation than predicting relations.
Descriptive	Looks into a systematic approach to depict a person, population, or event without bias. They can be used, as cited by Churchill(1987), to: <ul style="list-style-type: none"> • Describe characteristics of a certain group • Estimate proportions of a certain group by characteristics • Make predictions or discover relations among variables
Casual	Looks to determine causality by manipulating data in a controlled environment

Based on the information in Table 1, this researcher used a descriptive research type because of its ability to look at a systematic approach that can be used to describe characteristics of a certain group to estimate proportions of certain group characteristics and discover relations

among variables. The strengths associated with the descriptive research method are three elements that were necessary to address the research questions posited.

Table 2 Research Designs with associated Strengths and Weaknesses cited from Pizam (1994)

Type of Design	Design Strength	Design Weakness	Shared Strength	Shared Weakness
Exploratory	<ul style="list-style-type: none"> Helps to clarify concepts to define them and generate hypothesis 	<ul style="list-style-type: none"> Seeks relationship vs. predicting relationship 		
Descriptive: Surveys	<ul style="list-style-type: none"> Possibility of generalizing population Ability to collect large amount of data High accuracy of results 	<ul style="list-style-type: none"> Shallow penetration Time consuming No control over individual responses Unstable reflections of attitudes 	<ul style="list-style-type: none"> Flexibility in data collection technique Relatively low cost per subject 	<ul style="list-style-type: none"> Can not be used to establish causality Inability to manipulate independent data Lack of power of randomization Risk of improper interpretation
Descriptive: Case Studies	<ul style="list-style-type: none"> Can be conducted in almost any environment Can be used for background planning for major investigation 	<ul style="list-style-type: none"> Limited generalizations Time consuming Vulnerable to subjectivity bias 		
Casual: Laboratory	<ul style="list-style-type: none"> “Noise” kept to a minimum 	<ul style="list-style-type: none"> Rigorously specific systematic and controlled 	<ul style="list-style-type: none"> Can establish causality Offers best opportunity of control Provides opportunity for studying change overtime 	<ul style="list-style-type: none"> Artificial environment Experimenter biasing
Casual: Field Experiment	<ul style="list-style-type: none"> Takes place in a natural setting Exerts control through matching instead of physical means 	<ul style="list-style-type: none"> Must find natural setting that matches 		

Based on the information provided in Table 2, the survey method appeared to be best suited for this research. The weaknesses were addressed through the design of the survey and how it was administered. The shallow penetration was addressed through using selected key individuals to answer this survey. The survey was administered and collected electronically to help reduce the time of data entry to perform analysis. The control over individual responses was addressed in the survey construction and its administration (electronically) to control the amount of latitude the recipient had in answering the questions. The unstable reflections of attitude were addressed by asking objective questions as opposed to subjective questions. The inability to manipulate the independent data was accepted as a weakness of this design, but it should not

impede the research. Randomization was taken into consideration in the sampling methodology employed. Risk of improper interpretation of the data was a possibility but it was a risk that will hopefully be mitigated through the existing literature.

Consumer-Derived Value

A term that has been coined in the literature is consumer-derived value, which according to Woodall (2003, p. Executive Summary) is “any demand-side, personal perception of advantage arising out of a customer’s association with an organization’s offering, and can occur as reduction in sacrifice; presence of benefit (perceived as either attributes or outcomes); the resultant of any weighed combination of sacrifice and benefit (determined and expressed either rationally or intuitively); or an aggregation, over time, of any or all of these.” It is seen as a consumer-derived (perceived) value because it is outcome orientated and in essence cannot be computed (Woodall, 2003). The literature shows that there is agreement that value is multidimensional (Al-Sabbahy et al., 2004; Gallarza & Saura, 2006b; Lee et al., 2007; Sweeney & Soutar, 2001). Most multi-dimensional constructs for the consumer-derived value contain components of emotional, functional and overall value (Lee et al., 2007). This is in line with the consumer value research conducted in timeshare (Sparks et al., 2008; Sparks et al., 2007).

The previous research that had been conducted in perceived value suggests that perceived value has a significant effect on customer satisfaction, which in turn influences behavioral intentions, such as word-of-mouth and intention to purchase (Lee et al., 2007; Oh, 1999). Perceived value has also been identified as a key determinant of repurchase intention and consumer loyalty (Petrick & Backman, 2002). Specifically in the tourism industry, there is an

existence of a quality-value-satisfaction-loyalty chain that is highly sensitive to the consumer tourism experience (Gallarza & Saura, 2006b).

The research concludes that there are different measures needed to quantify perceived value of a product versus a service, based on the results of Grewal, Monroe and Krishnan (1998) and Jaynti and Ghosh (1996), respectively, as cited by Petrick and Backman (2002). Resources for service based industries, such as golf, may best be used to increase quality or decrease price since physical value is more important than items such as non-monetary expenditures (time, effort, etc.) (Petrick & Backman, 2002). There is a pricing of hospitality services and managing values as a distribution of intangible benefits that cannot be standardized. It is important to assure value and communicate it (Al-Sabbahy et al., 2004). The negative impact of price is substantially higher than the positive impact of price (Sweeney, Soutar, & Johnson, 1997); strategies for products and services should equal the perceived value of the product or service to reap the largest benefits for the consumer and the business.

The only published empirical model found within timeshare which delves into customer-derived value is research by Sparks, Butcher, and Pan (2007) and Sparks, Butcher, and Bradley (2008). The empirical study evaluates timeshare owners in Australia with regards to their background, timeshare ownership, valuing of timeshare, and satisfaction with timeshare. In their research, confirmatory factor analysis supported consumer value to be a multi-dimensional construct (relaxation, gift-giving, status, quality, flexibility, fun, new experiences, and financial benefits) in a timeshare setting, while there was not enough evidence to support their four alternate values (convenience, location, social, and reward value) that Sparks et al. (2008) found in previous focus groups (Sparks et al., 2007). These factors were tested against the independent

variables of type of ownership and seminar attendance. There were some statistically supported differences between the value factors with regards to education and ownership type (Sparks et al., 2008). The research also detailed how companies can take this information and apply it to not only bring more value to the consumer, but higher financial returns. It is important to understand the key factors in guest value for the timeshare industry.

Analysis Techniques

There are a variety of analysis techniques that have been used in the hospitality industry to measure service quality (Barringer, 2008; Ching-Shu & Lou-Hon, 2007; Gallarza & Saura, 2006a; Kaufman & Upchurch, 2007; Pizam & Ellis, 1999; Schall, 2003; Sparks et al., 2008; Wilkins et al., 2007; Wong, Mei, Dean, & White, 1999; Yieh, Chiao, & Chiu, 2007). It was important to understand the strengths and limitations of each of the techniques so that the researcher could achieve the objectives of this research. This section illustrates some of the more popular modeling and analysis techniques that have been used in previous research and their possible applications in this research.

Classification and Regression Tree

A classification and regression tree (CART) model, also commonly known as a classification tree, is an explorative, nonparametric technique to understand how certain combinations of variables (observed, latent, categorical or numerical) can lead to a certain outcome (Kitsantas, Moore, & Sly, 2007). CART software employs splitting criteria to create a tree with binary subsamples based on the responses to create branches for the different combinations of variables (Kitsantas et al., 2007). Figure 6 depicts a CART model of whether

people purchased timeshare (outcome) based on whether they experienced a problem during their stay, sales satisfaction and site satisfaction.

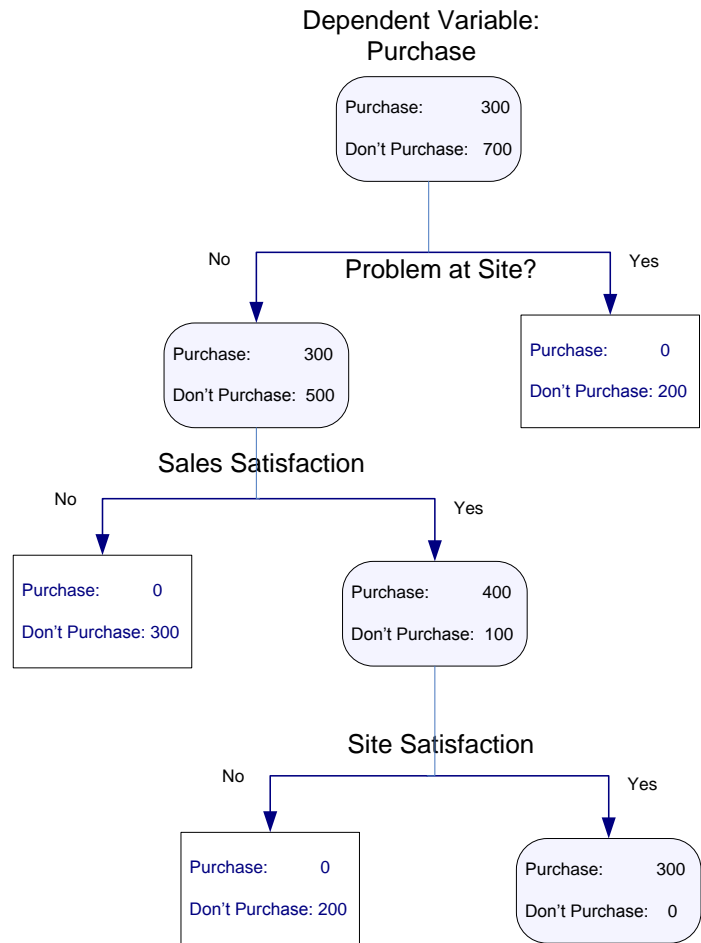


Figure 6 CART Model of timeshare purchasing based off of satisfaction and problems experienced

The three main strengths of this modeling technique are: 1) its ability to use multiple types of data, whether categorical or numerical, 2) it does not make distributional assumptions for any of the variables that affect parametric models, and 3) it can deal with large data sets with high dimensionality ((Breiman, Friendman, Olshen, & Stone, 1984), as cited by Kitsantas et al.

(2007)). Based on Figure 6, it can be inferred that regardless of how satisfied the customer was with their sales and site experience, no person has purchased who has experienced a problem during their stay. While this was inferred from past information, this technique was not based on a probabilistic model and is not used for predicting outcomes (Kitsantas et al., 2007), which was one of the weaknesses of this modeling method.

This methodology has mostly been used in the fields of public health and medicine as a diagnostic tool of adverse health outcomes (Kitsantas et al., 2007). This modeling technique is not appropriate for the researcher's intent of creating a quantitative model for service quality in a timeshare setting

Factor Analysis

Factor analysis is a modeling approach used to take observed or measured variables and synthesize the information into a reduced set of latent variables. The primary purpose of factor analysis is to group variables that are similar to measure latent variables that might not be directly observable or quantifiable. An example of this is satisfaction with a salesperson's communication. There are two types of factor analysis methods that are used: exploratory factor analysis and confirmatory factor analysis.

Exploratory factor analysis (EFA) is used to reduce a large number of quantitative variables into groupings, or factors, which are not observable. EFA is primarily used to discover trends in the data that might not be readily visible and to determine the factors that are present as opposed to perceived. Pure EFA is when there is no prior specification of the number of factors to be used (Anderson & Gerbing, 1988). An example of this technique is represented in the SERVQUAL tool designed by Parasuraman, Zeithaml, and Berry (1988b), where 22 questions

represent the five following latent factors: reliability, tangibles, responsiveness, assurance, and empathy. The researchers began with 97 questions covering 10 dimensions but through further refinement and factor analysis, the number of questions was further reduced to five distinct dimensions with a total of 22 questions. The method of EFA aided them two-fold in the creation of SERVQUAL: the researchers were able to group like questions into themes that could be readily explained but not observed and to minimize the number of questions to be asked.

Confirmatory factor analysis (CFA) is used to take a preexisting theoretical structure and substantiate it through data collection and analysis. CFA is primarily used to test an existing theory where factors have already been established. CFA has been used to confirm, refute and modify the SERVQUAL instrument in a variety of service industry studies (J. J. Cronin & Taylor, 1994; Saleh & Ryan, 1991; Stevens, Knutson, & Patton, 1995b; Wong et al., 1999).

The strength of factor analysis is its ability to obtain latent factors without the need of a dependent variable. Since many of the constructs in consumer satisfaction research are subjective and are not directly observable, factor analysis has been used to discover patterns in measureable data. Factor analysis is also beneficial in possibly being able to reduce the number of questions on a survey. Factor analysis is important since the longer a survey is, the less likely an individual will be to complete it. Although factor analysis will help group the variables, it is up to the researcher to define the groupings based on the factor loading results from the analysis. It is important for the researcher to gather a sample size large enough (dependent on the number of factors pursued) to be suitable for correlation analysis while keeping in mind that this method is sensitive to outliers (Neill, 2009). An EFA was appropriate for this research because the researcher was trying to determine the latent dimensions of perceived service quality for a

branded timeshare resort’s mini vacation experience based on services and products provided by operations and sales (Research Question 1).

Multiple Regression

Multiple regression modeling is a powerful analytical tool that uses two or more independent variables (explanatory variables) to predict a dependent variables (response variable) (Mendenhall & Sincich, 1995). This is a very popular method for building predictive models using measurable outcomes because of its capabilities to compute confidence intervals and derive the impact that independent variables have on the response variables. A multiple regression equation can be described as

Equation 1 Multiple regression equation

$$y_i = \beta_0 + \beta_1 x_1 + \dots + \beta_z x_z + \varepsilon_i, \text{ where} \quad (1)$$

y_i = Dependent (response) variable
 β_0 = Y-intercept
 β_1 = relative effect of an independent variable on the dependent variable
 x_i = Independent (explanatory) variable
 ε_i = Random error term

The multiple regression technique creates a best-fit model using the method of least squares. Multiple regression techniques create a model that minimizes the squared distances between the expected value (model) and the actual values measured. By squaring the distances, it takes into consideration not only positive and negative distances from the proposed model but gives a greater weight to the values farthest away. There are many statistical measurements that are used to help select the most robust model such as mean squared error terms and adjusted R-square. As an example, the adjusted R-square term, ranging from zero to one, describes how much of the variance is explained by the regression equation (fitness test). Although this term

does describe a relationship may exist between the dependent and independent variables, it does not imply causality (Mendenhall & Sincich, 1995).

Although multiple regression analysis is a strong predictive analytical tool there are some requirements for the data. As an example, the probability distribution of the error must be normal and the random errors must be independent (Mendenhall & Sincich, 1995). Also, estimability and multicollinearity could be issues, depending on the data used to develop the model. If there is only one or two X values observed with multiple response value in the sample it makes it very difficult to estimate the equation based on this limited information. Multicollinearity is when two or more independent variables correlate with each other (Mendenhall & Sincich, 1995). To minimize the possibility of multicollinearity, it is paramount to understand the process which is being evaluated and the possible influences the variables being measured could have on one another.

Since the use of regression modeling is mostly used for its predictive powers, it does not seem appropriate for this specific research. This research was investigating the relationship (if any) between service quality and behaviors and between service quality and demographic variables.

Structural Equation Modeling

Structural equation modeling (SEM) is a tool of analysis for maximum likelihood estimation in examining a proposed hypothesis (Yieh et al., 2007). It has become a popular method for furthering theories in psychology and the social sciences because of its abilities to assess theoretical models (Anderson & Gerbing, 1988). SEM is routinely used for confirmatory rather than exploratory factor analysis because of its ability to test casual relationships between

variables. SEM, also referred to as path analysis in some research (Egri, 2007), allows for testing casual relationships between observable and latent variables as seen in Figure 7. In this example, it shows that there is a proposed relationship of X_1 and X_2 (observed variables) on X_3 which has relationship with the response variable, Y .

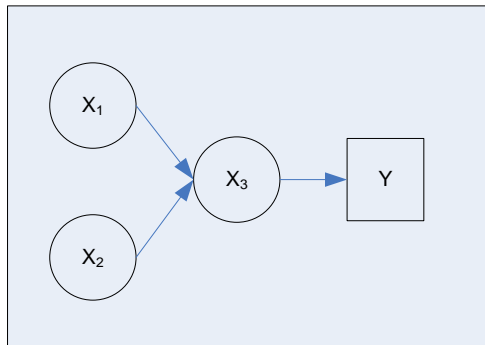


Figure 7 Structural Equation Modeling Example

SEM can be used in conjunction with factor analysis as seen in Figure 8 which is similar to Figure 7 except the individual independent variables have been replaced by latent variables (factors) consisting of a set of independent variables.

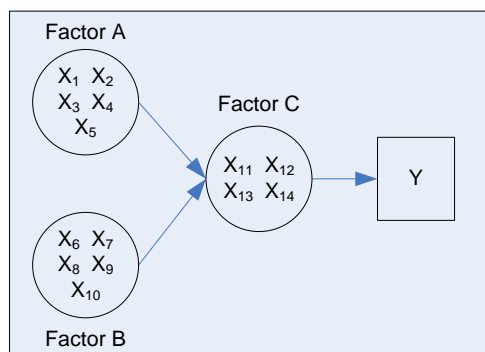


Figure 8 Structural Equation Modeling with Latent Variables

SEM is a modeling technique that has been used to understand the cause-and-effect relationship between such items as customer satisfaction, service quality, loyalty, word-of-mouth recommendation and price sensitivity (Wilkins et al., 2007; Yieh et al., 2007). In previous studies in other types of industry applications, theoretical models were proposed using factor analysis (confirmatory and exploratory) while SEM was used to identify and clarify the relationships that existed, not specifically service quality. It is important that a theory be in place prior to the use of SEM as this will reinforce the validity of the model. It is also important that the derived model achieves acceptable levels of varying fit indices.

