

Appendix D -

UNIVERSITY HONORS PROGRAM
SENIOR PROJECT - APPROVAL

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PROJECT TITLE: DIXIE STAMPEDE: IS "THE MOST
FUN RACE TO EAT" CAPTURING CUSTOMER VALUE?

I have reviewed this completed senior honors thesis with this student and certify that it is a project commensurate with honors level undergraduate research in this field.

Signed: David W. Schuman, Faculty Mentor

Date: 5/11/98

Comments (Optional):

Excellent job in understanding customer value principles and collection of data.



Source: Dixie Stampede Homepage, 1998.

Is "The Most Fun Place to Eat"
Capturing Customer
Value?



Prepared for
University Honors Department
at the
University of Tennessee
by
Johanna M. Reeping
1 May 1998

EXECUTIVE SUMMARY

The Dixie Stampede Dinner Attraction is a theater that offers fun, food, and “off-the-wall” entertainment with the use of live animals. This firm strives to “exceed customer expectations” and create a satisfactory experience for visitors. Dixie Stampede markets to families and tour groups, who currently have the ability to make choices as regards to places for entertainment or dinner. The theater differentiates itself from other businesses because of its unique dinner plus entertainment package. Competitors are quickly moving into the Sevier County area and have the opportunity to erode market share from Dixie Stampede. Customer who have previously attended the attraction may decide in the future to go elsewhere. If Dixie Stampede explores the minds of its customers, management may learn what customers value in a service organization such as Dixie.

This exploratory study investigates a sample of 20 customers and concludes that Dixie Stampede is merely measuring customer satisfaction, not value. Delivering value leads to higher customer retention and loyalty. With a large value determination study emphasizing a sample of 50 or more persons, Dixie Stampede could gain an edge on competitors in the area by learning exactly what customers want and value.

With increased competition and tourism, Dixie Stampede management has the opportunity to focus not only on its two major markets, but an overlooked market: senior citizens. This niche would provide additional profits to the firm and perhaps loyalty to the attraction.

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GLOSSARY

ATTRIBUTES--customers' descriptions of the product/service they have used/purchased.

CONSEQUENCES OF PRODUCT USE—positive or negative outcomes that are experienced by the customer as a result of product use.

CUSTOMER SATISFACTION—customers' perception of how the product/service actually performed; representation of the customer's reaction to the value received from a particular product/service offering.

CUSTOMER VALUE—customers' perception of what they want to have happen (i.e., what the product/service does for them) in a specific use situation, with the help of a product or service offering, in order to accomplish a desired purpose or goal; describes the nature of the relationship between the user and the product/service.

DESIRED END-STATES--description of the ultimate goals of the customer or organization.

DIFFERENTIATION—distinguishing features, reliability, product quality, and market continuity of a firm that separates it from competition.

EXPECTATIONS—represent how the customer believes the product will perform.

IDEALS—represent how the customer wishes the product would perform.

MARKETING STRATEGY—guiding the long-run use of the firm's resources based on its existing and projected capabilities and on projected changes in the external environment.

TRIGGERS—occurrences which cause customers to have positive or negative perceptions of their service experience.

INTRODUCTION

Customer value is often overlooked. Many companies focus only on satisfaction, which prevents them from getting into customers' minds and discovering so much more.

Satisfaction measurements such as surveys are useful marketing tools, but too often marketers cannot gain enough insights to provide a service that is more personalized and responsive to actual customer needs. As the tourism industry continues to grow, Dixie Stampede needs to examine what is important to customers and why customers choose to attend, because the attraction could reach a larger target market. Dixie Stampede could benefit from further investigation of market segments that it currently serves, as well as potential segments to increase market share. The purpose of this project is to investigate the current measurement of customer satisfaction practiced at the Dixie Stampede and to focus on why customer value is an important additional element to examine. The report is divided into seven major sections: company background, customer value, analyzing customer value data, marketing problems, U.S. social trends, market opportunities, and concluding remarks about the focus on customer value at the Dixie Stampede.

COMPANY BACKGROUND

In 1987, Fred Hardwick, the owner of Tommy Bartlett's Water Circus, decided to change his type of business to entertainment in the food industry. He made this decision after visiting Orlando, Florida and attending other dinner attractions, such as Medieval Times. Mr. Hardwick gathered a group of investors and began to build the Dixie Stampede in Pigeon Forge, Tennessee. The first year of operation was not successful because the investors had no previous experience with food or animals. Money was tight and the investors wished to withdraw from the enterprise.

Two years later, Dollywood productions bought stock in the company and the dinner show became more prosperous. The investors, after reviewing financial data, planned a growth strategy for the Dixie Stampede. In 1992, another theater was built in Myrtle Beach, South Carolina. It opened successfully and has since entertained over 2 million customers.

In 1995, the company expanded, increasing its market as another Dixie Stampede was constructed in Branson, Missouri. This particular theater altered its show as a result of the demographics of the audience, which caters to older customers.

All three dinner theaters are similar in the aspects of food, costumes, and family values. Although the architectural surroundings are different, the concept of the dinner attraction is the same. The Dixie Stampede strives to offer family fun, a Christian environment, and placing acts in the show that are a little "off-the-wall".

The ownership group is committed to growth and giving back to the community. Dolly Parton demands that the company give a percentage of pre-tax net income to the Sevier County area. The Pigeon Forge attraction, which will be focused on for this report, currently provides \$120,000 per year to the community. At the present time, the investors do not collect profits or dividends from the company as they reinvest the money into employee programs, capital improvements, enhancing the show, and researching future locations to build more theaters (Shaver 1998).

MARKETING ISSUES

Customers are finicky. Because of this, companies must continuously strive to learn about new customer needs or desires and be wary of competition. This section discusses marketing issues for the Dixie Stampede from the perspective of its market definition, local competition, and the economy of the Sevier County area.

MARKET DEFINITION

Dixie Stampede focuses on two major markets: families and tour groups. Families who attended the attraction increased by 18,000 in 1997 (Cruz 1998). The dinner theater markets to them by offering a family environment through a non-alcoholic saloon and Christian value entertainment. The top ten states with families who call to make a reservation are listed as the following:

- (1) Tennessee,
- (2) Georgia,
- (3) North Carolina,

- (4) Alabama,
- (5) Kentucky,
- (6) Ohio,
- (7) Virginia,
- (8) Florida,
- (9) South Carolina, and
- (10) Indiana.

Source: Cruz, 1998.

The Southeast portion of the United States is obviously the leading geographic market segment of families who attend the Dixie Stampede.

Tour groups are considered a second market for Dixie Stampede. In 1997, groups decreased by 8,000 because of the late start in promotions toward them. Increases, however, were apparent in the Spring, Fall, and holidays from 13,000 in 1997 to 23,00 in 1998 (Cruz 1998).

Groups are defined as 20 persons or more who are given tickets at the rate of \$24.99 plus tax per person. Normally, an adult customer would pay \$28.99 plus tax.

Direct mail is sent to a variety of groups, including:

- (1) Churches three times per year;
- (2) Conventions two times per year;
- (3) Seniors three times per year;
- (4) Associations two times per year; and
- (5) Family reunions two times per year.

Direct calls are only made to the highest potential prospects, such as Baptist Hospital

Seniors, which consist of 24,000 members. Finally, Dixie Stampede makes use of past lists to encourage repeat group business.