Fit Indices

Goodness of fit indices, referred to as fit indices, are used to guide researchers in choosing the best model relative to the data collected. While there are a multitude of fit indices available, this research used the most popular with researchers (Hooper, 2008). There are three different categories of fit indices used in SEM to understand the effectiveness of a model; absolute, incremental and parsimony. Table 3 below summarizes all of the following indices, their description and desired attributes.

Absolute Fit Indices

Absolute fit indices help measure how well an a priori model fits the sample data (McDonald & Ho, 2002) and tests how well the theory fits the data. These indices do not rely on comparison to a baseline model (Jöreskog & Sörbom, 1993) like some of the other model indices. The four types of absolute fit indices that will be used in this research are chi-square,

normed chi-square, adjusted goodness-of-fit statistic and Root mean square error of approximation.

The chi-square measures the degree to which the model's covariance structure is significantly different from the observed covariance matrix (Hu & Bentler, 1999) and is measured on a scale of 0 to 1. A good model fit is achieved at a score of .05 or higher, thus rejecting a lack of fit. Although this method is used often, there are some drawbacks to the fit indicator. chi-square assumes multivariate normality within the model. If normality is not achieved within the data, it may reject a model that is adequate. chi-square is prone to type II error with large sample sizes (Bentler & Bonnet, 1980; Jöreskog & Sörbom, 1993) and lacks strength with smaller sample sizes. The normed chi-square is usually used in conjunction with chi-square because of its ability to be less dependent on the sample size (Wheaton, Muthen, Alwin, & Summers, 1977). The acceptable ranges of the normed chi-square fit index range from 1 to 2 and as large as 1 to 5 (Wheaton et al., 1977).

Adjusted goodness-of-fit statistic, or AGFI, calculates the proportion of variance that is accounted for by the estimated population covariance while taking into account the number of parameters in the model (Tabachnick & Fidell, 2007). This indicator is measured on a scale of 0 to 1, with a higher value being desirable. The desired attribute for this model is .95 or greater (Miles & Shevlin, 1998). This indicator is preferred over the goodness-of-fit statistic because of its tendency to penalize models for excessive parameters although both indicators increase with sample size.

Root mean square error of approximation, or RMSEA, measures how well a model would fit the covariance matrix given an optimized number of parameters. The indicator favors

parsimony and ranges from 0 to 1 while the desired value is less than .06 (Hu & Bentler, 1999) while some researchers have used .07 or less (Steiger, 2007).

Incremental Fit Indices

Incremental fit indices compare the chi-square value to a baseline model (McDonald & Ho, 2002; Miles & Shevlin, 1998). The null hypothesis is that all variables used in the model are uncorrelated with one another (McDonald & Ho, 2002). The two incremental fit indices used in this research are CFI and NNFI.

The comparative fit index, or CFI, is an indicator that makes the assumption that all of the latent variables associated with the model are uncorrelated and compares the covariance matrix with the null model (Hooper, 2008). This indicator has a value between 0 and 1 with higher values being a desired attribute. The cut-off criteria commonly accepted is .95 or higher (Hu & Bentler, 1999).

The non-normed fit index, NNFI or Tucker-Lewis Index, compares the chi-square values of the model and the null model. It is an index that is less sensitive to sample size but is biased towards parsimonious models. The index is measured between 0 and 1 (on occasion sometimes greater) and researchers prefer a threshold of .95 or greater (Hu & Bentler, 1999) while some research has even gone as low as .90 or greater (Bentler & Bonnet, 1980).

Parsimony Fit Indices

Parsimony Fit indices are used to ensure the model is more dependent on structure and theory as opposed to the sample data (Crowley & Fan, 1997; Mulaik et al., 1989). The Akaike information criterion indicator, or AIC, is used to find a parsimonious model and should

be used only when the sample size is above 200. While this indicator does not have a scale, it is used to compare against other models with the desired attribute being a low value.

Table 3 Goodness of Fit Indices, as cited by Hooper et al. (2008)

Absolute Fit Indices: How well an a priori model fits the sample data (McDonald & Ho, 2002) and tests how well the theory fits the data and do not rely on comparison to a baseline model (Jöreskog & Sörbom, 1993)		
Fit Index	Description	Desired Attribute
χ^2	The degree to which the model's covariance structure is significantly different from the observed covariance matrix (Hu & Bentler, 1999) . Prone to type II error with large sample sizes (Bentler & Bonnet, 1980; Jöreskog & Sörbom, 1993)	> .05 (Barrett, 2007)
Normed χ^2	Similar to χ^2 by is less dependent on the sample size (Wheaton et al., 1977)	1 to 2 (Tabachnick & Fidell, 2007) 1 to 3 (Kline, 2005) 1 to 5 (Wheaton et al., 1977)
AGFI	Calculates the proportion of variance that is accounted for by the estimated population covariance while taking into account the number of parameters (Tabachnick & Fidell, 2007)	≥ 0.95 (Miles & Shevlin, 1998)
RMSEA	Metric is parsimonious in nature because of its ability to favor a smaller number of parameters.	< 0.06, (Hu & Bentler, 1999) < 0.07 (Steiger, 2007)
Incremental Fit Indices: Group of indices that use chi-square compared to a baseline model (McDonald & Ho, 2002; Miles & Shevlin, 1998). The null hypotheses is that all variables used in the model are uncorrelated with one another (McDonald & Ho, 2002).		
Fit Index	Description	Desired Attribute
CFI	Not sensitive to sample size like NNFI	$\geq .95$ (Hu & Bentler, 1999)
NNFI	Less sensitive to sample size but is biased towards simpler models.	≥ 0.90 (Bentler & Bonnet, 1980) ≥ 0.95 (Hu & Bentler, 1999)
Parsimony Fit Indices: Indices that ensures that the model more dependent on structure and theory than the sample data (Crowley & Fan, 1997; Mulaik et al., 1989).		
Fit Index	Description	Desired Attribute
AIC	Used to find the most parsimonious model and should be used only when the sample size is above 200 (Diamantopoulos & Siguaw, 2000)	Lower value

SEM was used to identify the model that achieves the best fit characteristics. The initial model was similar to what was tested by Wilkins et al. (2007) and was derived through SEM software. The models that were tested in Wilkins et al. (2007) were:

1. Model 1: Single first order factor,
2. Model 2: Uncorrelated first order factors,
3. Model 3: Correlated first order factors, and
4. Model 4: X first order factors and one second order factor, where X is the number of factors

Pearson Product Moment Correlation

The Pearson product moment coefficient of correlation, r , also more widely known simply as r or Pearson coefficient, is a measure of the strength of the linear relationship between two variables in a sample (Mendenhall & Sincich, 1995). One of the strengths of this measure is that it is scale less; the value will range between -1 and +1 regardless of the units associated with the measures. A score of -1 translates to a perfect negative (inverse) linear correlation; when X increases, Y decreases. A score of 0 means there is no linear relationship between the two variables and a score of +1 means there is a perfect positive linear correlation between the two variables. Correlation coefficients have been used in previous research to support whether or not there have been linear relationships between variables (Barringer, 2008). It is imperative that the number is used in conjunction with a scatter plot of X vs. Y since the correlation coefficient tests *linear* relationships, while regression models can address non-linear relationships (Mendenhall & Sincich, 1995). The Pearson coefficient was used to address Research Question 3.

Analysis of Variance (ANOVA)

Analysis of variance, known as ANOVA, is a statistical procedure for comparing the population means (Mendenhall & Sincich, 1995). ANOVA is a method that has been used in previous service quality research (Barringer, 2008; Walker, Backman, Backman, & Morais, 2001) to support whether or not particular variables (such as demographic (Barringer, 2008) or company specific metrics (Walker et al., 2001)) had an influence on levels of perceived service quality for different groups. In this research, ANOVA was used to test whether or not the behavioral intentions (word-of-mouth communication and price sensitivity) and service quality are influenced by the demographic variables (the independent variables) which addressed Research Question 4.

CHAPTER THREE: RESEARCH METHODOLOGY

The research methodology process followed was the approach contained in Landaeta (2003) as depicted in Figure 9 below.

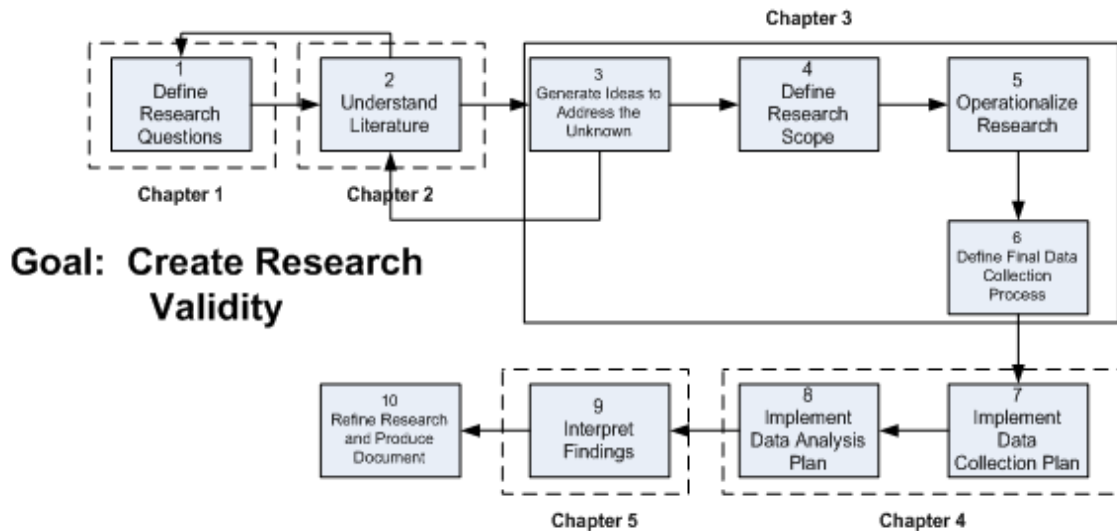


Figure 9 Research methodology

Research Agenda

The primary purpose of this research was to develop an empirically derived model to explain consumers' perceived service quality and its relationship to behavioral intentions (recommend product and price sensitivity). Although this model was developed and tested using survey data from the timeshare industry, the methodology proposed in this research can be applied in any industry where there is a product or service being provided to a consumer. This model has both implications for the field of academia and business practitioners.

This research developed another service quality measurement tool to understand business specific questions in the timeshare industry. This research also contributed to the timeshare body of knowledge which is sparse in both empirical and peer reviewed literature (Hahm et al., 2007a; Kaufman & Upchurch, 2007; Ragatz & Crotts, 2000a; Sparks et al., 2008; Sparks et al., 2007; Woods, 2001). Also, additional research of behavioral intentions, specifically in the timeshare industry, helps guide companies to understand their customers so they may focus their resources on positively impacting behavioral intentions. Influencing behavioral intentions such as word-of-mouth recommendation and price sensitivity can lead to increased revenue by attracting a wider market (Berry, 1987; Hovey, 2002) and increasing business with current customers and simultaneously decreasing customer attrition (Berry, 1987). To reach this goal, the researcher developed a foundation for a model from the literature, identified the gaps in the current literature and addressed them in this research. The literature has been reviewed in Chapter Two and the specific areas in the literature that underlie the foundation for this study's research questions (and model to address these questions) will be referred to in this chapter. The reader is asked to either refer back to the literature review if necessary for clarification (or the original articles for a more complete discussion).

Research Questions

Based on the current literature, timeshare is a very complex business practice which includes the legal conveyance, schedule design (fixed, float or points) (ARDA, 2005), use options (use, rent, trade, exchange), unit size, and brand. Current researchers state that the published research is sparse and there is a call for more research in the industry (Hahm et al., 2007a; Kaufman & Upchurch, 2007; Ragatz & Crotts, 2000a; Sparks et al., 2008; Sparks et al.,

2007; Woods, 2001). The increase in sales (AIF, 2007) coupled with the increasing demands of the timeshare consumer (Elson & Muller, 2002) has left an information gap which this study addressed by identifying the latent constructs for service quality that exist within the timeshare mini vacation experience.

Service quality has been explored in many industries from manufacturing to the service industries but still lacks transparency. The lack of clearly defined service quality parameters in the service industry, specifically in timeshare, and a desire in the research community for more empirical research on the topic, has provided a gap in the current research which this study addressed by investigating the relationship among the products and services being provided by a timeshare mini vacation and the behavioral intentions of the consumer.

The consumer choice when selecting a product or service is a function of multiple, independent consumption values (Sheth et al., 1991) and the product or service being purchased (Stoltman et al., 1990). While research has been performed on the motivation for and detractors of purchasing a timeshare (Crotts & Ragatz, 2002) and a purchaser's perception of a product's value (Sparks et al., 2008; Sparks et al., 2007), the research did not take into account the influence of the sales process and the vacationing experience on behavioral intentions. Based on the previous research, it is important to understand the entire experience, sales process and usage, of the product being purchased to understand the overall impact on behavioral intentions. This research addressed the gap in understanding the influence of the product and service related components of a timeshare mini-vacation on behavioral intentions of a consumer by investigating how specific product and services influence perceptions of service quality.

Behavioral intentions, according to Zeithaml et al. (1996), are seen as intervening variables between service quality and financial consequences for a company. The hypothesis is that intentions are an indicator of action which can directly influence the business relative metrics of a company (Zeithaml et al., 1996). The presumption is that these behaviors will lead to favorable or unfavorable financial impacts to a company. These favorable impacts are seen as a consumer trying to bond with the company (Zeithaml et al., 1996) and the levels of bonding were measured in this research by surveying not only owners and individuals who are experienced with the concept but individuals who might not own and this was their first experience with a timeshare mini vacation.

The Behavioral-Intentions Battery (BIB) designed by Zeithaml, Berry, and Parasuraman (1996) has been used as a research instrument because of its ability to gauge a wider range of behavioral intentions using a multi-item construct (Churchill, 1987; Zeithaml et al., 1996) as opposed to a single item construct used in previous research (J. J. Cronin, Jr. & Taylor, 1992). The constructs measured by this tool are word-of-mouth communications (intent to recommend), intent to return, switching, purchase intentions, price sensitivity, and complaining behavior. The overall intent of this battery of questions is to understand the quality-intentions link at different service levels relative to a customer's expectations (Zeithaml et al., 1996), which will directly and indirectly influence the financial performance of a company. The survey used for this research was developed by the researcher through existing literature, subject matter experts and with the addition of a modified version of the BIB. The three modifications made to the BIB were that only certain questions were selected from the BIB (word-of-mouth and price sensitivity) since the other questions were not relevant, the wording of the questions were

changed to reflect the product being discussed and the scale of the questions was changed to mimic the standards of the company executing the survey.

Specifically, this research used the modified BIB to further explore its application in other industries (Zeithaml et al., 1996). The evaluation of behavioral intentions provides a link of possible impacts service quality can have on the financial performance of a company. This research addressed the gap in the literature of behavioral intentions examination in timeshare and the call for more behavioral intention research (Oliver, 1999; Zeithaml et al., 1996). These are:

1. Can the dimensions of perceived service quality for a branded timeshare resort's mini vacation (sales tour in conjunction with resort stay) experienced by the customer be defined? If so, what are they?
2. Can a model be created to explain service quality for a branded timeshare resort mini vacation experience?
3. What is the relationship between customers' perceived service quality of a branded timeshare resort and (1) word-of-mouth recommendation and (2) their price sensitivity to the product?
4. Does perceived service quality (as measured by its factors) or behavioral intentions (word-of-mouth recommendation and the price sensitivity to the product) vary by consumer demographics?

The research model developed addressed the questions raised above by linking the purpose of the study and the research questions. Figure 10 below illustrates concisely the linkages. The scope defined the context in which the research questions were approached and defined the components that were used. The research model led to the creation of formal hypotheses which were tested to address the research questions.

RESEARCH MODEL

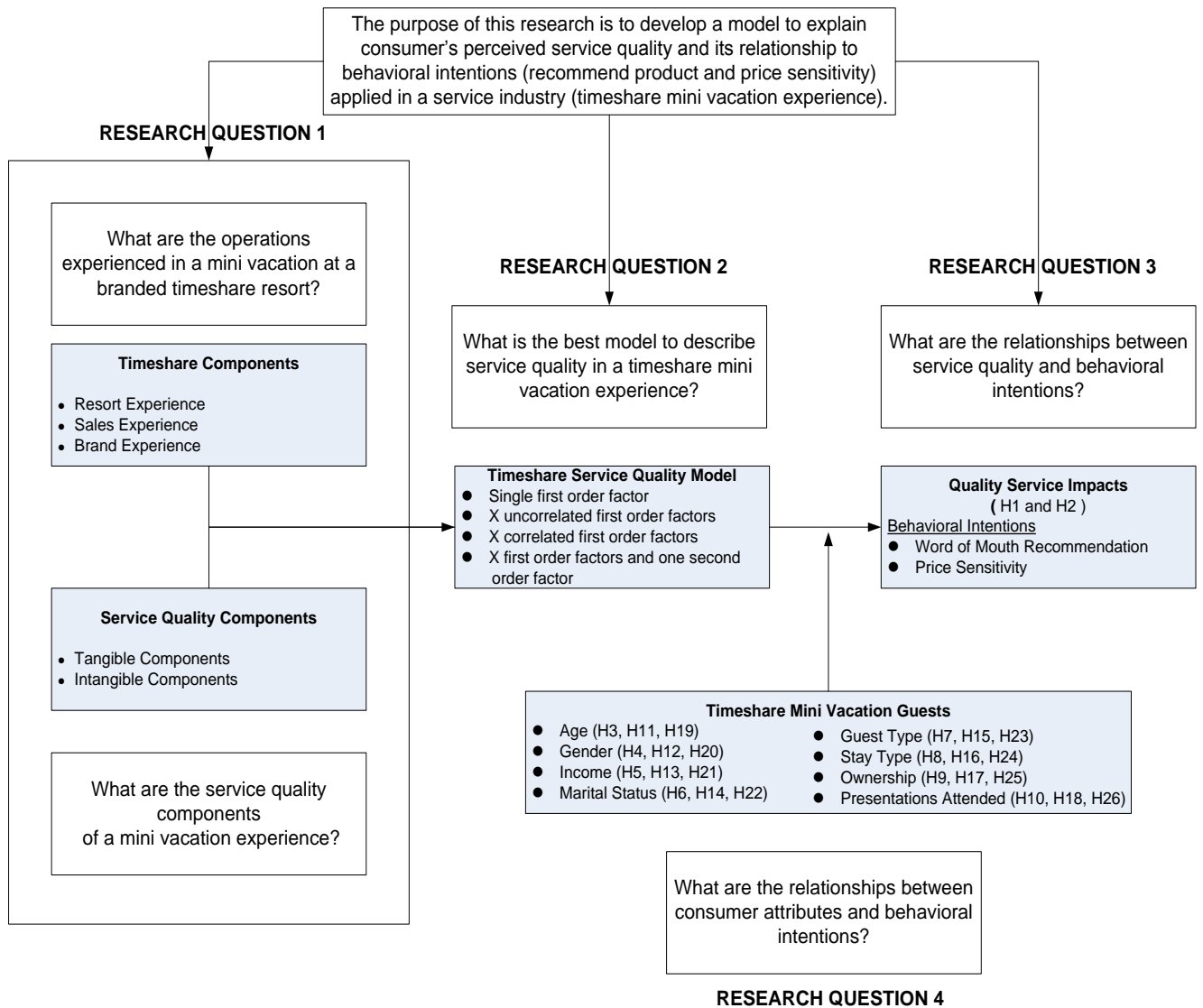


Figure 10 Research model

The purpose of first research question was to understand how consumers internalize service quality components of a branded timeshare resort mini vacation experience. To address this research question, the timeshare components were deconstructed along with the service quality components in the literature review.

The second research question was to determine what model best described the service quality in a timeshare mini vacation experience. Understanding the structure of the model allows researchers and practitioners to gauge the type of impact a modification to the existing timeshare product will have on the perceived quality of the product. A process change that will have a positive impact on quality and reduce the likelihood of customer attrition, could have a positive impact on business relative metrics such as sales (Reichheld & Sasser, 1990). Research by Reichheld & Sasser (1990, p. 105) supports that a reduction in customer attrition has a stronger impact on a company's profit than "scale, market share, unit costs, and many other factors usually associated with competitive advantage." To address this research question, the types of models that will be tested for this research will be presented.

The purpose of the third research question was to understand the relationship, if any exists, between service quality, as defined by the model, and the behavioral intentions. To address this research question, a foundation of the importance of behavioral intentions was addressed using current literature and its implications along with hypotheses of their relationships. Two hypotheses were posited to test these relationships.

The fourth research question addressed the relationship between customer attributes and both service quality and behavioral intentions. To answer this research question, the attributes used for this research were reviewed along with previous literature to support the use of these

variables. Twenty-four hypotheses were posited to address this research question. See page 57 and 58 below for a complete list of the hypotheses.

Hypotheses to be Tested

The hypotheses for this research were developed to investigate the relationships of perceived service quality, behavioral intentions and consumer attributes among one another. Table 4 and Table 5 list the null hypotheses that were investigated to address Research Questions 3 and 4. These hypotheses sought to explore whether or not a statistically significant relationship existed among perceived service quality, behavioral intentions and consumer attributes, specifically in the context of a timeshare mini vacation. There are two types of hypotheses when performing hypothesis testing, the null hypothesis and the alternative hypothesis. The null hypothesis states that there is not enough information to support a statistically significant relationship between two or more samples and is the one that is tested. If there is enough information to prove a statistically significant relationship between two or more samples, the null hypothesis is rejected and the alternative hypothesis is accepted. The alternative hypothesis states that there is a statistically significant relationship between two or more samples.

Table 4 Null Hypothesis to be tested in research

Hypothesis	Null Hypothesis
H ₀ 1	There is not a statistically significant relationship between perceived service quality and word-of-mouth recommendations intentions of the consumer.
H ₀ 2	There is not a statistically significant relationship between perceived service quality and sensitivity to price increase intentions of the consumer.
H ₀ 3	There is not a statistically significant relationship between perceived service quality and the age of the consumer.
H ₀ 4	There is not a statistically significant relationship between perceived service quality and the gender of the consumer.
H ₀ 5	There is not a statistically significant relationship between perceived service quality and the income of the consumer.
H ₀ 6	There is not a statistically significant relationship between perceived service quality and the marital status of the consumer.
H ₀ 7	There is not a statistically significant relationship between perceived service quality and the guest type of the consumer.
H ₀ 8	There is not a statistically significant relationship between perceived service quality and the stay type of the consumer.
H ₀ 9	There is not a statistically significant relationship between perceived service quality and timeshare ownership of the consumer.
H ₀ 10	There is not a statistically significant relationship between perceived service quality and the number of presentations attended by the consumer.
H ₀ 11	There is not a statistically significant relationship between word-of-mouth recommendation intentions and the age of the consumer.
H ₀ 12	There is not a statistically significant relationship between word-of-mouth recommendation intentions and the gender of the consumer.
H ₀ 13	There is not a statistically significant relationship between word-of-mouth recommendation intentions and the income of the consumer.
H ₀ 14	There is not a statistically significant relationship between word-of-mouth recommendation intentions and the marital status of the consumer.
H ₀ 15	There is not a statistically significant relationship between word-of-mouth recommendation intentions and the guest type of the consumer.
H ₀ 16	There is not a statistically significant relationship between word-of-mouth recommendation intentions and the stay type of the consumer.
H ₀ 17	There is not a statistically significant relationship between word-of-mouth recommendation intentions and the timeshare ownership of the consumer.
H ₀ 18	There is not a statistically significant relationship between word-of-mouth recommendation intentions and the number of presentations attended by the consumer.
H ₀ 19	There is not a statistically significant relationship between price increase sensitivity intentions and the age of the consumer.
H ₀ 20	There is not a statistically significant relationship between price increase sensitivity intentions and the gender of the consumer.
H ₀ 21	There is not a statistically significant relationship between price increase sensitivity intentions and the income of the consumer.
H ₀ 22	There is not a statistically significant relationship between price increase sensitivity intentions and the marital status of the consumer.

Table 5 Null Hypothesis to be tested in research (cont.)

Hypothesis	Null Hypothesis
H ₀ 23	There is not a statistically significant relationship between price increase sensitivity intentions and the guest type of the consumer.
H ₀ 24	There is not a statistically significant relationship between price increase sensitivity intentions and the stay type of the consumer.
H ₀ 25	There is not a statistically significant relationship between price increase sensitivity intentions and the timeshare ownership by the consumer.
H ₀ 26	There is not a statistically significant relationship between price increase sensitivity intentions and the number of presentations attended by the consumer.

Customer Attributes

This research used the following attributes (which are also supported in the literature as being relevant to propensity to purchase) because they were relevant in the selection process of prospects and were used in the study to determine if there were any statistically significant relationships among them and service quality or behavioral intentions: guest type, gender, stay type, age, marital status, gross income, timeshare ownership and the number of presentations attended. These were all represented by check-box or selections, as suggested by the literature (Alreck & Settle, 2004; Fink, 2006) and as requested by the branded timeshare company. The categories used in this research were consistent with what is currently being used by the timeshare company to align with previously conducted research.

Attributes such as guest type, gender, stay type, age, marital status, gross income, timeshare ownership and the number of presentations attended are used by companies to characterize customers and to identify common themes or traits that exist in these populations. For instance, work conducted by Ragatz (2000b, p. 49), has categorized U.S. timeshare owners as “primarily upper-middle-income, middle-to-upper-aged, and well-educated couples”. While this description is generalized based on the sample population used by the researchers, this type

of work allows marketers to create target markets for the sales campaigns and has been used to establish minimum criteria for timeshare mini vacations.

Research Instrument

The survey created a tool that can be used across a branded timeshare company portfolio of product types, flexibility to be used regardless of resort programs, transferability among brands (usability with other branded timeshare resorts) and can be utilized to create performance-based measures (J. J. Cronin, Jr. & Taylor, 1992; J. J. Cronin & Taylor, 1994; Parasuraman et al., 1994; Teas, 1994). This was addressed in the phrasing of the questions and using industry specific and not brand specific language.

The data collection tool that was used for this research was a 71 question survey to collect information pertaining to the timeshare service quality components, behavioral intentions, consumer demographics, and questions requested by the branded timeshare company. The questions covering the timeshare service quality explored the tangible and intangible components of the resort experience, sales experience, and benefits of ownership (brand experience) based on current literature and subject matter expert opinion.

Twenty-one questions (of the 71 questions) were added to the survey beyond what was needed in this research because they were of particular interest to the branded timeshare company. The questions requested on behalf of the timeshare company are outside of the scope of this research. The number of questions and hypotheses associated with each component are in Figure 11.

Timeshare Service Quality Components

	Resort Experience	Sales Experience	Brand Experience (Benefits of Ownership)
Tangible Components	Resort Unit: 4 Resort Property: 4 Resort Programs and Activities: 3	Sales Gallery: 5 Sales Presentation: 4	Deed: 1
Intangible Components	Resort Associate: 4 Resort Programs and Activities: 2	Sales Executive: 5	Usage: 1 Exchangeability: 1 Rent: 1 Trade: 1 Resell: 1

Consumer Demographics

Age: 1 (H3, H11, H19)	Income: 1 (H5, H13, H21)	Gender: 1 (H4, H12, H20)	Marital Status: 1 (H6, H14, H22)
Guest Type: 1 (H7, H15, H23)	Stay Type: 1 (H8, H16, H24)	Timeshare Ownership: 1 (H9, H17, H25)	Presentations Attended: 1 (H10, H18, H26)

Behavioral Intentions

Word of Mouth Recommendation: 3 (H1 And H2)	Price Sensitivity: 2 (H1 And H2)	Timeshare company questions: 21	KEY Topic: # of questions (Hypotheses to be tested)
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Figure 11 Number of questions and hypotheses associated with each survey component

Data Collection Process

The population used for this research was customers who experienced a mini vacation at a branded timeshare company's resort in the United States who stayed onsite at a branded location. A link to the online survey was sent out on the Wednesday following their tour on a weekly basis for 12 weeks to a random selection of customers who met the criteria provided by the branded timeshare company. A period of 12 weeks was used to minimize the impact of seasonality that could exist in the customer segments. The branded timeshare company has multiple locations throughout the United States and a random sample of the population, selected

by the timeshare company, was surveyed. This survey was used in place of the branded timeshare company's survey that normally accompanied a sales tour.

The analysis plan consisted of four major steps: identifying validation requirements, evaluating the statistical methods while detailing their benefits and drawbacks, selecting the appropriate method to address each research question, and then refining the survey instrument. These methods are discussed in Chapter Two of this research.

The data collection plan included a final review of the survey, programming the survey in the survey tool, establishing an invitation file to be emailed, creating an invitation to take the survey, creating a consent form and establishing a process to collect the data once the survey was complete. The survey was refined 15 different times. The revisions took into consideration incremental questions requested on behalf of multiple areas of the timeshare organization, feedback from subject matter experts and refinement of the research agenda. The final version was reviewed by a collection of subject matter experts and peers in the research community. The survey was programmed by the researcher in a survey tool (Key Survey®) to be managed and maintained by the branded timeshare company.

The invitation file, or list of prospects who received the electronic survey invitation, was created by the branded timeshare company. This list of individuals was not sent to the researcher since the branded timeshare company managed the sending of the surveys. The only identifying information the researcher received was a randomly generated number that was assigned to each survey taker.

It was important to establish criteria for determining to whom the survey was to be sent. The organization would have to be a branded timeshare resort that would have recognition in the

market, the ability to track its customers who have been through a mini vacation and, if possible, have a proven track record with surveying customers with a high response rate. Based on these characteristics and the researcher's relationship with the company, Timeshare Company X was selected as the branded timeshare company.

The distribution of the survey invitations and the collection of the survey data were managed by the branded timeshare company. The process consisted of the creation of an invitation file of all of the customers to receive the researcher's survey (which was sent out on a weekly basis for a period of 12 weeks) and the sending of an email to those individuals selected to be surveyed with an electronic link to the survey explaining the purpose of the research. The customer had the option to ignore the request or retrieve the link which brought them to the consent form for the research. The customer had the opportunity to make a decision on whether or not to take the survey based on the information contained within the consent form. If the customer declined to take the survey, they were thanked for their time. If they choose to take the survey, they were presented with the researcher's survey.

All of the data from the survey was collected and managed by the branded timeshare company. The branded timeshare company provided the researcher with the survey data in a comma separated value file so that the researcher could create a SAS dataset to analyze the data.

The invitation email was created by the researcher in conjunction with the branded timeshare company to closely reflect the current invitation email that is sent with two major modifications. The first modification of the email invitation was to let the consumer know that the branded timeshare company was working in conjunction with a doctoral student from the University of Central Florida and the results of the survey would be used for the research. The

second modification was to remove all references to the sweepstakes in which the customer would historically be entered. The invitation email was reviewed and approved by the branded timeshare company's Legal and Brand Department in addition to the University of Central Florida's Institutional Review Board (IRB). The IRB is a committee that was established by UCF to protect the rights and welfare of human participants involved in research. It is mandatory that any academic research being performed by a member of UCF go through the IRB review process prior to involving human participants in any research studies to understand what steps need to be taken by the researcher to protect the participants of the research.

A consent form for the research was created to inform the survey respondent of the intent of the research, what information would be collected directly from the survey, that their participation was voluntary, and the anticipated time, risks and benefits associated with the survey. The consent form was approved by UCF's IRB and is in Appendix A. The survey is located in Appendix B.

Addressing the Research Gaps

The researcher could not find any published surveys on the service quality constructs for the timeshare industry. This research was guided by previous research by Wilkins, Merrilees and Herington (2007) who have conducted survey research to help clarify the dimensions and structure of service quality in the service industry in the context of luxury and first class hotels. This proposed research was also guided by Barringer's survey research (2008) to understand the relationship between service quality in the full-service restaurant industry and customers' willingness to recommend in urban and rural locations in the state of Florida by using the DINESERV (a derivation of the SERVQUAL tool) and the BIB developed by Zeithaml, Berry

and Parasuraman (1996). To address the four research questions, the analysis methods depicted in Table 6 were selected based on their previous applications in research and the associated benefits of their techniques. The benefits, drawbacks and methods associated with each of these analysis techniques were described in Chapter Two of this research.

Table 6 Analysis techniques to address research questions

Analysis Method	Application	Research Question addressed
Classification and Regression Tree	Not appropriate for research	N/A
Factor Analysis	Will be used to explore the type of model and to validate model (EFA and CFA)	Research Question 1
Multiple Regression	Not specifically used	N/A
Structural Equation Modeling	Will be used to support proposed model for Service Quality in this research (Research Question 2)	Research Question 2
Pearson Product Moment Correlation	Will be used to determine correlations between service quality and behavioral impacts (Research Question 3)	Research Question 3
Analysis of Variance	Will be used to determine statistical significance between service quality and consumer attributes (Research Question 4)	Research Question 4

Validation of the Constructs

There are two major phases of validation; development of the research instrument and empirical testing of the instrument. In the development of the instrument, content and face validity are relative to ensure that the instrument is relative to the research questions and representative of the hypotheses being tested. While these two types of validities do not have an objective quantifiable metric, subject matter experts and previous research support the use of the instrument being presented in this research.

The second phase of research validation investigates the instrument's strength and has specific, objective, quantifiable metrics associated with each validity index, as shown in Table 7. These validity indices were used, where applicable, to establish and support sound research principles and were discussed in the analysis techniques in Chapter Two.