COMPETITOR ANALYSIS

Although the Dixie Stampede differentiates itself from competition through its off-beat, family dining environment, customers may choose to go elsewhere for food or entertainment. In the long run, a business continues to be successful only if it sustains a competitive advantage over its rivals (Miller 184). This means that Dixie Stampede must continue to investigate the tourism market and competitors to learn of rival firms who may take its market share. To analyze competition for this report, both the theater and dining industries in the Sevier County region will be examined accordingly. Also, future competitors who are currently moving into the area will be discussed.

Theaters

Currently, five major theaters in Sevier County are issues of concern to Dixie Stampede's market share. They are listed below with price data:

(1) Music Mansion Theater: ADULT \$23.20 w/tax,

CHILDREN (12&under) FREE;

(2) Lee Greenwood Theater: ADULT \$22 w/tax,

CHILDREN (12&under) FREE;

(3) Louise Mandrell Theater: ADULT \$23.20 w/tax,

CHILDREN (12&under) FREE w/each adult,

SENIORS 60&over \$21;

(4) Country Tonight Theater: ADULT \$19.69 plus tax,

CHILDREN (4-11) \$9.73 plus tax; and

(5) Southern Nights Theater: ADULT \$18 w/tax,

CHILDREN (12&under) 2 FREE w/each adult.

These theaters are similar in pricing strategy, as ticket prices are closely related. It is interesting to point out that the Louise Mandrell Theater is across the parking lot from the Music Mansion Theater, and ticket prices are exactly alike.

Theaters opening soon include the following:

(1) Smoky Mountain Passion Play,

(2) Comedy Dinner Theater (a direct competitor),

(3) River Bluff Male Review Theater, and

(4) Musical Review Theater.

These theaters will pose as a threat to Dixie Stampede as more theaters are moving into the area and the fight for market share increases.

Dining

Since Dixie Stampede is a dinner attraction, the focus of this report is on nightly dining.

Although customers have the choice of eating at a fast food restaurant or grilling out in the mountains, there are five main dining facilities considered as a threat:

(1) LG's (Lee Greenwood restaurant),

(2) T.G.I.Friday's,

- (3) Cracker Barrel (two in Pigeon Forge),
- (4) Eddie's Heart and Soul Cafe, and
- (5) Alabama Grill.

These are among the most popular restaurants in which tourists choose to eat dinner.

Opening soon is the Alan Jackson Café. With all these choices, Dixie Stampede must continue to maintain a competitive edge. An advantage of Dixie Stampede is the entertainment and dinner combination at a price just above the theaters previously mentioned.

ECONOMY

With a robust economy, travel has been on the increase. According to analysts from the lodging and airline industries as well as the Commerce Department, the performance of 1998 will exceed U.S. travel of 1997 (Mally 50). Several key economic indicators claim continued economic growth. These indicators include the housing market, technology, and wage pressures. Within the housing market, new home inventory is a driving force of the 1998 U.S. economy. On-line travel revenues, including air travel, hotel rooms, car rentals, packaged vacations and other travel products totaled \$276 million in 1996. It is estimated that by the year 2000, the size of the on-line travel industry will increase 470 percent to \$4.7 billion (Malley 51). Labor pressures and wages have caused concern, since the lodging industry is experiencing a shortage of labor. With these indicators in mind, travel spending has set a record.

U.S. SOCIAL TRENDS

Examining social trends leads to a greater understanding of the market. This section will focus on trends toward domestic travel and family dining, as well as trends concerning tourism and development within the Pigeon Forge area. All three trends have much impact on Dixie Stampede and its market share.

DOMESTIC TRAVEL

According to Simmons Market Research Bureau, part-time, married females aged 45-54 were the most prominent group who traveled for vacation in the past twelve months. The households consisted of three or four people, and their average incomes ranged from \$40,000 to \$75,000 or more. Also, 19.8% of adults in this age group began their travel in January and February. Other prominent months include March through June. Dixie Stampede marketing strategy should focus on this market segment, especially early in its season. These adults spent \$1500 or more on vacation and took four or more household members with them. This is a favorable segment for Dixie Stampede and its family-oriented focus.

Traveling for pleasure is becoming an interest among Americans, although business used to be the main reason for travel in past years. While the majority of travelers still drive to their destinations, a growing number is flying. The trend toward shorter, more frequent trips continues to grow. Weekend trips of one to four days are for pleasure, while half of

Americans vacation for five or more nights. The South is the location for 21 percent of trips taken (*Lodging Hospitality* 21). As short and frequent trips increase, Dixie Stampede must focus mainly on its surrounding possibilities, including the top ten states of families aforementioned in this report who call to make reservations.

FAMILY RESTAURANTS

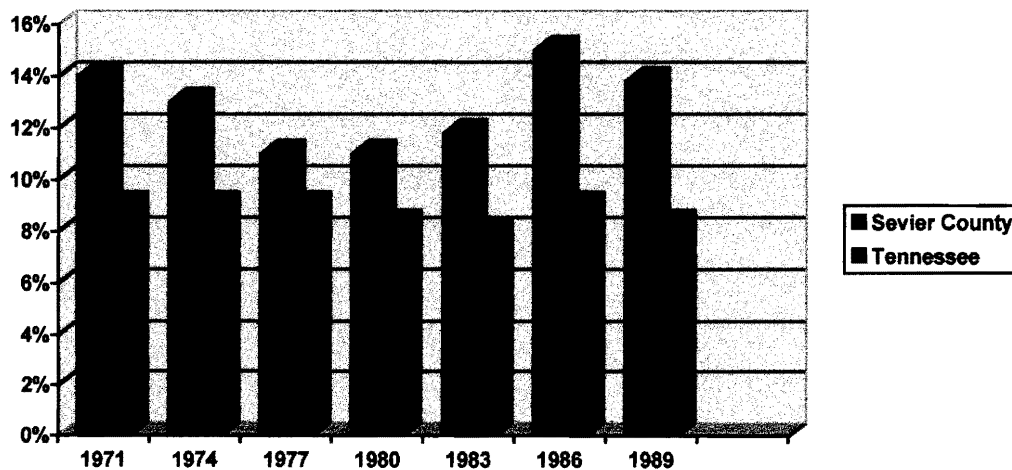
Since food is part of the Dixie Stampede experience, data is examined for family restaurant dining. According to more Simmons statistics, within the prominent age group of 45-54, 59.5% have visited a family restaurant within the past 30 days. Over 7.5 million have visited four or more times. Eating at a restaurant so frequently gives Dixie Stampede likelihood for attendance by these families. Considering that about 40% of those who attend Dixie Stampede are repeat customers, the attraction has a chance to increase market share from this segment.

TOURISM AND DEVELOPMENT IN THE PIGEON FORGE AREA

According to L. Alex Tooman, who performed a case study of tourism development, “tourism has become one of the fastest- and largest-growing industries in the world economy, with nations, states, and communities funding tourist boards to promote their locations and attract further investment” (33). Increases in tourism can benefit areas such as Pigeon Forge immensely. Employment opportunities are increased, GDP growth is boosted, and companies such as the Dixie Stampede have greater potential for profit.

In Sevier County, between 1966 and 1993, the number of tourist accommodations increased from 3,762 to 13,971 (Tooman 34). During the 1980's, Pigeon Forge witnessed the construction of four factory outlet malls and the development of Dollywood, a theme park that entertains hundreds of thousands of people per year. As country music theaters came to the area in the 1990's, Pigeon Forge continued to expand and grow. The impact of tourism has affected the labor force as well. For Sevier County, the rates of labor force participation are consistently higher than for the state of Tennessee, as well as proprietary income (See Figure 1). Proprietary income is an indication of tourism's ability to generate income as well as encourage capitalist businesses.

Figure 1. Proprietary Income as a Percentage of Total Income for Sevier County.



Source: Tooman, 1997.

Although the effects of tourism look favorable, most jobs that are created focus on low-skilled or unskilled workers. These are mostly part-time and offer low wages to employees. Employment is also seasonal, as Dixie Stampede is, leaving workers unemployed for part of the year and leaving their earnings quite low during the off-season periods. These jobs usually do not offer opportunity for advancement, and positions can easily be filled by housewives, retirees, students, or unemployed people from outside the area. Thus, one consequence of the development of tourism in Sevier County is the continuance of high unemployment rates during the off-season.

Tourism has also developed rapidly in the Sevier County area due to its geographic location. One advantage of being located near the Great Smoky Mountains is Interstate 75, which facilitates tourist traffic from Ohio to Florida. Ever since Gatlinburg became overcrowded, the Tennessee Valley Authority encouraged expansion and Pigeon Forge has prospered. Since Sevier County provides much opportunity for developers and Knoxville is just a short commute from the area, property value has increased. Another factor is the popularity of the national park, which also brings in many tourists.

Population is on the rise in the Sevier County area, which increased 80.7% from 1970 to 1990 (See Table 1). Again, with the popularity of geographic location and the increasing opportunities for business, the area has seen enormous growth in population in recent years.

Table 1. Population Growth, 1970-1990.

LOCATION	1970 POPULATION	1990 POPULATION	PERCENT INCREASE
SEVIER COUNTY	28,241	51,043	80.7%
TENNESSEE	3,924,164	4,877,185	24.3%

Source: Tooman, 1997.

As the tourism industry grows in Sevier County, businesses are creating promotional events to bring more visitors to the area. Sevier County holds a Harvestfest and a Winterfest annually. These events were created to facilitate business growth year round. The Department of Tourism, funded by 2.5 percent of a 10.75 percent states and city hotel and amusement tax, has strived to extend Pigeon Forge's active tourism season to nine months out of the year (Selwitz 7). The advertising provided by the Department of Tourism is extremely targeted and provides data about Pigeon Forge through a vacation planner.

CUSTOMER VALUE

Any company that is customer value-oriented can manage its business by highly satisfying its customer base. Customer value determination is dependent on (1) macro-environmental factors, (2) market definition, and (3) competitor analysis. These three points are discussed in different sections of this report. When an adult pays \$28.99 plus tax for a ticket to the Dixie Stampede, a marketer should attempt to increase customer value by adding benefits to

the experience, while minimizing the sacrifices the customer must make. These benefits or added amenities could be perceived as positive attributes to value. Service marketers who minimize unwanted mental effort involved in customers obtaining a service gain great value. An example for the Dixie Stampede would be when the reservations department takes calls and reserves dates and seats correctly the first time. Reducing the amount of time involved in service purchase and delivery is of particular interest to any marketer concerned with value.

VALUE IN USE

Value is created when the product or service and user come together within a particular use situation (Woodruff 59). A customer of the Dixie Stampede encounters many experiences during his/her visit. For example, the purchase and use of a souvenir boot mug with a complimentary drink may increase the customer's satisfaction, and the customer may perceive the purchase as a valued one. A customer's evaluation of the net value of a service may be extremely different post-use versus pre-use. A customer may have certain expectations or a particular perception of the Dixie Stampede before visiting. After the experience, a customer who had negative feelings may have positive ones. Companies must consider every experience as customer faces during an entire service occasion. This means the Dixie Stampede should regard customers' satisfaction from the moment they enter the parking lot until the entertainment is over and they leave the facility.

CONSEQUENCES OF PRODUCT USE

Customer value is a trade-off between the positive and negative consequences that result from product use or a service experience. Consequences describe person/product interaction and the desired or undesired outcomes from the interaction. Understanding the value trade-offs customers are willing to make can provide great opportunities for marketing the Dixie Stampede. While maintaining a quality, family environment for customers, the company offers saloon entertainment, free refills on drinks served in the arena, free refills on popcorn or peanuts, and an overall fun atmosphere throughout the entire experience. When customers pay a price for entertainment, the attraction must fulfill customer expectations so a trade-off occurs. As customers choose to attend the Dixie Stampede, they are sacrificing time and money that could have easily been spent somewhere else, perhaps at a competitor's theater or a less expensive restaurant. If the Dixie Stampede realizes these trade-offs that customers experience, then the firm can provide the value necessary to compensate customers.

LINKING CUSTOMER VALUE TO CUSTOMER SATISFACTION

Customer satisfaction is an evaluation process. Satisfaction is strictly based on the customer's perception of product performance. The problem with most firms is that management sets standards that they themselves would find satisfactory, but these standards might be highly irrelevant to the satisfaction judgments of their customers. Dixie

Stampede currently measures satisfaction through surveys (See Appendix 1). Satisfaction may be tied to personal expectations, ideals, emotions, or comparison standards of competitors, marketer promises, or industry norms (Woodruff 92).

Personal Expectations

Expectations come from several sources, including word-of-mouth and personal experience. If a customer has previously visited the Dixie Stampede, he or she will expect a similar experience within a later visit. Also, when a customer learns about the attraction and decides to attend, he/she will expect the experience to be as someone described. As expectations increase, the company should strive to exceed them.

Ideals

Ideals represent how customers wish the product would perform (Woodruff 91). The consumer's ideal for the Dixie Stampede might be quick service, such as fast-moving reservation lines and speedy servers in the arena. If these services do not meet the standards of the consumer, then the consumer will be dissatisfied. Ideals are satisfied through a company's understanding of what the customer wants with the capabilities of the firm to meet these standards.

Emotions

The more a customer is positively involved emotionally, the more motivating customer satisfaction will be in future purchases to attend the attraction. Dixie Stampede involves customers in this way through conveying pride in America. Within the arena, customers are placed on either the "North" side or the "South" side and are encouraged to cheer for their side throughout the main show. In the closing act, patriotic music is played, lights form the shape of stars, a large American flag is lowered, and the horse riders are dressed in red, white, and blue uniforms while carrying flags. This creates a high level of emotion, especially for veterans, who occasionally stand and place their hands over their hearts through the finale. The Dixie Stampede has been able to identify which attributes of the show generate emotional appeal.

Competitors

Consumers may set comparison standards for firms in the same product category. Since Dixie Stampede is both a theater and restaurant, the firm should recognize that customers might compare the attraction to both industries. The most similar competitor is Medieval Times, which is also a dinner theater, but with a different type of show. Customers who have attended the theater in the past may set standards to what they expect the Dixie Stampede experience to be like in the future. On the other hand, those who pay around \$30 per person for a visit to a fancy restaurant may expect the same treatment at Dixie Stampede.

As opposed to customer satisfaction, value captures the entire relationship between the service, the customer, and goals or purposes within the use situation (Woodruff 94).

Companies must link customer's satisfaction standards to what the company can do to meet these standards *before* the customer has a service experience.

ANALYZING CUSTOMER VALUE DATA

Within this project, the answer to what customers of the Dixie Stampede value has been researched. To begin to determine what customers value, qualitative analysis has been conducted to probe customers and examine their personal experiences at the attraction. In-depth interviews were chosen as a way to gain insight on customer value. The applied sample of 20 customers, while relatively small, does provide Dixie Stampede with some interesting insights. Two types of interviews were conducted: grand tour and laddering. Ten customers were asked to discuss their experiences in-depth, from the moment they entered the Dixie Stampede parking lot until the moment they left the attraction after the show. They were asked to expand on their experiences. The goal of this was to obtain certain situation that occurred-called "triggers"-that led to positive or negative consequences within the visit. The other ten were taken through a "laddering" process, where they were asked about the attributes of the attraction. After speaking of particular attributes, they were probed with the question "Why?" to gain a deeper understanding of attributes and consequences, leading to their ultimate desired end-states.