Table 7 Validity Indexes (Ahire & Devaraj, 2001, p. 321)

Validity Index	Definition	Method/Test
Content Validity	The degree to which the measurement instrument spans the domain of concept (Carmines and Zeller, 1979; Kerlinger, 1986)	<ul style="list-style-type: none"> • Prior literature on the domain • Expert Knowledge • Case studies and qualitative research
Face Validity	The extent to which the measurement instrument (after it has been developed) "looks like" it measures what it is intended to measure (Nunnally, 1978)	<ul style="list-style-type: none"> • Review information with Subject Matter Experts
Unidimensionality	The extent to which indicators are associated with each other and represent a single concept (Hattie, 1985)	<ul style="list-style-type: none"> • Principal Component Factor Analysis of a construct (Schwab, 1980) • Confirmatory Factor Analysis of a construct's measurement model or that of a set of constructs (Jöreskog and Sörbom, 1989; Long, 1983)
Reliability	The degree of consistency between different measures of a construct (Cronbach, 1951; Carmines and Zeller, 1979)	<ul style="list-style-type: none"> • Split-Halves Method (Carmines and Zeller, 1979; Garson, 2008)
Convergent Validity	The degree to which multiple methods of a construct yield the same results (Campbell and Fiske, 1959)	<ul style="list-style-type: none"> • Cronbach alpha
Discriminant Validity	The degree to which a concept and its indicators differ from another construct and its indicators (Campbell and Fiske, 1959; Long, 1983)	<ul style="list-style-type: none"> • Examination of inter-dimension correlations (Wilkins, Merrilees, and Herington, 2007)
Nomological Validity	The extent to which constructs of the framework relate to each other in a manner consistent with theory and/or prior research (Peter, 1981)	<ul style="list-style-type: none"> • Assessment of relationship through correlation and multivariate analysis procedures

CHAPTER FOUR: DATA ANALYSIS

Introduction

This study used a 50 question survey to address the research questions posited to investigate perceived service quality's impact on behavioral intentions in a timeshare setting. This chapter presents the response rates from the survey and explores the statistics resulting from the analysis of the survey responses to support or refute whether there were any statistically significant differences between the two samples. For the exploration and development of the dimensions and the model of perceived service quality, a randomly selected 80% subset of the survey population was used for an EFA and structural equation modeling which in turn addressed the research questions. The remaining 20% sample was used to validate the model.

Response Rates

On behalf of the timeshare company, a total of 4,797 surveys were electronically sent out to individuals who experienced a timeshare tour. A total of 1,583 (33.0% of total) individuals responded to the survey and 1,384 (28.9% of the total surveys disseminated, 87.4% of responders) returned a completed survey. Of the 1,384 completed surveys that were received, 1,275 of the individuals surveyed met the criteria of staying at a branded hotel or resort during their mini vacation. Since the timeshare company sent this survey to individuals who attended the tour, there was not any way for the researcher to target the population of branded hotel or resort guests prior to the survey being sent out based on the company's current survey strategy. The 1,275 samples were randomly assigned to two separate populations; a sample that consists of 80% ($n_1 = 1020$) and another consisting of 20% ($n_2 = 255$) of the population. The 80% sample was used to develop the model and the 20% sample was used to validate the model.

Demographic Statistics

The descriptive statistics for the data presented below includes information pertaining to the guest type, gender, stay type, age, marital status, gross income, timeshare ownership and the number of presentations attended. The descriptive statistics were evaluated for each of the samples (n_1 and n_2) and the total sample and are reported in the tables that follow. Additionally a comparison of the 20% and 80% samples was also made (and reported below in the tables) to make sure that they were comparable before using the 20% sample to validate the results of the analysis for the 80% sample. The samples were compared question by question using the chi-square test for homogeneity testing the null hypothesis that all the proportions for each of the categorical questions are equal between the two samples (the 80% and 20% samples). The alternate hypothesis is that at least one proportion is significantly different between the two samples. For those tests that reject the null hypothesis, another test was administered to determine which categorical choice(s) was different. It is reported as (χ^2, df) , where χ^2 is the chi-square value of the test statistic and df are the degrees of freedom, which for this research will be equal to the number of category choices minus one ($df = (row-1) * (column-1)$) but there are only two samples to compare here). For the Blank category, the demographic variables were not considered a choice and were outside the scope of the chi-square test and evaluation.

When differences in proportions existed, the customer attributes were further evaluated to understand where the difference existed between the two samples' proportions of responses on an individual question, using a 95% confidence interval as shown in Equation 2. If the confidence interval contained 0 between the upper and lower bounds it indicated that there was

no difference in proportions, whereas if the upper and lower bounds did not contain 0, the proportions are not statistically the same.

Equation 2 Statistical test between two proportions of different sample sizes

, where (2)

$$z \text{ (Test Statistic)} = \frac{p_1 - p_2}{\sqrt{\frac{p_1(1-p_1)}{n_1} + \frac{p_2(1-p_2)}{n_2}}}$$

$p_1 = \text{Proportion of Sample 1 (80\%)}$
 $p_2 = \text{Proportion of Sample 2 (20\%)}$
 $n_1 = \text{Size of Sample 1 (80\%)}$
 $n_2 = \text{Size of Sample 2 (20\%)}$

H_0 : There is no difference between the two population proportions

H_a : There is a difference between the two population proportions

Note that in Equation 2 the populations referred to are the specific category of a particular question on the survey.

Age

The age question, Q48 in the survey, had five distinct choices; 18 to 34, 35 to 44, 45 to 54, 55 to 64, and 65 or older. Of the two sample populations, ten individuals from the 80% sample and three individuals from the 20% sample for a total of 13 individuals left the selection unanswered. The researcher evaluated each of the samples to understand if there was a similar proportionate amount of each customer attribute represented excluding the Blank category. The chi-square test gives a result (5.790, 4) of $p = .22$ which was not significant at the $\alpha = .05$ level. Based on these results, there was not enough information to reject the null hypothesis that there was a difference between the proportions of the two populations. See Table 8 for the statistics for the total sample, for the 80% sample and the 20% sample respectively.

Table 8 Descriptive Statistics: Age

Customer Attribute	80% Sample		20% Sample		Total Sample	
	N	%	N	%	N	%
18 to 34	46	4.5%	13	5.1%	59	4.6%
35 to 44	106	10.4%	23	9.0%	129	10.1%
45 to 54	218	21.4%	71	27.8%	289	22.7%
55 to 64	388	38.0%	84	32.9%	472	37.0%
65 or older	252	24.7%	61	23.9%	313	24.5%
Blank	10	1.0%	3	1.2%	13	1.0%
Total	1020	100.0%	255	100.0%	1275	100.0%

χ^2 p value = .22 at the $\alpha=.05$ level, no differences were detected in categories

Gender

The gender question, Q47 in the survey, had two distinct choices; male and female. Of the two sample populations, 14 individuals from the 80% sample and three individuals from the 20% sample for a total of 17 individuals left the selection unanswered. The researcher evaluated each of the samples to understand if there was a similar proportionate amount of each customer attribute represented excluding the Blank category. The chi-square test gives a result (.92, 1) of $p = .34$ which was not significant at the $\alpha = .05$. Based on these results, there was not enough information to reject the null hypothesis that there was a difference between the proportions of the two populations. See Table 9 for the statistics for the total sample, for the 80% sample and the 20% sample, respectively.

Table 9 Descriptive Statistics: Gender

Customer Attribute	80% Sample		20% Sample		Total Sample	
	N	%	N	%	N	%
Male	529	51.9%	141	55.3%	670	52.5%
Female	477	46.8%	111	43.5%	588	46.1%
Blank	14	1.4%	3	1.2%	17	1.3%
Total	1020	100.0%	255	100.0%	1275	100.0%

χ^2 p value = .34 at the $\alpha=.05$ level, no differences were detected in categories

Gross Income

The gross income question, Q50 in the survey, had seven distinct choices; < \$75K (less than \$75,000), \$75K to \$99,999, \$100K to \$124,999, \$125K to \$149,999, \$150K to \$199,999, \$200K to \$250K and > \$250K (greater than \$250,000). Of the two sample populations, 111 individuals from the 80% sample and 33 individuals from the 20% sample for a total of 144 individuals left the selection unanswered. The researcher evaluated each of the samples to understand if there was a proportionate amount of each customer attribute represented excluding the Blank category. The chi-square test gives a result (3.41, 6) $p = .76$ which was not significant at the $\alpha = .05$ level. Based on these results, there was not enough information to reject the null hypothesis that there was a difference between the proportions of the two populations. See Table 10 for the statistics for the total sample, for the 80% sample and the 20% sample, respectively.

Table 10 Descriptive Statistics: Gross Income

Customer Attribute	80% Sample		20% Sample		Total Sample	
	N	%	N	%	N	%
< \$75K	54	5.3%	14	5.5%	68	5.3%
\$75K to \$99,999	176	17.3%	38	14.9%	214	16.8%
\$100K to \$124,999	187	18.3%	55	21.6%	242	19.0%
\$125K to 149,999	134	13.1%	26	10.2%	160	12.5%
\$150K to \$199,999	150	14.7%	36	14.1%	186	14.6%
\$200K to \$250K	89	8.7%	21	8.2%	110	8.6%
> \$250K	119	11.7%	32	12.5%	151	11.8%
Blank	111	10.9%	33	12.9%	144	11.3%
Total	1020	100.0%	255	100.0%	1275	100.0%

χ^2 p value = .76 at the $\alpha=.05$ level, no differences were detected in categories

Marital Status

The marital status question, Q49 in the survey, had three distinct choices; married/partner, divorced/widowed/separate and never married. Of the two sample populations, 20 individuals from the 80% sample and four individuals from the 20% sample for a total of 24 individuals left the selection unanswered. The researcher evaluated each of the samples to understand if there was a proportionate amount of each customer attribute represented excluding the Blank category. The chi-square test gives a result (2.87, 2) $p = .24$ which was not significant at the $\alpha = .05$ level. Based on these results, there was not enough information to reject the null hypothesis that there was a difference between the proportions of the two populations. See Table 11 for the statistics for the total sample, for the 80% sample and the 20% sample, respectively.

Table 11 Descriptive Statistics: Marital Status

Customer Attribute	80% Sample		20% Sample		Total Sample	
	N	%	N	%	N	%
Married/Partner	915	89.7%	221	86.7%	1136	89.1%
Divorced/Widowed/ Separate	56	5.5%	20	7.8%	76	6.0%
Never Married	29	2.8%	10	3.9%	39	3.1%
Blank	20	2.0%	4	1.6%	24	1.9%
Total	1020	100.0%	255	100.0%	1275	100.0%

χ^2 p value = .24 at the $\alpha=.05$ level, no differences were detected in categories

Guest Type

The guest type question, Q1 in the survey, had five distinct choices; Owner (owner of a timeshare week), Hotel (hotel guest), Package (a mini vacation package deal purchaser), Guest (guest of an owner), Other, and II (Interval International exchanger). All of the respondents from the usable population answered this question. The researcher evaluated each of the samples to understand if there was a proportionate amount of each customer attribute represented excluding the Blank category. The chi-square test gives a result (10.31, 5) $p= .07$ which was not significant at the $\alpha = .05$ level. Based on these results, there was not enough information to reject the null hypothesis that there was a difference between the proportions of the two populations. While there was not enough information to support at the $\alpha = .05$, there would have been enough at the $\alpha = .10$ to reject the null hypothesis which may have influenced the validation of the models. See Table 12 for the statistics for the total sample, for the 80% sample and the 20% sample, respectively.

Table 12 Descriptive Statistics: Guest Type

Customer Attribute	80% Sample		20% Sample		Total Sample	
	N	%	N	%	N	%
Owner	690	67.6%	159	62.4%	849	66.6%
Hotel	123	12.1%	41	16.1%	164	12.9%
Package	74	7.3%	16	6.3%	90	7.1%
Guest	60	5.9%	24	9.4%	84	6.6%
Other	37	3.6%	11	4.3%	48	3.8%
II	36	3.5%	4	1.6%	40	3.1%
Total	1020	100.0%	255	100.0%	1275	100.0%

χ^2 p value = .07 at the $\alpha=.05$ level, no differences were detected in categories

Stay Type

The stay type question, Q22 in the survey, had two distinct choices; branded hotel and branded timeshare resort. All of the respondents from the usable population answered this question. The researcher evaluated each of the samples to understand if there was a proportionate amount of each customer attribute represented. The chi-square test gives a result (.30, 1) p= .58 which was not significant at the $\alpha = .05$ level. Based on these results, there was not enough information to reject the null hypothesis that there was a difference between the proportions of the two populations. See Table 13 for the statistics for the total sample, for the 80% sample and the 20% sample, respectively.

Table 13 Descriptive Statistics: Stay Type

Customer Attribute	80% Sample		20% Sample		Total Sample	
	N	%	N	%	N	%
Branded Hotel	55	5.4%	16	6.3%	71	5.6%
Branded Resort	965	94.6%	239	93.7%	1204	94.4%
Total	1020	100.0%	255	100.0%	1275	100.0%

χ^2 p value = .58 at the $\alpha=.05$ level, no differences were detected in categories

Timeshare Ownership

The timeshare ownership question, Q45 in the survey, had two distinct choices; yes or no. Of the two sample populations, 22 individuals from the 80% sample and 12 individuals from the 20% sample for a total of 34 individuals left the selection unanswered. The researcher evaluated each of the samples to understand if there was a proportionate amount of each customer attribute represented excluding the Blank category. The chi-square test gives a result (1.05, 1) $p= .31$ which was significant at the $\alpha = .05$ level. Based on these results, there was not enough information to reject the null hypothesis that that there was a difference between the proportions of the two populations. See Table 14 for the statistics for the total sample, for the 80% sample and the 20% sample, respectively.

Table 14 Descriptive Statistics: Timeshare Ownership

Customer Attribute	80% Sample		20% Sample		Total Sample	
	N	%	N	%	N	%
Yes	782	76.7%	183	71.8%	965	75.7%
No	216	21.2%	60	23.5%	276	21.6%
Blank	22	2.2%	12	4.7%	34	2.7%
Total	1020	100.0%	255	100.0%	1275	100.0%

χ^2 p value = .31 at the $\alpha=.05$ level, no differences were detected in categories

Presentations Attended

The number of presentations attended question, Q46 in the survey, had five distinct choices; first one, one other, two others, three others, four or more others. Of the two sample populations, seven individuals from the 80% sample and one individual from the 20% sample for a total of eight individuals left the selection unanswered. The researcher evaluated each of the samples to understand if there was a proportionate amount of each customer attribute represented excluding the Blank category. The chi-square test gives a result (11.94, 4) $p= .02$ which was significant at the $\alpha = .05$ level. Based on these results, there was enough information to reject the null hypothesis and accept the alternate hypothesis that that there is a difference between the proportions of the two populations. The next step in the analysis was to evaluate each category choice and evaluate the proportions, as described in Equation 2. Based on the results from the additional statistical test, there was enough information to reject the null hypotheses, at $\alpha = .05$, that the proportions in the two samples are the same for the first presentation attended and one other presentation attended. This may have influenced the validation of the models. See Table 15 for the statistics for the total sample, for the 80% sample and the 20% sample, respectively.

Table 15 Descriptive Statistics: Presentations Attended

Customer Attribute	80% Sample		20% Sample		Total Sample		P-value	Statistical Difference?
	N	%	N	%	N	%		
First one	122	12.0%	47	18.4%	169	13.3%	2.622	Yes
One other	155	15.2%	25	9.8%	180	14.1%	2.144	Yes
Two others	145	14.2%	42	16.5%	187	14.7%	.809	No
Three others	148	14.5%	38	14.9%	186	14.6%	.059	No
Four or more others	443	43.4%	102	40.0%	545	42.7%	1.098	No
Blank	7	0.7%	1	0.4%	8	0.6%	N/A	N/A
Total	1020	100.0%	255	100.0%	1275	100.0%		

χ^2 p value = .02 at the $\alpha=.05$ level, differences were detected in categories

Dimensions of Perceived Service Quality

Research Question 1: Can the dimensions of perceived service quality for a branded timeshare resort’s mini vacation (sales tour in conjunction with resort stay) experienced by the customer be defined? If so, what are they?

To address this research question, the 37 service quality questions were initially grouped by theme and Cronbach’s alpha scores were calculated to aid in variable creation. A correlation metric, Cronbach’s alpha, is used to measure the correlations among questions in order to group them into a single variable. The customer responses for the questions pertaining to the service quality components and the behavioral intentions in the survey were on a 10-point Likert scale. The questions were anchored at 1 (Strongly Disagree) to 10 (Strongly Agree). In the literature, a variable that consists of multiple questions is preferred over an individual question represented by an individual item (Churchill, 1987) because if one plans to use factor analysis, a requirement

for continuity of the variables necessitates using more than the categorical responses to a single question. If the removal of a particular question in a grouping increases the Cronbach's alpha significantly, the item was removed.