GRAND TOUR METHOD

Within grand tour interviews, customers speak of the consequences that resulted from their experience. Consequences can be both positive and negative, and these customers can be used to improve service offerings to customers. A summary of consequences derived from ten Dixie Stampede customers and the “triggers” that caused these outcomes are listed below (See Table 2). These customers were asked to talk of their experience at Dixie Stampede from the minute they entered the parking lot until the end of the entertainment.

Table 2. Triggers and Consequences of Experiences at the Dixie Stampede.

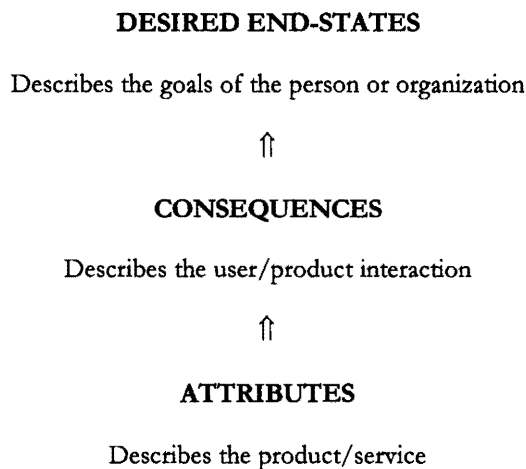
TRIGGERS	POSITIVE CONSEQUENCES	NEGATIVE CONSEQUENCES
PARKING LOT ATTENDANT ASSISTED CUSTOMER	FELT AT EASE WITH ALL THE TRAFFIC	
LONG LINE AT RESERVATION WINDOW WHICH MOVED SLOWLY		BECAME IRRITATED
DULL SALOON SHOW		BECAME BORED AND ANTSY
SALOON HOT/CROWDED		FELT CRAMPED AND IRRITATED
TIGHT ARENA SEATING		FELT CHEATED OUT OF MONEY; SHOULD BE COMFORTABLY SEATED
EXCITING ARENA SHOW	DID NOT MIND PAYING TICKET PRICE FOR THE ENTERTAINMENT	
	FELT LIKE GOOD INVESTMENT OF TIME	
SHUFFLED OUT EXIT DOORS		FELT CROWDED
HAD TO EXIT THROUGH GIFT SHOP		FELT PRESSURED TO BUY SOMETHING
TASTEFUL FOOD	FILLED WITH PLENTY OF FOOD AND DRINK	
	HAPPY WITH QUALITY FOOD	
EXPENSIVE TICKETS		FELT ENTIRE EXPERIENCE WAS NOT WORTH PRICE

For an expanded view, see Appendix 2.

LADDERING METHOD

One means of seeking to learn how products relate to customers is the laddering method. Basically, the relationship between customers and products (or in this case, services) can be represented by three levels: attributes, consequences, and desired end-states (See Figure 2). This relationship can be viewed as a hierarchy, with movement from lower to higher levels. The highest level, desired end-states, encompasses the highest relevance of the product/service to the customer. Ten Dixie Stampede customers were asked to list attributes of Dixie Stampede and its production. Then, they were asked a series of “Why?” questions to be probed further about how the product/service attributes interacted with them. Afterwards, the customers were led into a deeper discussion to bring out end-states.

Figure 2. The Customer Value Hierarchy.

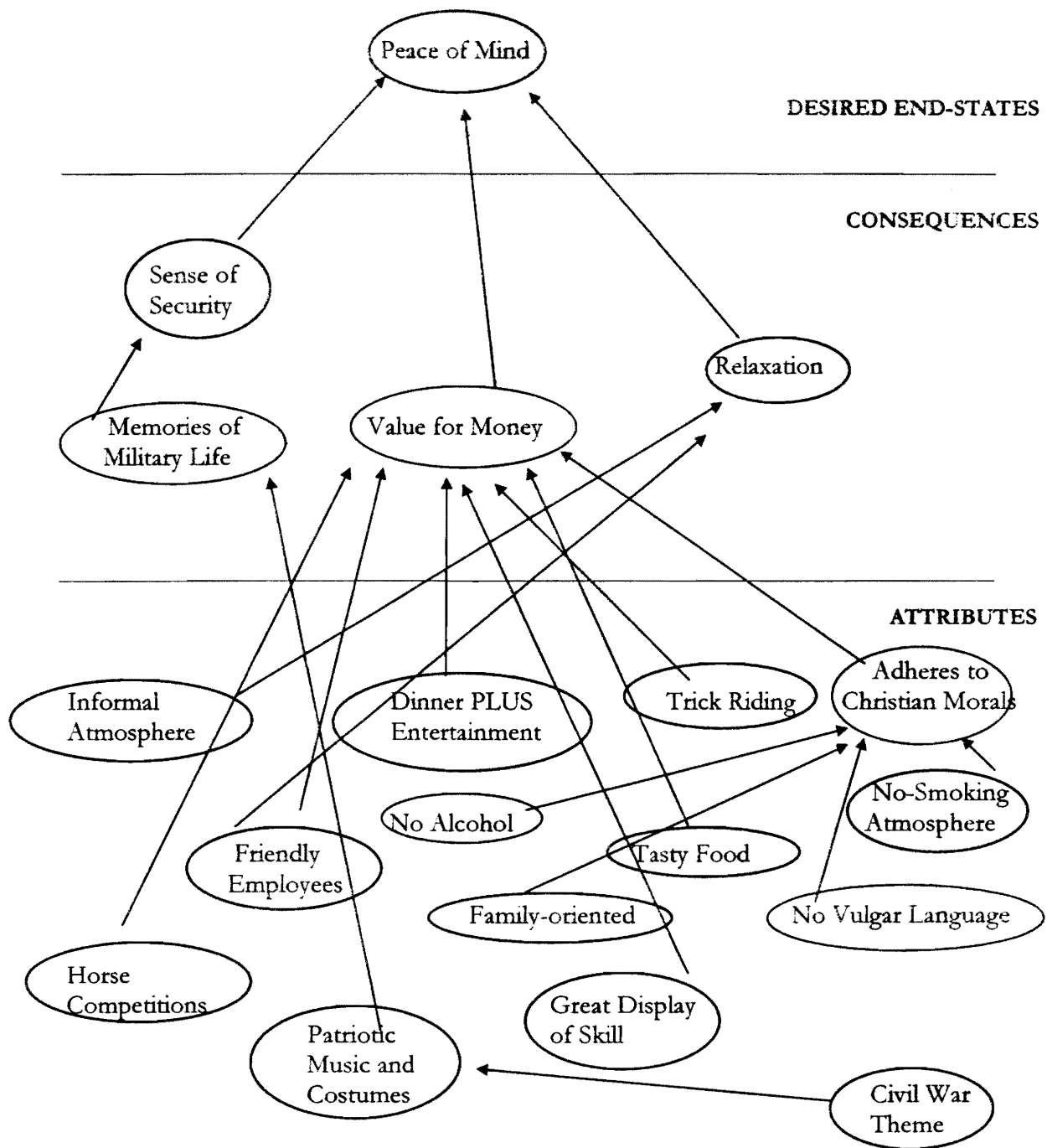


Source: Woodruff, 1996.