Based on this methodology, three items were removed and 34 items were used to establish the six variables which were named based on theme. Eight items created the first variable which was defined as resort accommodations. Five items created the second variable which was defined as sales gallery. Six items created the third variable which was defined as sales presentation. Five items created the fourth variable which was defined as resort activities. Four items created the fifth variable which was defined as resort staff. Lastly, six items created the sixth variable which was defined as brand value. The Cronbach's alpha scores associated with each of the variables can be seen in Table 9. A Cronbach's alpha score of 0.6 to 0.7 is considered acceptable and scores as high as 0.9 are considered very good in measuring validity and reliability. Table 17 through Table 22 below show the survey questions used create each of the variables 1 through 6, respectively.

Table 16 Service Quality variables with corresponding Cronbach's α

#	Variable Name	Cronbach's α
1	Resort Accommodations	.895
2	Sales Gallery	.954
3	Sales Presentation	.862
4	Resort Activity	.877
5	Resort Staff.	.943
6	Brand Value	.795

(80% sample)

Table 17 Variable 1: Resort Accommodations

#	Questionnaire Items
Q32	The resort accommodations were clean.
Q33	The resort accommodations were comfortable.
Q34	The resort accommodations were furnished and decorated with items that look new.
Q35	The resort accommodations were able to provide me with amenities and appliances that are needed during vacation (ex. Dishwasher, washer/dryer, oven, phone, kitchen equipment, etc...).
Q36	The resort property was clean.
Q37	The resort property was well landscaped.
Q38	The resort property was well maintained.
Q39	The resort property was safe and secure.

Table 18 Variable 2: Sales Gallery

#	Questionnaire Item
Q2	The sales gallery was clean.
Q3	The sales gallery was comfortable.
Q4	The sales gallery was well maintained.
Q5	The sales gallery was designed to allow easy access to information (appropriate maps, charts, interactive displays).
Q6	The sales gallery was able to provide the desired amount of privacy.

Table 19 Variable 3: Sales Presentation

#	Questionnaire Item
Q7	The sales presentation was relevant to my vacation needs.
Q8	The sales presentation was the appropriate length of time.
Q11	The sales executive was friendly.
Q12	The sales executive was knowledgeable.
Q13	The sales executive was professional.
Q14	The sales executive was credible.

Table 20 Variable 4: Resort Activity

#	Questionnaire Item
Q27	The resort provided family friendly activities.
Q28	The resort provided activities that were available during the times I wanted to participate.
Q29	The resort provided the types of activities that I wanted to participate in.
Q30	The resort provided desirable food and beverage choices (shop, bar and grille, full restaurant, etc...).
Q31	The resort provided desirable services during vacation (workout facilities, spas, pool, etc...).

Table 21 Variable 5: Resort Staff

#	Questionnaire Item
Q23	The resort associates were friendly.
Q24	The resort associates were knowledgeable.
Q25	The resort associates were professional.
Q26	The resort associates were able to handle my requests/questions promptly.

Table 22 Variable 6: Brand Value

#	Questionnaire Item
Q16	The ownership is beneficial because of the ability to stay at the resort that I would purchase.
Q17	The ownership is beneficial because of the ability to experience another resort by exchanging through the company or externally through an exchange company.
Q18	The ownership is beneficial because of the ability to rent my ownership.
Q19	The ownership is beneficial because of the ability to trade my ownership for another type of vacation experience such as hotel stays.
Q20	The ownership is beneficial because of the ability to have my ownership be deeded for legal purposes.
Q21	The ownership is beneficial because of the ability to resell my ownership with few difficulties.

Word-of-mouth recommendation and price sensitivity were created as their own variables, using the constructs reported in previous research (Zeithaml et al., 1996). Future research could integrate these constructs into a service quality model, but additional modifications would be required considering the lack of questions for the price sensitivity variable. The current BIB for price sensitivity only has two questions that create the construct, which may lead to a lower Cronbach's alpha because of its high sensitivity to outliers. Additionally, since for factor analysis the variables used are required to be continuous, researchers feel that a minimum of three questions on a Likert scale need to be combined in order to satisfy this constraint. This point has also been addressed in previous research (Parasuraman et al., 1991a; Parasuraman et al., 1994). Although the research recommends using at least three questions, the price sensitivity question has been used in previous research with the two questions (Parasuraman et al., 1991a; Parasuraman et al., 1994) and is used in conjunction

with other questions in the BIB to create a loyalty construct, which is outside the scope of this research.

Table 23 Behavioral Intention variables with corresponding Cronbach's α

	Variable Name	Cronbach's α
WOM	BIB: Word-of-mouth Recommendation	.943
PS	BIB: Price Sensitivity	.591

(80% sample)

Table 24 Behavioral Intention: Word-of-mouth Recommendation

#	Questionnaire Item
Q40	You would say positive things about <i>Timeshare Company</i> to other people.
Q41	You would recommend <i>Timeshare Company</i> to people who seek your advice.
Q42	You would encourage your friends and relatives to do business with <i>Timeshare Company</i> .

Table 25 Behavioral Intention: Price Sensitivity

#	Questionnaire Item
Q43	You will continue to do business with <i>Timeshare Company</i> if it's prices increase somewhat.
Q44	You will pay a higher price than competitors charge for the benefits you receive from <i>Timeshare Company</i> .

Exploratory Factor Analysis

Research Question 2: Can a model be created to explain service quality for a branded timeshare resort mini vacation experience?

Research Question 2 was addressed using the variables identified through Research Question 1 to create a model. These six variables were subjected to an exploratory factor analysis

using squared multiple correlations as prior communality estimates. The principle factor method was used to extract the factors which was followed by a varimax (orthogonal) rotation. Cattell's scree test (Suhr, 2003) suggests two meaningful factors which explain 100.0% of the variance, so these factors were retained from the rotation. See Table 26 for the results.

Table 26 Variance explained by each Factor

Factor	% of Total Variance
Factor 1	93.2%
Factor 2	6.8%
Total	100.0%

Five variables loaded onto one factor while four loaded onto the second factor. All of the variables loaded on one or two factors and are marked with an asterisk if they had a factor loading score of at least .35. The existing literature gives a variety of factor loading scores to use for initial model creation (Anderson & Gerbing, 1988; Hatcher, 1994; Kline, 2005). The researcher decided to use .35 as an average since some researchers recommended .3 and some .4 for exploratory factor analysis. The variables and their corresponding factor loadings results are presented in Table 27.

Table 27 Factor Loading and reliability metrics for a two-factor solution

Variable	Factor 1 Loading	Factor 2 Loading
Resort Accommodations	.64*	.38*
Sales Gallery	.29	.59*
Sales Presentation	.39*	.64*
Resort Activities	.59*	.27
Resort Staff	.61*	.36*
Brand Value	.40*	.29

After reviewing the factor loadings, Resort Accommodations, Sales Presentation, and Resort Staff variables were close enough in their loading scores to load on one or both factors. These variables could be grouped based off a business processes (Wilkins et al., 2007) to physical and intangible components, such as SERVQUAL (A. Parasuraman, V. Zeithaml, & L. Berry, 1988a). Each of the four different structures (single first order factor, two uncorrelated first order factors, two correlated first order factors and a two uncorrelated first order factors with one second order factor), depicted in Figure 12 through Figure 15, were investigated and used as a baseline as reasonable structures uncovered in the factor analysis research. Based on the factor loading, resort activities and brand value were fixed on Factor 1 and sales gallery was fixed on Factor 2, while the remaining factors were evaluated to load on Factor 1, Factor 2 or a both for a total of forty-four possible models. These models were tested and evaluated based on their goodness of fit indices. The highest performing model for each model structure, based off of fit indices discussed in Chapter Two, is depicted in Table 28.

Table 28 Tested Models with Best Combination of Fit Indices

Variable		Model 1	Model 2	Model 3	Model 4
		Single first order factor Factor Load	Two uncorrelated first order factors Factor Load	Two correlated first order factors Factor Load	Two uncorrelated first order factors and one second order factor Factor Load
Resort Accommodations		1	1 and 2	1	1 and 2
Sales Gallery			2	2	2
Sales Presentation			1 and 2	1 and 2	1 and 2
Resort Activities			1	1	1
Resort Staff			1 and 2	1 and 2	1 and 2
Brand Value			1	1	1
Metric	Desired Value	Model 1	Model 2	Model 3	Model 4
χ^2	≈ 0	145.0223	190.8125	35.8322	225.878
DF	N/A	9	6	6	3
p	>.05	<.0001	<.0001	<.0001	<.0001
Normed χ^2	1 to 5	16.1136	31.8021	5.9720	75.2927
AGFI	≥ 0.95	0.8884	0.788	0.9578	0.525
RMSEA	< 0.07	0.1265	0.1806	0.0726	0.2805
CFI	≥ 0.95	0.9219	0.8938	0.9829	0.872
NNFI	≥ 0.95	0.8698	0.7346	0.9572	0.3599
AIC	Lower Value	127.0223	178.8125	23.8322	219.878

Evaluation of Model 1 Fit Indicators

The results from Model 1, a single first order factor model, indicated a poor level of fit. The AGFI (.8884) and RMSEA (.1265) fall outside the recommended acceptable ranges (Hooper, 2008; Hu & Bentler, 1999; Miles & Shevlin, 1998; Steiger, 2007), The incremental or comparative fit index was also outside an acceptable range with CFI (.9219) much less than the recommended minimum value (Hu & Bentler, 1999). The non-normative fit index was also

outside the acceptable range (.8698) with the score being less than the recommended minimum value (Hu & Bentler, 1999).

The normed chi-square (16.1136) falls outside the normally recommended acceptable range, from one to three, and also outside the wider range of one to five, which has been used by some researchers (Wheaton et al., 1977). While the p value was less than the acceptable range ($p < .0001$, thus usually rejecting the model), researchers who use SEM believe that with large sample size (>200) in conjunction with other adequate fit indices (ex: AFGI, RMSEA, CGI, NNFI), the chi-square test may be ignored (Bentler & Bonnet, 1980; Garson, 2009; Jöreskog & Sörbom, 1993). Three reasons a chi-square fit index could be overlooked is high model complexity, large sample sizes resulting in Type II error (high sensitivity to variance between models), and multivariate non-normality (Garson, 2009). It turned out (probably because of the large sample size) that in all cases the chi-square fit index was outside of the acceptable range regardless of the goodness of fit of the other indices. Therefore, it was not considered in the choice of the best model but is reported for all results for completeness.

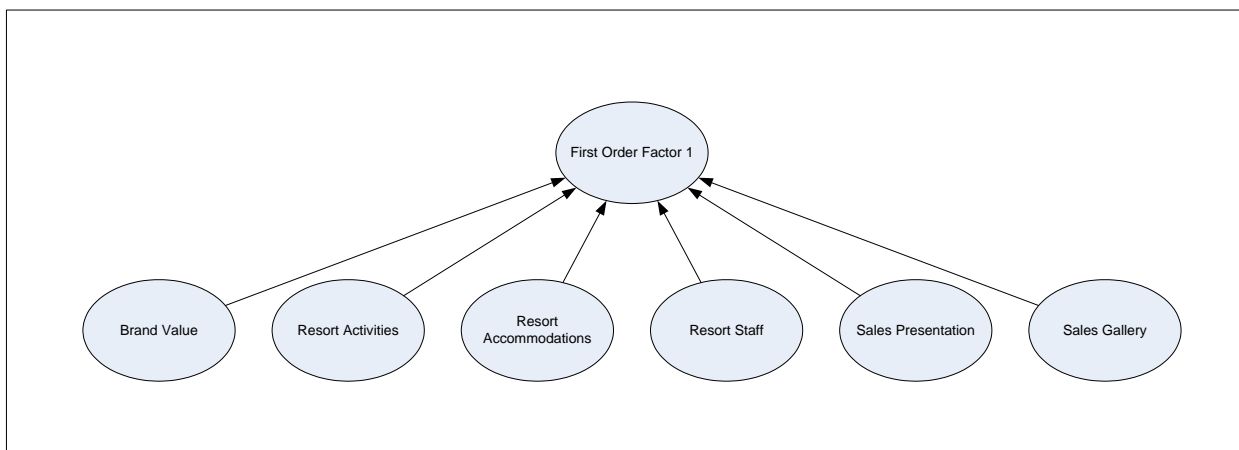


Figure 12 Model 1: Single first order factor

Evaluation of Model 2 Fit Indicators

The results from Model 2, a two uncorrelated first order factors model, also indicated a poor level of fit. The AGFI (.7880) and RMSEA (.1806) fall outside the acceptable ranges (Hooper, 2008; Hu & Bentler, 1999; Miles & Shevlin, 1998; Steiger, 2007). The incremental or comparative fit index was also outside an acceptable range with CFI (.8938) much less than the recommended minimum value (Hu & Bentler, 1999). The non-normative fit index was also outside the acceptable range (.7346) with the score being less than the recommended minimum value (Hu & Bentler, 1999).

The normed chi-square (31.8021) falls outside the normally recommended acceptable range, from one to three, and also outside the wider range of one to five.

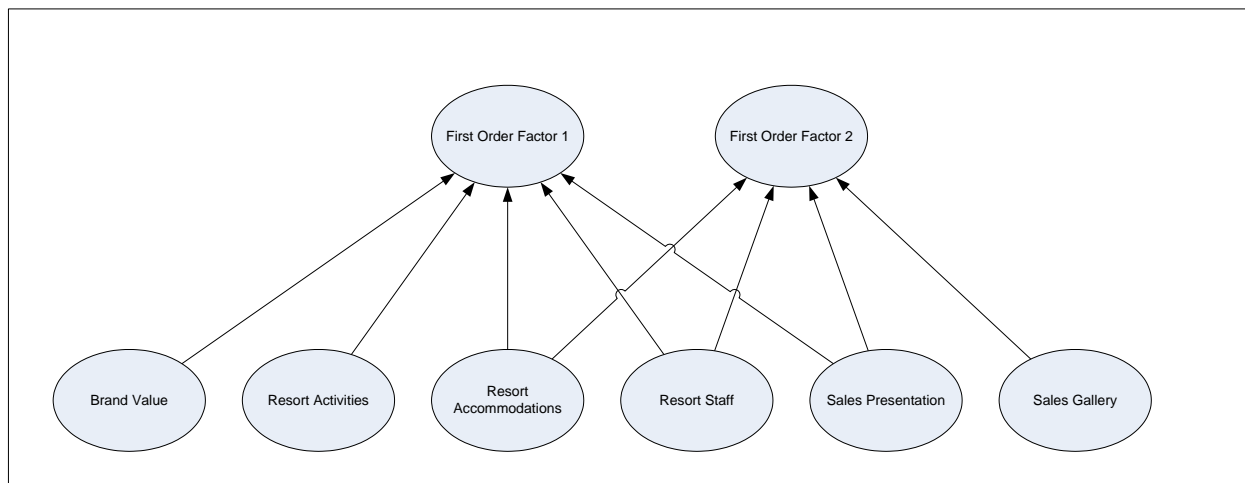


Figure 13 Model 2: Two uncorrelated first order factors

Evaluation of Model 3 Fit Indicators

The results from Model 3, a correlated two factor model, indicated a better level of fit than in the previous two models. The AGFI (.9578) and RMSEA (.0726) fall within acceptable ranges (Hooper, 2008; Hu & Bentler, 1999; Miles & Shevlin, 1998; Steiger, 2007). The incremental or comparative fit index was also within an acceptable range with CFI (.9829), greater than the recommended minimum value (Hu & Bentler, 1999). The non-normative fit index was also within acceptable range with the score (.9572) being greater than the recommended minimum value (Hu & Bentler, 1999).

The normed chi-square (5.9720) falls outside the normally recommended acceptable range, from one to three, and also outside the wider range of one to five.

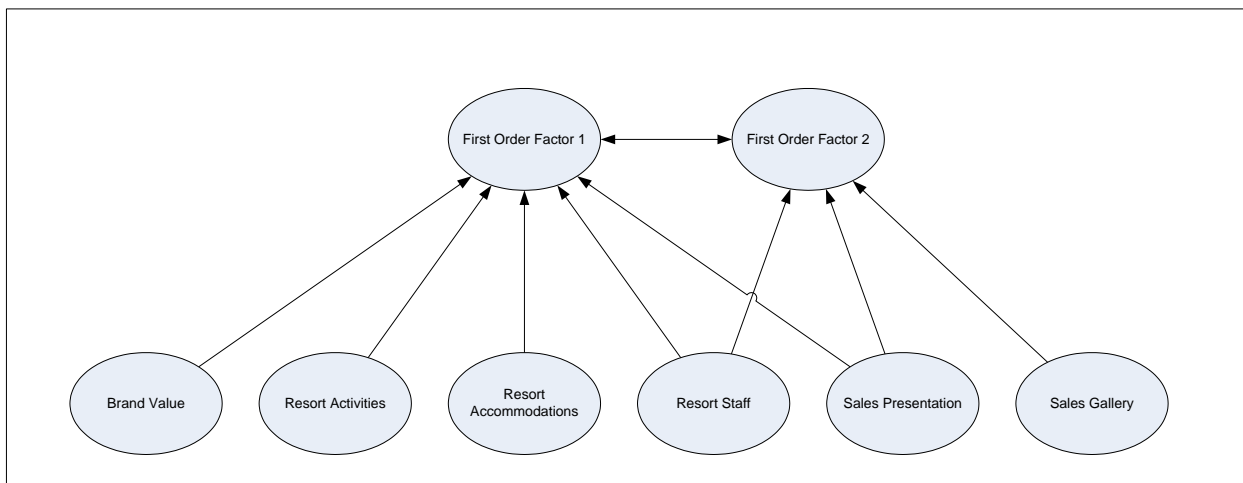


Figure 14 Model 3: Two correlated first order factors

Evaluation of Model 4 Fit Indicators

The results from Model 4, a two uncorrelated first order factors and one second order factor model, indicated a poor level of fit. The AGFI (.525) and RMSEA (.2805) fall outside the acceptable ranges (Hooper, 2008; Hu & Bentler, 1999; Miles & Shevlin, 1998; Steiger, 2007), The incremental or comparative fit index was also outside an acceptable range with CFI (.872) much less than the recommended minimum value (Hu & Bentler, 1999). The non-normative fit index was also outside the acceptable range (.3599) with the score being less than the recommended minimum value (Hu & Bentler, 1999).

The normed chi-square (75.2927) falls outside the normally recommended acceptable range, from one to three, and also outside the wider range of one to five, which has been used by some researchers (Wheaton et al., 1977).

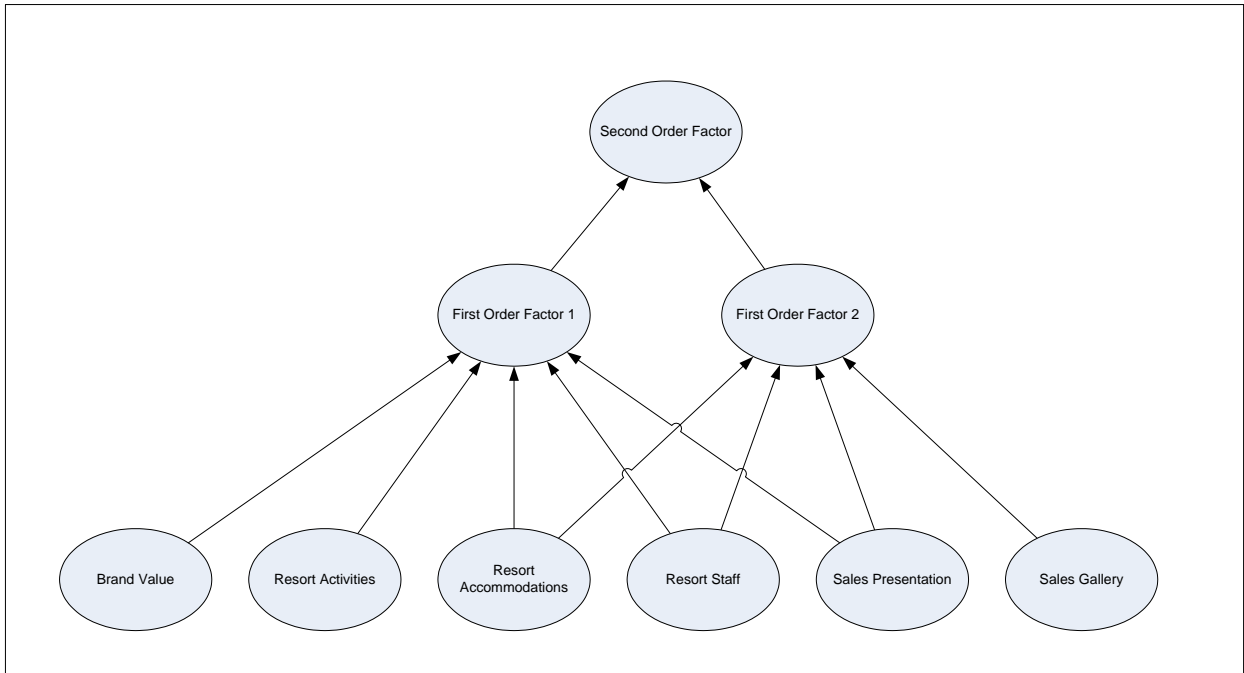


Figure 15 Model 4: Two uncorrelated first order factors and one second order factor

Optimization of Best Fit Model

Since Model 3 had the best overall fit metrics, the researcher evaluated the modification indices to understand if paths should be added or eliminated to create a model with a better level of fit. Modification indices are metrics available to guide the modeling process to understand impacts of adding or removing paths in model creation. The Lagrange multiplier tests, which evaluate the possibilities of adding additional paths, suggested that adding a path between Brand Value and Factor 2 would create a statistically relevant decrease in the chi-square value of the model. See Figure 16 for the change to the model and Table 29 for the comparative goodness-of-fit indices.

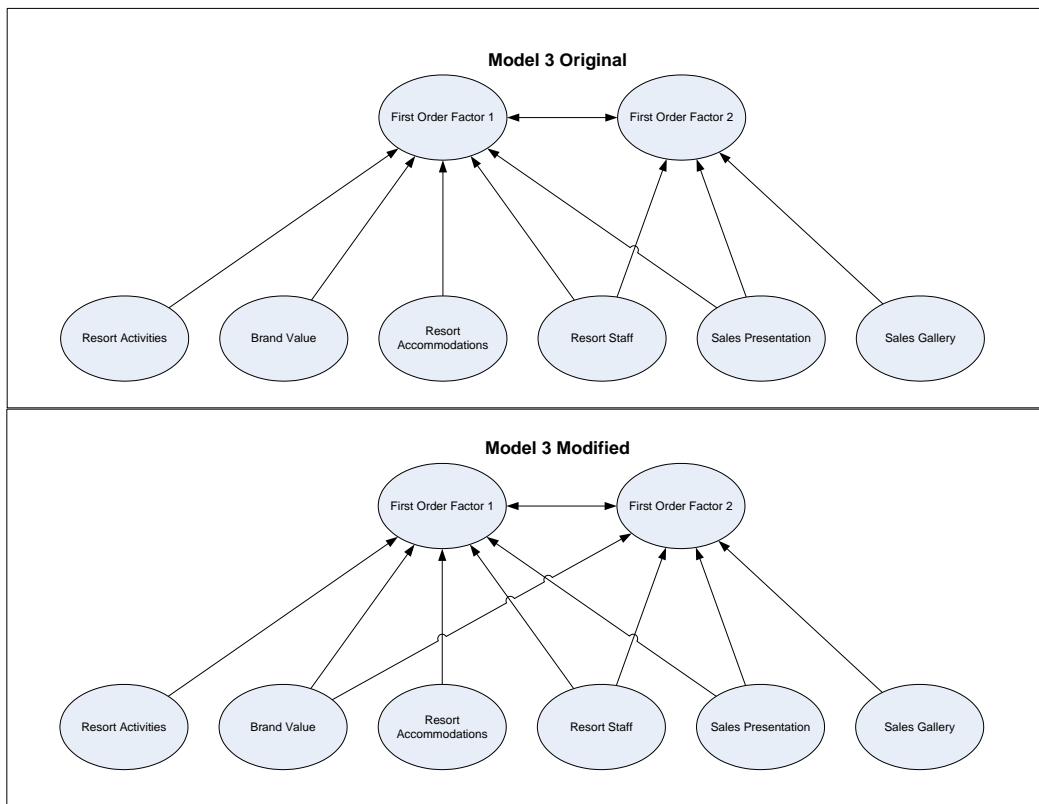


Figure 16 Model 3 with modification

Table 29 Goodness-of-Fit Indices for Model 3 and Modified Model 3

Variable		Model 3	Modified Model 3
		Two correlated first order factors Factor Load	Two correlated first order factors Factor Load
Resort Accommodations		1	1 and 2
Sales Gallery		2	2
Sales Presentation		1 and 2	1 and 2
Resort Activities		1	1
Resort Staff		1 and 2	1 and 2
Brand Value		1	1 and 2
Metric	Desired Value	Model 3	Modified Model 3
χ^2	≈ 0	35.8322	12.6944
P	$>.05$	$<.0001$.0264
DF	N/a	6	5
Normed χ^2	1 to 5	5.9720	2.5389
AGFI	≥ 0.95	0.9578	0.9811
RMSEA	< 0.07	0.0726	0.0404
CFI	≥ 0.95	0.9829	0.9956
NNFI	≥ 0.95	0.9572	0.9867
AIC	Lower Value	23.8322	2.6944

The results of the modified version of Model 3 indicated an acceptable level of fit. The AGFI (.9811) and RMSEA (.0404) falls within acceptable ranges (Hooper, 2008; Hu & Bentler, 1999; Miles & Shevlin, 1998; Steiger, 2007) and are better values than the previous model. The incremental or comparative fit index was also within an acceptable range with CFI (.9956), greater than the recommended minimum value (Hu & Bentler, 1999) and a better value than the previous model. The Non-normative fit index was also within acceptable range with the score (.9867) being greater than the recommended minimum value used by some researchers (Wheaton et al., 1977). While the p value was less than the acceptable range ($p = .0264$), thus usually rejecting the model), the value was improved with the modification.

Exploratory Factor Analysis Findings

Based on the modified Model Three, there are two factors. Five variables loaded on the first factor, which is defined by the researcher as Vacation Experience Delivery. The variables that created this factor are directly related to the delivery of the vacation experiences (accommodations, activities, staff, and brand value) and the sales experiences (presentation and gallery). The second factor, on which four variables loaded, is defined by the researcher as Vacation Experience Promise. This factor is where the timeshare company establishes and sets expectations of the tangible and intangible services they will deliver. While the sales and resort staff are setting expectations through interactions and servicing questions, the sales gallery is communicating to the consumer through more tacit means with brochures, pictures and models. The brand value sets the standard with the value proposition of ownership and is likely the reason they decided to tour the property in the first place. Based on these two factors and the supporting statistics, the model will be referred to as the Timeshare Perceived Service Quality model.

Although this model does not establish service quality as a higher order construct, as was originally posited and discussed in the literature (Parasuraman, Berry, & Zeithaml, 1991b; Parasuraman et al., 1994; Wilkins et al., 2007), it does support the literature that customers do have expectations and expect performance (Parasuraman et al., 1991b). There has been a great deal of discussion in the service quality research on whether perception and expectations should be measured and how they can be considered and actioned upon (J. J. Cronin, Jr. & Taylor, 1992; J. J. Cronin & Taylor, 1994; Parasuraman et al., 1994; Teas, 1994). This research shows that

there was a difference between what was being promised and delivered and there are different channels for each of these messages.

These findings are significant to the timeshare industry because the research supports a Vacation Experience Promise and Delivery framework that defines the perceived service quality from a consumer's perspective. Figure 17 portrays the Timeshare Perceived Service Quality Model.

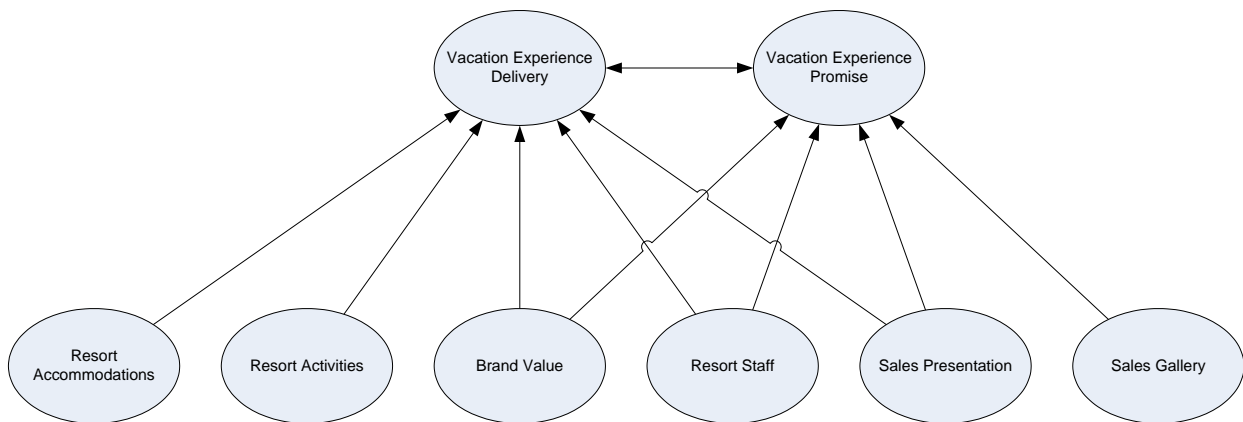


Figure 17 Timeshare Perceived Service Quality Model

Inferential Statistics

Research Question 3: What is the relationship between customers’ perceived service quality of a branded timeshare resort and (1) word-of-mouth recommendation and (2) their price sensitivity to the product?

To address this research question, Hypotheses 1 and 2 were tested using the Pearson coefficient to test for linear relationships between each of the service quality factors, Vacation Experience Delivery and Vacation Experience Promise, and each of the two behavioral intentions, word-of-mouth recommendation and price sensitivity. The null hypotheses are listed in Table 30. Table 31 depicts how each hypothesis was portrayed.

Table 30 Null Hypotheses to be tested to address for Research Question 3

Hypothesis	Alternate Hypothesis
H ₀₁	There is not a statistically significant relationship between perceived service quality and word-of-mouth recommendations intentions of the consumer.
H ₀₂	There is not a statistically significant relationship between perceived service quality and sensitivity to price increase intentions of the consumer.

Table 31 Null Hypotheses to be tested to address for Research Question 3

Factor	Behavioral Intention	
	Word of Mouth Rec.	Price Sensitivity
Vacation Experience Promise Factor	H ₀₁	H ₀₂
Vacation Experience Delivery Factor	H ₀₁	H ₀₂

Based on the results of the tests described in Table 30 and displayed in Table 32, there are statistically significant positive relationship among the two factors in the Timeshare

Perceived Service Quality model and the two BIB variables, word-of-mouth recommendation and price sensitivity. These results support the alternate hypotheses for H1 and H2.

Table 32 Correlation Coefficients

Factor	Behavioral Intention	
	Word of Mouth Rec.	Price Sensitivity
Vacation Experience Promise Factor	.5042	.2465
Vacation Experience Delivery Factor	.6155	.3038

*p < .0001

Research Question 4: Does perceived service quality (as measured by its factors) or behavioral intentions (word-of-mouth recommendation and the price sensitivity to the product) vary by consumer demographics?

To address this research question, Hypotheses 3 through 26 were tested using an analysis of variance (ANOVA) to test for 1) significant difference between consumer demographic segments and the two factors in the Timeshare Perceived Service Quality model, and 2) significant difference between consumer demographic segments and the two BIB variables, word-of-mouth recommendation and price sensitivity. The importance of exploring these hypotheses was to understand whether or not the service quality constructs or BIB constructs' scores vary by customer attribute. These differences can have a direct impact on whether the business should take into consideration certain characteristics.

Table 33 Null Hypotheses to be tested for Research Question Four

Hypothesis	Null Hypothesis
H ₀₃	There is not a statistically significant relationship between perceived service quality and the age of the consumer.
H ₀₄	There is not a statistically significant relationship between perceived service quality and the gender of the consumer.
H ₀₅	There is not a statistically significant relationship between perceived service quality and the income of the consumer.
H ₀₆	There is not a statistically significant relationship between perceived service quality and the marital status of the consumer.
H ₀₇	There is not a statistically significant relationship between perceived service quality and the guest type of the consumer.
H ₀₈	There is not a statistically significant relationship between perceived service quality and the stay type of the consumer.
H ₀₉	There is not a statistically significant relationship between perceived service quality and timeshare ownership of the consumer.
H ₀₁₀	There is not a statistically significant relationship between perceived service quality and the number of presentations attended by the consumer.
H ₀₁₁	There is not a statistically significant relationship between word-of-mouth recommendation intentions and the age of the consumer.
H ₀₁₂	There is not a statistically significant relationship between word-of-mouth recommendation intentions and the gender of the consumer.
H ₀₁₃	There is not a statistically significant relationship between word-of-mouth recommendation intentions and the income of the consumer.
H ₀₁₄	There is not a statistically significant relationship between word-of-mouth recommendation intentions and the marital status of the consumer.
H ₀₁₅	There is not a statistically significant relationship between word-of-mouth recommendation intentions and the guest type of the consumer.
H ₀₁₆	There is not a statistically significant relationship between word-of-mouth recommendation intentions and the stay type of the consumer.
H ₀₁₇	There is not a statistically significant relationship between word-of-mouth recommendation intentions and the timeshare ownership of the consumer.
H ₀₁₈	There is not a statistically significant relationship between word-of-mouth recommendation intentions and the number of presentations attended by the consumer.
H ₀₁₉	There is not a statistically significant relationship between price increase sensitivity intentions and the age of the consumer.
H ₀₂₀	There is not a statistically significant relationship between price increase sensitivity intentions and the gender of the consumer.
H ₀₂₁	There is not a statistically significant relationship between price increase sensitivity intentions and the income of the consumer.
H ₀₂₂	There is not a statistically significant relationship between price increase sensitivity intentions and the marital status of the consumer.

Table 34 Null Hypothesis to be tested for Research Question Four (cont.)