At all three levels, managers can learn about customers' perceptions of the services or products by the firm. For a specific example concerning the Dixie Stampede, a sample taken from one laddering interview is shown below (See Figure 3).

Most consequences of which the ten interviewed customers spoke, included value for the money spent, relaxation, good use of time, amusement, and a happy family. These consequences were common among the Dixie Stampede visitors, and different attributes led to them. In the case of Figure 3, charted on the following page, one customer felt she received value for her money through seven different attributes: horse competitions, friendly employees, dinner plus entertainment, great display of skill, trick riding, tasty food, and adherence to Christian morals. Dixie Stampede should look closely at the attributes to discover the reasoning behind the consequences. This would aid in a deeper understanding of what the customer *values*.

Figure 3. Value Hierarchy from a Customer's Perspective of the Dixie Stampede.



For full sample of value hierarchies created from interviews, see Appendix 3.

MARKET OPPORTUNITIES

With more tourists coming to the Pigeon Forge area each year and competition increasing, Dixie Stampede must begin to look for a new market niche. Although its current major targets include families and tour groups, marketers of this attraction should consider an overlooked population who could contribute greatly to the firm: senior citizens.

Annually, Dixie Stampede hosts a show that caters only to the elderly,, but perhaps this market segment could be further developed. According to Martha Schindler, editor of *Savings Institutions*, “senior citizens are the fastest-growing segment of the American society” (52). Despite the common belief that senior citizens are a homogenous group, seniors today are actually quite diverse (See Table 3). The baby boomer era is fast moving into senior status (50 and older). Not many firms presently cater to this market segment. This may prove to be a mistake, since seniors represent more than a quarter of the total U.S. population. They account for three-quarters of the country’s personal assets, half of its discretionary income, and 40 percent of total consumer spending (Schindler 52).

Table 3. Senior Market Customers Are Diverse.

AGE GROUPS	GENERAL DESCRIPTION	MOST COMMON REASON FOR CHOOSING FINANCIAL FIRMS
50 TO 64	LARGEST SEGMENT OF SENIORS MARKET; PRE-RETIRES AT PEAK EARNING POWERS, W/HOUSEHOLD INCOME 10% HIGHER THAN NATIONAL AVERAGE; EARN MORE, SAVE MORE, AND SPEND MORE THAN ANY OTHER CUSTOMER GROUP	PRODUCT DIFFERENTIATION; PERSONAL SERVICE; TECHNOLOGY; RATE AND CONVENIENCE; OFTEN WILLING TO CHANGE INSTITUTIONS FOR BETTER RATE OR PRODUCT
65 TO 74	MOSTLY RETIREES, W/HOUSEHOLD INCOME FROM ESTATES, TRUSTS, AND DIVIDENDS APPROXIMATELY TWO-THIRDS THE NATIONAL AVERAGE; ACTIVE AND TRAVEL-ORIENTED	RATE; PERSONAL SERVICE; INVESTMENT ASSISTANCE
75 TO 84	ALMOST ENTIRELY RETIREES; VERY WEALTHY IN TERMS OF ASSETS; MORE DEPENDENT ON A FINANCIAL INSTITUTION FOR A RANGE OF PRODUCTS AND SERVICES	RATE; PERSONAL SERVICE AND ASSISTANCE; EXTREMELY LOYAL TO THEIR INSTITUTION
85 AND OLDER	FASTEST-GROWING SEGMENT OF SENIORS MARKET; 30% MORE ASSETS AND SAVINGS ACCOUNT BALANCES THAT ARE 90% LARGER THAN NATIONAL AVERAGE	PERSONAL SERVICE

Source: Schindler, 1990.

Examining the data from Table 3, seniors are diverse with different expectations. Dixie Stampede offers the differentiation these customers want, as well as personal service. If the attraction would focus on this emerging segment, the firm has a chance to gain back market share lost because of local competition that may not consider this population. Presently, Dixie Stampede needs to create a “value for your money” strategy and emphasize the ways in which it differentiates itself from the competition through its entertainment with live animals and its family-oriented atmosphere.

SUMMARY

Since the creation of the Dixie Stampede Dinner Attraction, the theater has focused on entertaining its customers through an “off-the-wall” show with the use of live animals in a restaurant setting. Customers have come and gone, wither satisfied with the experience or discontent because something did not meet their expectations. Dixie Stampede strives to exceed customer expectations, but could benefit from extended marketing research with specific attention to learning what the customer wants and needs from the service.

Delivering benefits and minimizing negative consequences increases a customer’s satisfaction level. In the case of Dixie Stampede, it may be the little differences that will make the firm more successful. According to in-depth interviews conducted in this study, a simple smile from an employee or a comfortable seating arrangement in the arena, can make the difference between repeat customers and those who choose to go elsewhere on their next visit to the area. This includes Dixie Stampede’s market segment, families and tour groups. The theater must examine other market segments as competition increases in the market. The seniors market, as the fastest-growing market in the United States, is the heterogeneous group Dixie should target, as seniors have the funds necessary for accommodating expenditures on vacation. Dixie Stampede would benefit from an expanded study of its customer base (including those who choose *not* to attend), and the firm should continue to measure customer satisfaction—that is, satisfaction with the value received.

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APPENDIX 1. DIXIE STAMPEDE SATISFACTION SURVEY

This is more than just a survey...

YOU are the BOSS!!

Please help make us the
best we can be.



53216

(over)

*We want
to know!!*

Please grade us on the following:
(5 being excellent and 1 being poor)

FRIENDLINESS OF STAFF

Reservations	5	4	3	2	1
Photo	5	4	3	2	1
Saloon	5	4	3	2	1
Performers	5	4	3	2	1
Dinner Server	5	4	3	2	1

CLEANLINESS OF OUR FACILITY

Entrance	5	4	3	2	1
Saloon	5	4	3	2	1
Restrooms	5	4	3	2	1
Dining Area	5	4	3	2	1
Horse Stalls	5	4	3	2	1

Overall
Friendliness 5 4 3 2 1

Overall
Cleanliness 5 4 3 2 1

• **SALOON ENTERTAINMENT** 5 4 3 2 1

Please explain _____

• **MAIN SHOW** 5 4 3 2 1

Please explain _____

• **FOOD QUALITY** 5 4 3 2 1

Please explain _____

• **DINNER SERVICE** 5 4 3 2 1

Please explain _____

• **ACCURACY in Reservations/Ticketing** 5 4 3 2 1

Please explain _____

• Our goal is to be the most fun place to eat on the planet!

Were we? ☐ Yes ☐ No If no, please tell us where it is _____

• Any additional comments or suggestions _____

Date _____ Showtime _____

Section & Row _____ Server name _____

Please do not leave on the table.

Drop box located at lower level as you exit.

APPENDIX 2. GRAND TOUR TABLES

Grand Tour Personal Interview #1

TRIGGERS	POSITIVE CONSEQUENCES	NEGATIVE CONSEQUENCES
LATE FOR SHOW BECAUSE OF TRAFFIC ON PARKWAY		IRRITATED AND UPSET
PAID FOR TICKETS IN FULL BUT MISSED SALOON SHOW AND ENTERTAINMENT		FELT TAKEN ADVANTAGE OF
TAKEN THROUGH PHOTO AREA FOR PICTURE		WANTED TO GET TO MAIN SHOW; FELT MORE UPSET
ATMOSPHERE OF ARENA LIKE OLD SOUTH	FELT LIKE PART OF THE SHOW	
FRIENDLY WAITRESS HURRIED TO SERVE US AFTER ALREADY SERVING OTHERS	BECAME MORE COMFORTABLE WITH SURROUNDINGS AND SITUATION	
PHOTO EMPLOYEE APPROACHED US DURING SHOW TO SELL US OUR PICTURE	LIKED THE WAY IT WAS PRESENTED; DID NOT HAVE TO SEARCH FOR PHOTO AFTER SHOW	
EVERYONE WAS IN SOME TYPE OF UNIFORM OR COSTUME	HAPPY WITH ATMOSPHERE	
BATHROOM STALLS HAD SIGNS ON DOORS FOR "NORTHERNERS" OR "SOUTHERNERS"	MADE ME LAUGH THE WAY ENTIRE ATTRACTION WAS DETAILED WITH SUBTLETY	
MUSIC WAS EXTREMELY LOUD		HURT MY EARS THE WAY IT ECHOED IN LARGE ARENA
LIGHTS TOO DARK TO SEE WHERE I WAS WALKING DURING SHOW		FELT IN DANGER OF FALLING
EXITED THROUGH SMALL SET OF DOORS EVERYONE HAD TO GO THROUGH		FELT CLAUSTROPHOBIC
EXITED THROUGH GIFT SHOP		FELT PRESSURED INTO BUYING SOUVENIR
PARKING LOT ASSISTANTS SMILED AND WAVED GOODBYE	FELT HAPPY UPON LEAVING	

Grand Tour Personal Interview #2

TRIGGERS	POSITIVE CONSEQUENCES	NEGATIVE CONSEQUENCES
EASILY DIRECTED FROM PARKING LOT TO RESERVATION COUNTERS	FELT COMFORTABLE WITH SURROUNDINGS	
WENT THROUGH SHORT PHOTO LINE	STILL AT EASE WITH EXPERIENCE	
SEPARATED FROM FAMILY IN SALOON THROUGH ENTIRE SHOW		UPSET AND DISAPPOINTED BECAUSE IT WAS FAMILY REUNION
SALOON HOT AND CROWDED		UNCOMFORTABLE AND IRRITATED
SHUFFLED INTO ARENA TO BE SEATED; UTTER CHAOS		REALLY STEAMING AND READY TO LEAVE
ARENA SEEMED MORE ORGANIZED	FELT MORE COMFORTABLE, CONSIDERING PREVIOUS OCCURRENCE	
LIMITED MENU		FELT DISSATISFIED WITH ONLY ONE OPTION
PHOTO PEOPLE IN WAY DURING SHOW		IRRITATED AND PRESSURED TO BUY
FRIENDLY WAITRESS	FELT LIKE WE HAD A "BOND" BETWEEN US CHEERING FOR SAME SIDE	
ATMOSPHERE OF ARENA	FELT PRIDE BECAUSE ALWAYS LIVED IN THE SOUTH	
FRIENDLINESS AND INFORMALITY OF EMPLOYEES	FELT COMFORTABLE, LIKE AT HOME	
TICKET PRICE TOO HIGH		FELT GUILTY FOR SPENDING LARGE AMOUNT OF MONEY FOR SMALL FAMILY
EXITED THROUGH GIFT SHOP		AGAIN, FELT PRESSURED TO BUY AND FELT MANIPULATED TO SPEND MORE MONEY
PARKING LOT TRAFFIC WAS HORRENDOUS		DISSATISFIED UPON LEAVING

Grand Tour Personal Interview #3

TRIGGERS	POSITIVE CONSEQUENCES	NEGATIVE CONSEQUENCES
HELPED IN PARKING LOT BY EMPLOYEE	FELT WELCOME	
GREETED AT FRONT OF RESERVATION DESKS BY GIRL DRESSED IN COSTUME	FELT LIKE "SHOW" ALREADY STARTED	
SLOW RESERVATION LINE		ANNOYED BY STANDING IN LINE FOR A LONG TIME
CONFIRMATION NUMBER NOT IN COMPUTER		DISTURBED AND TROUBLED, AS IF WE WERE NOT GOING TO SEE THE SHOW
FAST PHOTO LINES	FELT BETTER AFTER STANDING THROUGH LONG RESERVATION LINE	
GREETED IN SALOON	AGAIN, FELT WELCOME	
FUN SALOON SHOW	FAMILY WAS HAVING FUN, SO I WAS HAVING FUN	
CROWDED SALOON		CRAMPED AND HOT
SENT UPSTAIRS INTO ARENA	FELT LIKE PART OF THE OLD SOUTH	
HELPED BY EVERYONE TO GET SEATED	DID NOT HAVE ANY MORE WORRIES ABOUT OUR SEATS	
NICE WAITER, BUT TOO FAST SERVING THE FOOD		FELT RUSHED TO EAT SUCH A LARGE DINNER
TASTY FOOD; DELICIOUS	FILLED HUNGER PAINS	
LOTS TO DRINK; FREE REFILLS	FELT BETTER ABOUT SPENDING THE MONEY FOR ALL THE FOOD AND DRINK	
GREAT SHOW WITH LIVE ANIMALS	CHILDREN DID NOT EVEN EAT BECAUSE OF THE EXCITEMENT	
EXITED INTO GIFT SHOP	HAPPY TO FIND SUCH CUTE SOUVENIRS	
PARKING LOT EMPTY BY THE TIME WE LEFT	NO TROUBLES IN PARKING LOT; LEFT HAPPY WITH ENTIRE ENCOUNTER	

Grand Tour Personal Interview #4

TRIGGERS	POSITIVE CONSEQUENCES	NEGATIVE CONSEQUENCES
PARKING LOT FULL; HAD TO PARK FAR AWAY FROM ENTRANCE		HATED TO WALK SO FAR WITH CHILDREN
GREETED AT FRONT ENTRANCE	FELT LIKE EVERYONE WAS NICE	
SLOW RESERVATION LINES		BECAME TIRED AND A BIT BOTHERED FROM STANDING FOR SO LONG
SPENT OVER \$100 FOR FAMILY TO ATTEND THE SHOW AND EAT DINNER		FELT GUILTY FOR SPENDING SO MUCH MONEY
TAKEN THROUGH PHOTO LINES WITH CUTE BACKGROUNDS FOR PICTURES	FELT ENTERTAINED	
SALOON WAS EXTREMELY CROWDED		FELT UNCOMFORTABLE AROUND SO MANY PEOPLE
BORING SALOON SHOW		FELT LIKE MONEY WASN'T WELL SPENT
APPROACHED BY SALOON WAITRESS WHO OFFERED POPCORN OR DRINKS	HELPFUL THAT WE DIDN'T HAVE TO STAND IN ANOTHER LONG LINE AT THE BAR	
FAMILY ENVIRONMENT WITH NON-ALCOHOLIC DRINKS	GREAT ATMOSPHERE FOR FAMILY AND CHILDREN	
WENT UPSTAIRS TO ENTER THE MAIN ARENA	FELT HAPPY TO GET TO THE MAJOR PRODUCTION	
DIFFICULT TO BE SEATED BECAUSE OF THE FEW PEOPLE HELPING ALL THE CUSTOMERS		FELT LOST AND RUSHED TO GET TO SEATS
WAITER FRIENDLY AND HELPFUL WITH CHILDREN	EASED MY WORRIES AND CONCERNS THAT THE KIDS WOULD HAVE A BAD TIME	
FOOD WAS DELICIOUS	FELT NOT SO BAD THAT WE SPENT ALL THAT MONEY	
FANTASTIC HORSERIDING SKILLS	FELT LIKE IT WAS THE ONLY SHOW AROUND THAT OFFERED SUCH ENTERTAINMENT	
LIGHTS TOO DARK IN ARENA		FELT UNSURE ABOUT WALKING TO THE BATHROOM WITH CHILDREN
EXITED INTO GIFT SHOP		FELT OBLIGATED TO BUY SOUVENIRS FOR KIDS BECAUSE THEY WALKED INTO A ROOM FULL OF DIXIE STAMPEDE ITEMS