Hypothesis	Null Hypothesis
H ₀ 23	There is not a statistically significant relationship between price increase sensitivity intentions and the guest type of the consumer.
H ₀ 24	There is not a statistically significant relationship between price increase sensitivity intentions and the stay type of the consumer.
H ₀ 25	There is not a statistically significant relationship between price increase sensitivity intentions and the timeshare ownership by the consumer.
H ₀ 26	There is not a statistically significant relationship between price increase sensitivity intentions and the number of presentations attended by the consumer.

Table 35 Null Hypothesis to be tested for Research Question Four

Constructs	Demographics							
	Age	Gender	Gross Income	Marital Status	Guest Type	Stay Type	Timeshare Ownership	Presentations Attended
Vacation Experience Promise	H ₀ 3	H ₀ 4	H ₀ 5	H ₀ 6	H ₀ 7	H ₀ 8	H ₀ 9	H ₀ 10
Vacation Experience Delivery	H ₀ 3	H ₀ 4	H ₀ 5	H ₀ 6	H ₀ 7	H ₀ 8	H ₀ 9	H ₀ 10
BIB: Word-of-mouth Recommendation	H ₀ 11	H ₀ 12	H ₀ 13	H ₀ 14	H ₀ 15	H ₀ 16	H ₀ 17	H ₀ 18
BIB: Price Sensitivity	H ₀ 19	H ₀ 20	H ₀ 21	H ₀ 22	H ₀ 23	H ₀ 24	H ₀ 25	H ₀ 26

Table 36 shows the results (in p-values) from the ANOVA for the hypotheses indicated in Table 33 and Table 34. Based on the information provided by the 80% sample and using $\alpha=.05$, there was not enough evidence to support a statistical difference between gender, gross income or marital status with regards to the factors of the proposed model and the behavioral intentions. Although those demographics do not have enough information to support a statistical difference of scores between the different choices and the service quality factors and the behavioral intentions variables, there were statistically significant differences in the categorical choices within the age, guest type, stay type, timeshare ownership and presentations attended questions.

In Table 36, H16 and H19 were not tested because consumers who did not experience the brand as part as their stay were not asked the questions pertaining to their behavioral intentions.

Table 36 P-values for Hypotheses Testing

Constructs	Demographics							
	Age	Gender	Gross Income	Marital Status	Guest Type	Stay Type	Timeshare Ownership	Presentations Attended
Vacation Experience Promise	.0006	.6064	.2191	.4693	.0700	.0017	.0011	.0649
Vacation Experience Delivery	.0050	.3300	.2239	.2611	.0009	<.0001	<.0001	.0244
BIB: Word-of-mouth Recommendation	.0069	.1882	.0670	.2399	<.0001		<.0001	<.0001
BIB: Price Sensitivity	.0507	.3037	.3388	.2839	<.0001		<.0001	<.0001

Note: All tested using $\alpha=.05$ (80% sample)

Age

Based on the testing, shown in Table 36, there was not enough data to support a rejection of the null hypothesis for Hypothesis 19 but there was sufficient evidence to reject the null hypothesis for Hypotheses 3 and 11. With the rejection of the null hypothesis for Hypotheses 3 and 11, we accept the alternate hypothesis that there was a statistically significant difference among the age categories of the consumer and the Vacation Experience Delivery, Vacation Experience Promise, and the word-of-mouth recommendation constructs. See Table 37 for the scores by age category.

The scores indicated that the older consumers score higher in the Delivery and Word-of-mouth categories than the younger consumers. The Promise scores were higher in the older

categories, except for the 18-34 group. The scores could be higher because these individuals who have normalized expectations of the type of services that are to be delivered or the product and services are designed for their particular demographic. The varying scores raises the idea that there were varying levels of satisfaction among the differing age groups because their expectations or delivery are not consistent. The scores for price sensitivity were not listed because there were not any statistically significant differences among the different age segmentations.

Table 37 Scores by Factor by Age

Age	Vacation Experience		Behavioral Intentions	
	Promise	Delivery	WOM	PS
18 to 34	8.62	8.48	8.29	
35 to 44	8.36	8.29	8.57	
45 to 54	8.52	8.38	8.57	
55 to 64	8.73	8.64	8.93	
65 or older	8.78	8.67	8.97	
Blank	8.24	8.13	7.71	

WOM = Word-of-mouth Recommendation and PS = Price Sensitivity

Gender

Based on the testing, as shown in Table 36, there was not sufficient evidence to reject the null hypothesis for Hypotheses 4, 12 and 20 to support a statistically significant difference existing between the genders of the consumer and Vacation Experience Delivery, Vacation Experience Promise, word-of-mouth recommendation and the price sensitivity constructs. The results suggest that gender, on its own, was not a demographic that effects satisfaction which is contrary to some of the literature (Kaufman & Upchurch, 2007) but may suggest that gender in combination with other demographics should be investigated (Kaufman & Upchurch, 2007; Upchurch et al., 2006).

Gross Income

Based on the testing, shown in Table 36, there was not sufficient evidence to reject the null hypothesis for Hypotheses 5, 13 and 21 to support a statistically significant difference existing among gross income of the consumer and the Vacation Experience Delivery, Vacation Experience Promise, word-of-mouth recommendation and the price sensitivity constructs. The concept that income does not influence service quality scores or behavioral intentions was surprising because it is used by some sales professionals as an indicator for the likelihood to purchase. This was not unexpected because the customers were prescreened on income so it would be difficult to see differences whether or not they exist. In fact the research supports the existence of the differences or, if differences do not really exist, it may suggest that customers were touring at locations which are within their appropriate discretionary income amount. It also may suggest that the services provided to these groups were completely foreign or native to them or that other variables are needed to identify further segmentation, which agrees with the current timeshare literature (Kaufman & Upchurch, 2007; Upchurch et al., 2006).

Marital Status

Based on the testing, shown in Table 36, there was not sufficient evidence to reject the null hypothesis for Hypotheses 6, 14 and 22 to support a statistically significant difference exists among the categories for marital status of the consumer and the Vacation Experience Delivery, Vacation Experience Promise, word-of-mouth recommendation and the price sensitivity constructs. This information does not support the existing literature where in some instances, single individuals were seen to be significantly different in satisfaction than married individuals

(Upchurch et al., 2006), although the researchers did state that there was a greater need to identify the unique needs of each individual.

Guest Type

Based on the testing, shown in Table 36, there was not sufficient evidence to reject the null hypothesis for part of Hypothesis 7 to support a statistically significant difference existing among the guest type categories and Vacation Experience Promise. There was sufficient evidence to reject the null hypothesis for the Vacation Experience Delivery, word-of-mouth recommendation and the price sensitivity constructs (Hypotheses 7, 15 and 23). With the rejection of the null hypothesis, there is sufficient evidence to accept the alternate hypothesis that there is a statistically significant relationship among the guest type of the consumer and the Vacation Experience Delivery, word-of-mouth recommendation and the price sensitivity constructs. See Table 38 for the scores for Vacation Experience Delivery and the behavioral intentions variables by guest type.

Most of the information was in line with what was expected. Individuals who may have a higher affinity with the Brand and the timeshare concept, as seen by the individual scores for Owners, Guests and Exchangers on the Vacation Experience Delivery, word-of-mouth recommendation and price sensitivity constructs, may score higher on these constructs since they have expectation of what was to be delivered in Table 38. While hotel guests may have an affinity to the Brand, the concept and services provided by a resort are much different than that of a hotel. Two items that may differentiate the two was that a hotel will have an onsite full service restaurant and daily turn down services where most resorts do not. It was very surprising

to see that the Promise score was not statistically different between the varying guest types. It would suggest that there may be an interaction between the type of guest they were and some other factor (either measured or unmeasured) which was affecting the results. Also, it could be attributed to the small amount of variability explained by the Vacation Experience factor in the model.

Table 38 Scores by Factor by Guest Type

Guest Type	Vacation Experience		Behavioral Intentions	
	Promise	Delivery	WOM	PS
Owner		8.64	9.13	6.41
Hotel		8.20	7.77	5.15
Package		8.41	7.87	5.60
Guest		8.46	8.45	5.82
Other		8.21	7.73	5.32
II		8.49	8.53	5.55

WOM = Word-of-mouth Recommendation and PS = Price Sensitivity

Stay Type

Based on the testing, shown in Table 36, there was sufficient evidence to reject the null hypothesis for Hypothesis 8. With the rejection of the null hypothesis for Hypothesis 8, we accept the alternate hypothesis that there was a statistically significant difference among the categories of stay type of the consumer and the two factors (Promise and Delivery). There were not any samples to evaluate the behavioral intentions by stay type for the Branded Hotel since the questions pertaining to the behavioral intentions were only asked of those staying at the resort, so no scores will not be shown in the table. (Hypothesis 16 and 24). See Table 39 for the scores by the two service quality factors by stay type.

The findings are in line with what was to be expected. An individual who was able to stay at the Resort would be able to experience the entire timeshare experience by being able to stay in the room that they viewed during their tour. Also in some cases, if a resort was at full capacity, the touring individuals might not be able to experience any of the activities such as the swimming pool during their hotel stay. Inability to use the product can be seen as a dissatisfier by many consumers that they were being asked to purchase a product that they were not allowed to experience.

Table 39 Scores by Factor by Stay Type

Stay Type	Vacation Experience		Behavioral Intentions	
	Promise	Delivery	WOM	PS
Branded Hotel	8.68	7.77		
Branded Resort	9.06	8.59		

WOM = Word-of-mouth Recommendation and PS = Price Sensitivity

Timeshare Ownership

Based on the testing, shown in Table 36, there was sufficient evidence to reject the null hypothesis for Hypotheses 9, 17 and 25. With the rejection of the null hypothesis for Hypotheses 9, 17 and 25, we accept the alternate hypothesis that there was a statistically significant relationship among the consumers who may already own timeshare and Vacation Experience Delivery, Vacation Experience Promise, word-of-mouth recommendation and the price sensitivity constructs. See Table 40 for the scores for the service quality factors and the behavioral intentions variables by ownership of timeshare.

The information in Table 40 presents two findings. Firstly, the Promise and Delivery factors were slightly higher for those who own timeshare as opposed to those who do not. The

scores may suggest that the service Promise and Delivery are more aligned to the customer. Secondly, the scores for the behavioral intentions are higher for those who own timeshare than those who do not. The business implications for this suggest that owners might be more biased towards the product and have a higher propensity to purchase this project.

Table 40 Scores by Factor by Timeshare Ownership

Timeshare Ownership	Vacation Experience		Behavioral Intentions	
	Promise	Delivery	WOM	PS
Yes	8.71	8.62	9.05	6.30
No	8.43	8.23	7.77	5.38

WOM = Word-of-mouth Recommendation and PS = Price Sensitivity

Presentations Attended

Based on the testing, shown in Table 36, there was not enough data to support a rejection of the null hypothesis for part of Hypothesis 10 to support a statistically significant difference exists among the number of presentations attended and Vacation Experience Promise. There was sufficient evidence to reject the null hypothesis Vacation Experience Delivery, word-of-mouth recommendation and price sensitivity constructs with respect to the number of presentations attended. We accept the alternate hypothesis that there was a statistically significant difference among the number of presentations the consumer attended and the Vacation Experience Delivery, word-of-mouth recommendation and price sensitivity constructs. See Table 41 for the scores by Vacation Experience Delivery and behavioral intention variables by number of presentations attended.

The information presented in Table 41, presents one of the primary concerns of the sales associates and the company but is beneficial for the industry. A consumer's scores increase as

the number of presentations attended, which means that they are attending these presentations and enjoying their vacation experience but the reasons why are very important. From a sales associate’s perspective, they do not enjoy giving tours to individuals who have attended a lot of presentations because they could be “professional vacationers”. Professional vacationer is a term that is used to describe consumers who are only attending the sales presentation for the incentive or for the greatly reduced price for their resort stay. They do not have any intention of purchasing the product. The company has concerns because there are sales and marketing costs associated with each tour and the incentives could have been given to an individual who had a propensity to purchase. On the other hand, among those who are not professional vacationers, the industry benefits because of the positive image each subsequent tour provides for the industry and these individuals, based on the research, are more likely to give positive word-of-mouth recommendations and have less sensitivity to the price. Like guest type, it was very surprising to see that the Promise factor score was not statistically different between the numbers of attended presentations. It could suggest that there may be a consistency of the interactions among the consumer and possible consistencies of the presentations. Also, it could be attributed to the small amount of variability explained by the Promise factor in the model.

Table 41 Scores by Factor by Number of Attended Presentations

Category Choice	Vacation Experience		Behavioral Intentions	
	Promise	Delivery	WOM	PS
First one		8.38	8.11	5.45
One other		8.42	8.38	5.65
Two others		8.49	8.45	5.98
Three others		8.48	8.94	6.05
Four or more others		8.67	9.14	6.49
Blank		7.90	9.08	7.25

WOM = Word-of-mouth Recommendation and PS = Price Sensitivity

Validation of Dimensions of Perceived Service Quality

The 20% sample was used to validate the Vacation Perceived Service Quality Model derived above. Please see Table 42 for the results of the fit indices.

Table 42 Tested Models with Best Combination of Fit Indices using 20% sample

Metric	Desired Value	80% Sample	20% Sample
χ^2	≈ 0	12.6944	14.7367
P	$>.05$	0.0264	0.0115
DF	N/a	5	5
Normed χ^2	1 to 5	2.5389	2.9473
AGFI	≥ 0.95	0.9811	0.9157
RMSEA	< 0.07	0.0404	0.0916
CFI	≥ 0.95	0.9956	0.9833
NNFI	≥ 0.95	0.9867	0.95
AIC	Lower value	2.6944	4.7367

The results from the 20% sample indicate an acceptable level of fit for most metrics. The AGFI (.9157) falls inside the acceptable ranges but the RMSEA (.0916) was slightly outside the acceptable range (Hooper, 2008; Hu & Bentler, 1999; Miles & Shevlin, 1998; Steiger, 2007). A RMSEA between .08 and .1 was considered to have a mediocre fit (Hooper, 2008) until recently. The incremental or comparative fit index was within an acceptable range with CFI (.9833) greater than the recommended minimum value (Hu & Bentler, 1999). The NNFI was on the edge of the acceptable range with a score of .95 (Hu & Bentler, 1999).

While the p-value was less than the acceptable range ($p < .0115$, thus rejecting the model), researchers who use SEM believe that with large sample size (>200) in conjunction with

other adequate fit indices (ex: AFGI, RMSEA, CGI, NNFI), the chi-square test may be ignored (Bentler & Bonnet, 1980; Garson, 2009; Jöreskog & Sörbom, 1993).

The 80% and the 20% samples were used to create and confirm the model, respectively. While there was not a sufficient amount of evidence to support a difference between the two samples with six of the consumer demographics, there was a statistically significant lack of comparison between the two samples with regards to the number of presentation attended (at the $\alpha = .05$ level) and, with relaxed confidence, guest type (at the $\alpha = .10$ level). While the structure of the model seems correct, it was possible that because of this significant differences between the two populations, the observed form of the model may have changed and may have negatively impacted the fit indices measured. The fit indices' scores for the 20% sample were not as high as the 80% sample as this is related to the size of the sample being evaluated in the model. Many of the fit indices are dependent on sample size, such as NNFI and chi-square.

CHAPTER FIVE: RESULTS, CONCLUSIONS AND RECOMMENDATIONS FOR FUTURE RESEACH

This study created a model for service quality in the timeshare industry, presented a survey tool for the industry that incorporated a modified BIB and provided insight for industry to positively impact its bottom line. The model was built using published research to date as a foundation. The survey with the modified BIB was derived from past research and input of subject matter experts. The results from the research have provided insight into what could be done differently in addressing future research questions, scope or variables and also, extensions of the present research which could be helpful to both academia and industry.

Overview of the Model

A correlated two factor model was found to have an acceptable level of fit with regards to the data collected from the survey. The model consists of a Vacation Experience Promise factor and a Vacation Experience Delivery factor which were identified through a combination of factor analysis and structural equation modeling. The model was developed (EFA) using an 80% sample of the survey population and a 20% sample to confirm model structure with the use of seven different goodness-of-fit indices. The model used similar themed questions found in previous studies that were executed at banks, credit card companies, maintenance companies, phone companies (Parasuraman et al., 1988a), tourism companies (Walker et al., 2001) and hotels (Wilkins et al., 2007) and the branded timeshare's surveys. The model derived, however, does not support a higher order construct found in previous research for these other industries (Parasuraman et al., 1991b; Parasuraman et al., 1994; Wilkins et al., 2007). The timeshare industry is a relatively new and inventive concept that is continually changing in usage options,

engineering practices applied in the service industry which this researcher believes is an underpenetrated industry for using industrial engineering techniques and methodologies.

Implications from this Study

This research contributes to the service quality, consumer purchasing and behavioral intentions literature, from an academic viewpoint, by creating another service quality measurement tool, created through factor analysis and structural equation modeling to understand business specific questions in the timeshare industry. This research also contributes to the timeshare body of knowledge which is sparse in both empirical and peer reviewed literature (Hahm et al., 2007a; Kaufman & Upchurch, 2007; Ragatz & Crotts, 2000a; Sparks et al., 2008; Sparks et al., 2007; Woods, 2001). Additionally, this research of behavioral intentions in the timeshare industry will help guide companies to better understand their customers so they may focus their resources on positively impacting behavioral intentions. It also provides another application of the BIB in a service industry. Influencing behavioral intentions such as word-of-mouth recommendation and price sensitivity can lead to increased revenue by attracting a wider market (Berry, 1987; Hovey, 2002) and increasing business with current customers and simultaneously decreasing customer attrition (Berry, 1987).