Grand Tour Personal Interview #5

TRIGGERS	POSITIVE CONSEQUENCES	NEGATIVE CONSEQUENCES
ARRIVED EARLY AND WAS UNABLE TO PURCHASE OUR TICKETS UNTIL 5 P.M.		ANGRY WE HAD TO RETURN AND WAIT IN LONG RESERVATION LINE
ARRIVED AROUND 5 P.M. AND PARKING LOT ASSISTANT WAS HELPFUL	EASILY DIRECTED INTO SPACE FOR MOTOR HOME	
STOOD IN SLOW, LONG RESERVATION LINE; MAIN REASON WE CAME EARLY THE FIRST TIME		FELT A BIT PERTURBED
WALKED THROUGH DECORATED HALLWAY INTO PHOTO LINE	FELT LIKE WE WERE INSIDE, BUT WERE REALLY OUTSIDE; FELT DIFFERENT	
PHOTO WORKERS FRIENDLY	MADE US FEEL WELCOME	
SALOON WAS HOT AND FULL OF PEOPLE		IRRITATING AND UNPLEASANT
HAD ELEVATOR ON LOWER LEVEL FOR ELDERLY MOTHER	FELT AT EASE THAT MOTHER DID NOT HAVE TO CLIMB ALL THE STAIRS	
WAS SEATED IN ARENA ON "HANDICAP" SECTION	TOP ROW WAS HELPFUL FOR MOTHER; CHAIRS WERE GREAT, INSTEAD OF BOOTHS	
WAITER PRETTY SLOW AT GETTING DRINKS		FELT UPSET BECAUSE WE WERE REALLY THIRSTY FROM THE HOT WEATHER OUTSIDE
GREASY FOOD; SMALL PORTIONS		WAS NOT WORTH THE EXPENSE OF THE TICKETS
GREAT ENTERTAINMENT DURING SHOW	FELT GOOD THAT FAMILY WAS HAVING FUN	
COFFEE SPILLED ON HUSBAND		UNHAPPY WITH WAITER AND THE WAY HE HANDLED THE SITUATION
CHILDREN PARTICIPATED IN SHOW AND CHASED CHICKENS	MADE THE EXPERIENCE MORE PLEASANT	
CUTE DECORATIONS IN ARENA; LARGE TREE IN FRONT AND MANSION ON OPPOSITE END	FELT LIKE WE WERE IN ANOTHER ERA	
HAD TO TIP WAITER AFTER PAYING ALL THAT MONEY TO GET IN		FELT CHEATED
WENT THROUGH GIFT SHOP WITH NICE SOUVENIRS	HANDY FOR BUYING PRESENTS TO TAKE BACK HOME	

Considering the entertainment aspect, customers that perceive a particular theater to be gratifying may have the same expectations for Dixie Stampede, which offers a completely different show that includes live animal entertainment.

Marketer Promises

As Advertised, the Dixie Stampede is the "Most Fun Place to Eat" while visitors are in the Smokies. The comparison standard that the customer adopts may be based on this promise. The dinner attraction should meet this standard and offer a show and dinner that meet the expectations of the customer. If the customer does not perceive the Dixie Stampede as the "Most Fun Place to Eat," then he/she will be dissatisfied. The firm should also provide what is promised.

Industry Norms

Finally, consumers who have significant experience with food and entertainment industries may develop an average level of performance as a standard. The industry norm may be different than the comparison standard represented by any individual competitor.

Management of the Dixie Stampede must understand what standards customers are using to judge the entire service experience and satisfaction.

Grand Tour Personal Interview #6

TRIGGERS	POSITIVE CONSEQUENCES	NEGATIVE CONSEQUENCES
ARRIVED LATE TO SHOW		FELT LIKE WE MISSED EXTRA ENTERTAINMENT FROM SALOON
RESERVATIONIST TOLD US TO GO AHEAD TO SHOW INSTEAD OF LETTING US ATTEND ANOTHER		FELT DECEIVED
HAD TO PAY FULL PRICE EVEN THOUGH HALF OF SHOW WAS OVER		FELT CHEATED OUT OF MONEY
WAS SEATED WITH HELP OF ARENA MANAGER	FINALLY FELT LIKE SOMEONE CARED	
WAITRESS HURRIED TO GET OUR FOOD	APPRECIATED THE FAST WORK	
EVEN THOUGH PART OF SHOW WAS OVER, STILL FOUND IT FULL OF FUN AND ENTERTAINMENT	FELT A BIT MORE RELIEVED ABOUT PAYING FULL PRICE	
TASTY AND DELICIOUS FOOD	FILLED UP OUR APPETITES	
WAS ALLOWED TO ENTER SALOON AFTER SHOW AND WATCH WITH THE NEXT SHOW'S CROWD	HAPPY WITH TREATMENT AS AN UPSET CUSTOMER	
ENJOYED SALOON SHOW	HAD FUN; CONTENT WITH RESOLVED SITUATION	
WENT THROUGH EMPTY GIFT SHOP BECAUSE THE OTHER CUSTOMERS HAD LEFT	COMFORTABLE TO WALK AROUND AND NOT GET BUMPED INTO	
LEFT PARKING LOT ONTO PARKWAY	FELT HAPPY IN THE END UNTIL WE HIT THE AWFUL TRAFFIC ON THE MAIN ROAD	

Grand Tour Personal Interview #7

TRIGGERS	POSITIVE CONSEQUENCES	NEGATIVE CONSEQUENCES
CAME TO SHOW AND GOT TICKETS RIGHT AWAY WITHOUT RESERVATIONS	ENJOYED THE SPEEDINESS OF THE SITUATION	
WENT INSIDE TO PHOTO LINE THAT WAS QUITE EMPTY	FELT RELAXED NOT HAVING TO WAIT FOR ANYTHING AFTER BEING STUCK IN TRAFFIC ALL DAY	
BOUGHT BOOT MUG DRINKS AND POPCORN		FELT AWFUL BUYING MORE AFTER PURCHASING THE EXPENSIVE TICKETS
FUN SALOON ENVIRONMENT AND SHOW	FELT GOOD THE FAMILY WAS HAVING FUN	
WENT INTO EXTREMELY CLEAN BATHROOM IN SALOON	FELT GOOD TO BE EATING AT A TIDY PLACE	
ARENA WAS REALLY BIG AND BEAUTIFUL	FELT LIKE WE WERE OUTSIDE WITH CRICKETS CHIRPING AND DARK ATMOSPHERE	
SEATED WITH LOTS OF HELP FROM HAPPY EMPLOYEES	FELT COMFORTABLE AND WELCOME; LIKE AT HOME	
DELIGHTFUL WAITRESS	FELT LIKE WE HAD A SPECIAL CONNECTION, ROOTING FOR THE SAME SIDE	
FOOD WAS A LITTLE GREASY; SAT HEAVY ON STOMACH		DISAPPOINTED; THOUGHT IT WOULD BE OF MORE QUALITY SINCE WE PAID SUCH A HIGH TICKET PRICE
SHOW WAS PERFECT LENGTH; TIME WENT FAST	FELT MORE LIKE WE GOR OUR MONEY'S WORTH; NEVER GOT BORED	
HORSERIDERS WERE SKILLED	ENTERTAINING; FELT CONTENT	
EXITED WITH A MAD RUSH OF PEOPLE		FELT A BIT UNNERVED
RESTROOM OUTSIDE EXIT DOORS WAS REALLY PACKED; COULD NOT FIND ANOTHER EMPTY ONE		FELT UNEASY BECAUSE WE HAD TO USE THE RESTROOM BADLY
GIFT SHOP WAS A MASS OF CONFUSION BECAUSE OF ITS SMALL SIZE AND THE LARGE AMOUNT OF PEOPLE WITHIN IT		IRRITATED AND READY TO GET OUT OF THERE