The first research question sought to understand how consumers internalize service quality components of a branded timeshare resort's mini vacation experience. To address this research question, a survey was administered to consumers who recently experienced a timeshare mini vacation. From this survey, six service quality variables were created from the questions.

The second research question sought to understand what model best described the service quality in a timeshare mini vacation experience. Understanding the structure of the model allows

researchers and practitioners to gauge the type of impact a modification to the existing timeshare product will have on the perceived quality of the product. EFA was used to understand the appropriate latent factors for service quality in the timeshare industry using the six variables identified from the first research question. The factors identified had multiple variables loading on them and multiple model structures were considered through structural equation modeling to identify the model with the best model fit using fit indices identified in the literature.

The third research question was trying to understand the relationship between customers' perceived service quality and word-of-mouth recommendation and their sensitivity to the price of the product. The research supported a statistically significant (positive relationship) between the Vacation Experience Promise and word-of-mouth recommendation and price sensitivity constructs. The research also supported a statistically significant (positive relationship) between the Vacation Experience Delivery and word-of-mouth recommendation and price sensitivity constructs.

The fourth research question sought to understand the effect of consumer demographics with respect to each of the service quality factors and each of the BIB variables. Based on the 80% sample, there was not enough data to support a statistical difference among categories for gender, gross income and marital status with regards to the factors of the proposed model and the behavioral intentions. These findings were surprising since many timeshare professionals have used gender, gross income and marital status in profiling prospective consumers and some companies use these when establishing requirements for tour eligibility. These demographics were found in much of the timeshare research (Kaufman & Upchurch, 2007; Parasuraman et al., 1994; Sparks et al., 2008; Sparks et al., 2007; Upchurch et al., 2006). This research does not

support previous empirical research (Kaufman & Upchurch, 2007) which, as an example, found gender impacted particular perceived satisfaction levels in various areas of timesharing although different aspects were measured than this research.

There were statistically significant differences for the two service quality factors and the two behavioral intention variables among the categories for age, guest type, stay type, timeshare ownership and presentations attended. The scores by age category varied among the Vacation Experience Promise (Promise) and Vacation Experience Delivery (Delivery), word-of-mouth recommendation and price sensitivity. Scores were higher on all four for older consumers and may be attributed to normalized expectations of services delivered. This research supported varying levels of internalized service quality perception by the consumer for these demographics (Sparks et al., 2007) although causality was not defined.

The scores by guest type varied among the Delivery factor, word-of-mouth recommendation and price sensitivity. The scores were higher on all three for consumers with an existing relationship with the Brand or the concepts of timeshare (Owners, Guests and Exchangers). This conclusion was supported by existing literature which found timeshare owners were satisfied with their ownership (Upchurch et al., 2006).

The scores by stay type varied among Delivery and Promise factors. The scores for both were higher for consumers who were able to experience the mini vacation in its entirety and stayed at the resort. Consumers who were unable to stay at the resort they were touring had lower scores in both factors. This research in part supported a consumer views the purchase and the use of the product as a holistic experience and does not view them as mutually exclusive (Sanchez et al., 2006).

The scores by timeshare ownership varied among Delivery, Promise, word-of-mouth recommendation and price sensitivity. The scores were higher on all four of these for individuals who own timeshare, which was supported by the literature indicating individuals are satisfied with timeshare ownership (Upchurch et al., 2006). Higher scores also suggested that consumers who own timeshare were more biased toward the product and may have a higher propensity to purchase.

The scores by number of presentations attended varied among Delivery factor, word-of-mouth recommendation and price sensitivity variables. The scores were higher for individuals who had experienced more presentations. This has great implications for the industry because consumers have a higher propensity to recommend the product and less sensitivity to price with the increased exposure to the product and sales presentation. Also, the fact that the scores do not vary for the Promise factor by number of presentations attended may suggest that there is a level of consistency in information in the presentations.

The business implications associated with the research are important to any timeshare organization. First, the research has empirically identified how a consumer internalizes the timeshare mini vacation, which is a primary channel for a timeshare company to sell its product. The model proposed here was comprised of two factors; Vacation Experience Promise and Vacation Experience Delivery. This model indicated that the consumer does not view the sales experience and the vacationing experience as separate experiences, but as one holistic experience, which was supported by the literature (Sanchez et al., 2006). Based on this knowledge, timeshare companies, resort operations and sales operations must work together to set realistic expectations for the consumer that can be implemented and measured.

Another business insight this research provided was the relationship among consumer demographics, service quality and behavioral intentions. Based on the research, the data did not support a statistically significant difference among the gender, income, and marital status categories for the service quality constructs and behavioral intentions. This research would suggest that these demographics may not impact service quality but may correlate with other business relative metrics outside of the scope of this research such as credit qualification, traveling propensity and lifestyle choices.

The researcher has identified nuances through the research that may have impacted the results of the findings. First, there was not enough evidence to support a statistically significant difference among the number of presentations attended and guest type and Promise while there was a statistically significant difference with Delivery. An explanation may be the small amount of variability explained in the model by this factor (6.8%). Another explanation may be the prescreening by the timeshare company that exists prior to a sales presentation. The company may take into consideration demographic variables that are not captured in this research (where the consumer lives, credit score, credit line available, etc.). Prescreening may have created a homogenous population inadvertently that was not apparent in the research results.

Also, there was a statistically significant lack of comparison between the two samples with regards to the number of presentation attended (at the $\alpha = .05$ level) and, with relaxed confidence, guest type (at the $\alpha = .10$ level). While the structure of the model seems correct, it was possible that because of this significant difference between the two populations, the observed form of the model may have changed. For future research, it would be beneficial for this study to be repeated for further validation of the model.

Recommendations for Future Research

Some areas of future research that could be explored to either support or lead to alternate conclusions are:

1. This research only used one branded timeshare company but did use multiple resorts. Future research should incorporate multiple branded timeshare companies to test the model structure.
2. This research did not take into consideration the criteria associated with qualification criteria for the mini vacation. Future research should incorporate the qualification criteria to understand the implications of the homogenous characteristics.
3. The survey did have a couple of overrepresented populations such as individuals who own timeshare. Future research should get a representative sample of individuals who are not married, who do not own timeshare and are a timeshare exchanger to understand if their under representation in this study affects the model structure.
4. The research did not address whether there were any problems associated with the vacation experience, such as with the staff, their room, the property or activities associated with the vacation experience. Future research should evaluate the impact of problems experienced during the vacation experience and the affect of problem resolution on this experience.
5. The research only evaluated eight different demographic variables associated with the consumer. Future research could look at items such as family composition, vacation lifestyle, or vacation planning horizon.

6. This research evaluated branded timeshare without understanding the relationship the consumer had with the brand itself. Future research should investigate the relationship consumers have with the brand and the possible halo effect it may have on the experience.
7. This research did not take into consideration as to whether the consumer purchased the product based on their experience. Future research should explore the relationship between the vacation experience and the purchasing of the timeshare product, along with some of the other demographic variables. It has been posited by the subject matter experts that there is a higher percentage chance of closing a sale of a timeshare if the person has been through multiple presentations.
8. This research had a lack of comparison between the two samples for the number of presentation, at the $\alpha = .05$ level. Future research should replicate the study with two samples that do not have a statistically significant lack of comparison.

APPENDIX A: IRB CONSENT FORM



University of Central Florida Institutional Review Board
Office of Research & Commercialization
12201 Research Parkway, Suite 501
Orlando, Florida 32826-3246
Telephone: 407-823-2901 or 407-882-2276
www.research.ucf.edu/compliance/irb.html

Approval of Exempt Human Research

From: **UCF Institutional Review Board #1**
FWA00000351, IRB00001138

To: **Leonard M. Pollard**

Date: **September 22, 2009**

Dear Researcher:

On 9/22/2009, the IRB approved the following activity as human participant research that is exempt from regulation:

Type of Review: Exempt Determination
Project Title: Perceived Service Quality's Relationship with Behavioral Intentions in a Branded Timeshare Setting
Investigator: Leonard M Pollard
IRB Number: SBE-09-06396
Funding Agency:
Grant Title:
Research ID: N/A

This determination applies only to the activities described in the IRB submission and does not apply should any changes be made. If changes are made and there are questions about whether these changes affect the exempt status of the human research, please contact the IRB.

In the conduct of this research, you are responsible to follow the requirements of the [Investigator Manual](#).

On behalf of Joseph Bielitzki, DVM, UCF IRB Chair, this letter is signed by:

Signature applied by Joanne Muratori on 09/22/2009 02:03:37 PM EDT

A handwritten signature in black ink that reads "Joanne Muratori".

IRB Coordinator

APPENDIX B: SURVEY

Q1. Which of the following best describes your status with *Timeshare Company X* prior to the sales presentation?

- Existing *Timeshare Company X* Owner
- Purchased a *Timeshare Company X* Getaway Vacation Package
- Guest who was referred by an owner
- Interval International exchange guest
- Timeshare Company X* hotel guest
- Other guest

Please rate your level of agreement with each of the following statements regarding [Resort_Name]'s sales gallery during your most recent sales presentation.

(RANDOMIZE)

The sales gallery was:		Strongly Disagree					Strongly Agree				
Q2.	Clean.	1	2	3	4	5	6	7	8	9	10
Q3.	Comfortable.	1	2	3	4	5	6	7	8	9	10
Q4.	Well maintained.	1	2	3	4	5	6	7	8	9	10
Q5.	Designed to allow easy access to information (appropriate maps, charts, interactive displays).	1	2	3	4	5	6	7	8	9	10
Q6.	Able to provide the desired amount of privacy.	1	2	3	4	5	6	7	8	9	10

Please rate your level of agreement with each of the following statements regarding the sales presentation at [Resort_Name].

(RANDOMIZE)

The sales presentation was:		Strongly Disagree					Strongly Agree				
Q7.	Relevant to my vacation needs.	1	2	3	4	5	6	7	8	9	10
Q8.	The appropriate length in time.	1	2	3	4	5	6	7	8	9	10
Q9.	Easy to understand.	1	2	3	4	5	6	7	8	9	10
Q10.	A stressful and high pressure situation	1	2	3	4	5	6	7	8	9	10

Please rate your level of agreement with each of the following statements regarding the sales executive you met with during your most recent sales presentation at **[Resort_Name]**.

(RANDOMIZE)

The sales executive was:		Strongly Disagree					Strongly Agree				
		1	2	3	4	5	6	7	8	9	10
Q11.	Friendly.	1	2	3	4	5	6	7	8	9	10
Q12.	Knowledgeable.	1	2	3	4	5	6	7	8	9	10
Q13.	Professional.	1	2	3	4	5	6	7	8	9	10
Q14.	Credible.	1	2	3	4	5	6	7	8	9	10
Q15.	Aggressive.										

Please rate your level of agreement with each of the following statements regarding the benefits of *Timeshare Company X* ownership described to you during your most recent sales presentation at **[Resort_Name]**.

(RANDOMIZE)

The ownership is beneficial because of the ability to:		Strongly Disagree					Strongly Agree				
		1	2	3	4	5	6	7	8	9	10
Q16.	Stay at the resort that I would purchase.	1	2	3	4	5	6	7	8	9	10
Q17.	Experience another resort by exchanging through the company or externally through an exchange company.	1	2	3	4	5	6	7	8	9	10
Q18.	Rent my ownership.	1	2	3	4	5	6	7	8	9	10
Q19.	Trade my ownership for another type of vacation experience such as hotel stays.	1	2	3	4	5	6	7	8	9	10
Q20.	Have my ownership be deeded for legal purposes.	1	2	3	4	5	6	7	8	9	10
Q21.	Resell my ownership with few difficulties.	1	2	3	4	5	6	7	8	9	10

Q22. Which of the following best describes your accommodations during your sales presentation at **[Resort_Name]**:

- Stayed at **[Resort_Name]** (1)
- Did not stay at **[Resort_Name]** but stayed at another *Timeshare Company X* resort (2)
- Stayed at a *Timeshare Company X* branded hotel (3)
- Stayed at a non- *Timeshare Company X* branded hotel/resort (4)
- Other (5)

If Question 22 equals (1 or 2) go to next question

If Question 22 equals (3, 4, or 5) skip to question 28.

Please rate your level of agreement with each of the following statements regarding the resort associates during your most recent stay:

(RANDOMIZE)

The resort associates were:		Strongly Disagree					Strongly Agree				
		1	2	3	4	5	6	7	8	9	10
Q23.	Friendly.	1	2	3	4	5	6	7	8	9	10
Q24.	Knowledgeable.	1	2	3	4	5	6	7	8	9	10
Q25.	Professional.	1	2	3	4	5	6	7	8	9	10
Q26.	Able to handle my requests/questions promptly.	1	2	3	4	5	6	7	8	9	10

Please rate your level of agreement with each of the following statements regarding the resort services and activities during your most recent stay:

(RANDOMIZE)

The resort provided:		Strongly Disagree					Strongly Agree				
		1	2	3	4	5	6	7	8	9	10
Q27.	Family friendly activities.	1	2	3	4	5	6	7	8	9	10
Q28.	Activities that were available during the times I wanted to participate.	1	2	3	4	5	6	7	8	9	10
Q29.	The types of activities that I wanted to participate in.	1	2	3	4	5	6	7	8	9	10
Q30.	Desirable food and beverage choices (shop, bar and grille, full restaurant, etc...).	1	2	3	4	5	6	7	8	9	10
Q31.	Desirable services during vacations (workout facilities, spas, pool, etc...).	1	2	3	4	5	6	7	8	9	10

Please rate your level of agreement with each of the following statements regarding the resort accommodations you experienced during your most recent stay:

(RANDOMIZE)

The resort accommodations were:		Strongly Disagree					Strongly Agree				
		1	2	3	4	5	6	7	8	9	10
Q32.	Clean.	1	2	3	4	5	6	7	8	9	10
Q33.	Comfortable.	1	2	3	4	5	6	7	8	9	10
Q34.	Furnished and decorated with items that look new.	1	2	3	4	5	6	7	8	9	10
Q35.	Able to provide me with amenities and appliances that are needed during vacation (ex. dishwasher, washer/dryer, oven, phone, kitchen equipment, etc...).	1	2	3	4	5	6	7	8	9	10

Please rate your level of agreement with each of the following statements regarding the resort property during your most recent stay:

(RANDOMIZE)

The resort property was:		Strongly Disagree					Strongly Agree				
		1	2	3	4	5	6	7	8	9	10
Q36.	Clean.	1	2	3	4	5	6	7	8	9	10
Q37.	Well landscaped.	1	2	3	4	5	6	7	8	9	10
Q38.	Well maintained.	1	2	3	4	5	6	7	8	9	10
Q39.	Safe and secure.	1	2	3	4	5	6	7	8	9	10

Please indicate the extent to which you agree or disagree with the following statement as they relate to your most recent stay and sales experience at a *Timeshare Company X* brand resort.

(RANDOMIZE)

		Strongly Disagree					Strongly Agree				
		1	2	3	4	5	6	7	8	9	10
Q40.	You would say positive things about <i>Timeshare Company X</i> to other people. <i>(Willingness to Recommend 1)</i>	1	2	3	4	5	6	7	8	9	10
Q41.	You would recommend <i>Timeshare Company X</i> to people who seek your advice. <i>(Willingness to Recommend 2)</i>	1	2	3	4	5	6	7	8	9	10
Q42.	You would encourage your friends and relatives to do business <i>Timeshare Company X</i> . <i>(Willingness to Recommend 3)</i>	1	2	3	4	5	6	7	8	9	10
Q43.	You will continue to do business with <i>Timeshare Company X</i> if it's prices increase somewhat. <i>(Price Sensitivity 1)</i>	1	2	3	4	5	6	7	8	9	10
Q44.	You will pay a higher price than competitors charge for the benefits you receive from <i>Timeshare Company X</i> . <i>(Price Sensitivity 2)</i>	1	2	3	4	5	6	7	8	9	10

Please provide the following information:

Q45. Do you currently own timeshare?

- Yes
- No

Q46. Prior to this timeshare sales presentation, how many presentations have you attended before, with *Timeshare Company X* or any other timeshare company:

- None, this was my first one
- One other
- Two others
- Three others
- Four or more others

Q47. Gender (choose one):

- Male
- Female

Q48. Age (years) (choose one):

- 18 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 or older

Q49. Marital Status (choose one):

- Never Married
- Married / Domestic Partner
- Divorced / Widowed / Separated

Q50. Gross Annual Household Income (choose one):

- Less than \$75,000
- \$75,000 to \$99,999
- \$100,000 to \$124,999
- \$125,000 to \$149,999
- \$150,000 to \$199,999
- \$200,000 to \$250,000
- Greater than \$250,000

Thank you.

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