Grand Tour Personal Interview #8

TRIGGERS	POSITIVE CONSEQUENCES	NEGATIVE CONSEQUENCES
ARRIVED EARLY TO BUY TICKETS; WAS NOT TOLD IN ADVANCE THAT WE HAD TO PICK THEM UP AFTER 5 P.M.		ANGRY WE WASTED TIME TO DRIVE DOWN TO PIGEON FORGE EARLY THAT DAY
PULLED INTO PARKING LOT AROUND 5 P.M. AND WAS ASSISTED TO PARKING SPACE	FELT LIKE THIS PLACE MAY BE MORE ORGANIZED THAN I THOUGHT	
WAS GREETED AT ENTRANCE BY GIRL THAT WAS DRESSED UP	FELT GOOD TO BE AROUND SMILING FACES	
WAITED IN LONG RESERVATION LINE TO PICK UP TICKETS		A LITTLE PERTURBED, BUT WE GOT GREAT SEATS
WENT INTO HALLWAY AREA THAT LED TO FAST-MOVING PHOTO LINE	FELT ENERGETIC BEING AROUND FAST SERVICE	
WAS SENT INTO SALOON AREA THAT WAS A GREAT FAMILY ATMOSPHERE	FELT SAFE WITH FAMILY MEMBERS AROUND PLEASANT PEOPLE AND A NON-ALCOHOLIC BAR	
BORING SALOON SHOW		FELT LIKE WE COULD HAVE COME LATER JUST FOR THE MAIN SHOW
WENT UPSTAIRS INTO BEAUTIFUL ARENA	FELT GOOD ABOUT PAYING FOR THE TICKETS CONSIDERING THE WONDERFUL ATMOSPHERE	
COULD SMELL THE MOLD AND DUST IN ARENA; ALLERGIES		FELT SICK AND NEEDED FRESH AIR
HELPFUL WAITER WHO TOLD ME WHERE THE FRESH AIR WAS	FELT SAFE TO BE ABLE TO GET OUTSIDE BEFORE I GOT TOO SICK	
TOOK MY MEDICATION AND WATCHED AN EXTRAVAGANT SHOW	WAS ENTERTAINED LIKE NEVER BEFORE	
AMERICAN FLAG DROPPED AT END OF SHOW, RIDERS WERE DRESSED IN RED/WHITE/BLUE COSTUMES, PATRIOTIC MUSIC PLAYED	FELT PRIDE FOR BEING AN AMERICAN, LIKE IT WAS THE FOURTH OF JULY	
EXITED THROUGH GIFT SHOP		FELT COERCED INTO BUYING SOMETHING FOR MY KIDS

Grand Tour Personal Interview #9

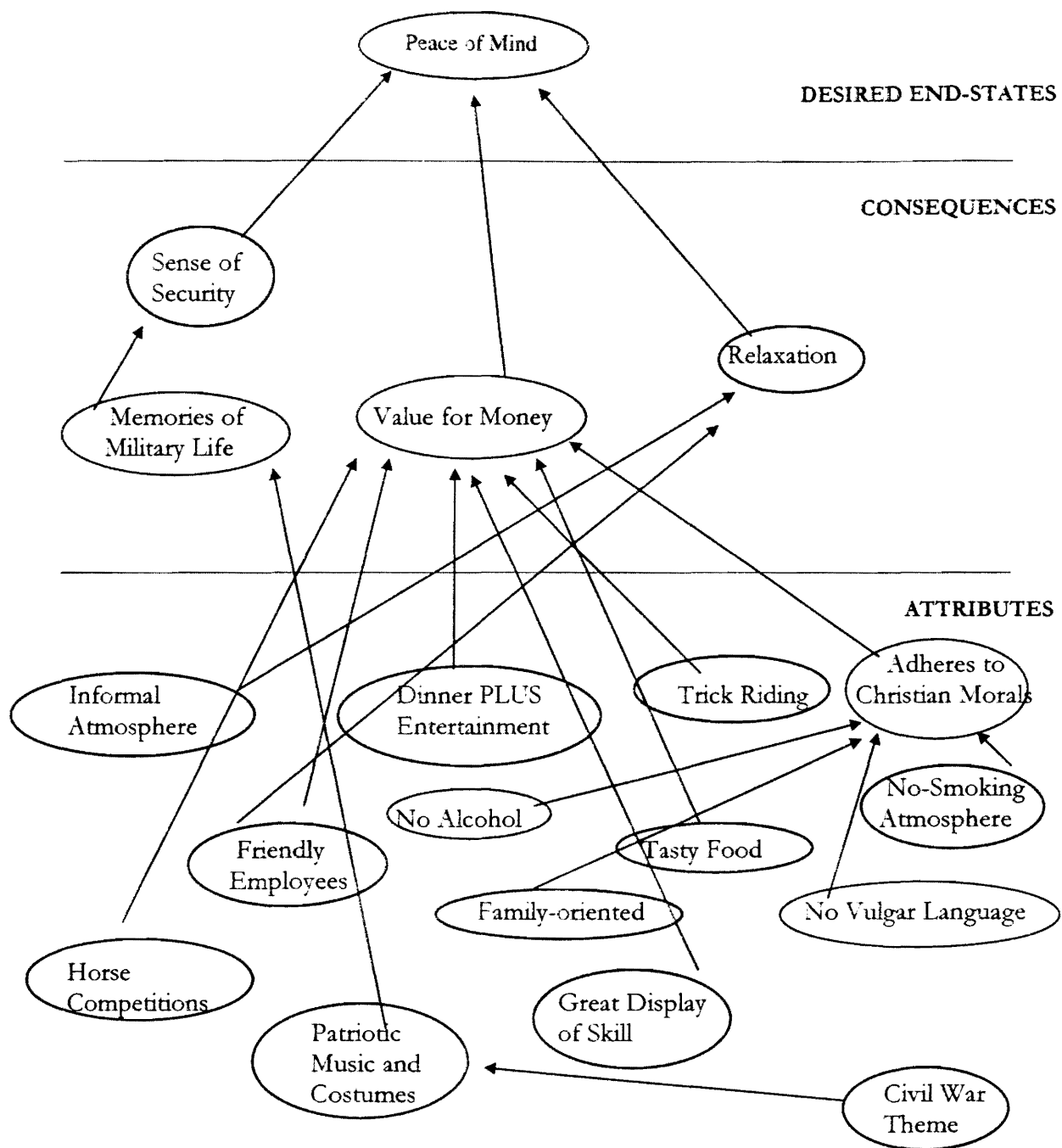
TRIGGERS	POSITIVE CONSEQUENCES	NEGATIVE CONSEQUENCES
WALKED FROM HOTEL TO THE SHOW BECAUSE OF BAD TRAFFIC		ANNOYED, BUT IT WAS BETTER THAN DRIVING
HELPFUL RESERVATIONIST GAVE US FRONT ROW SEATS	EXCITED AND HAPPY TO PAY THE MONEY FOR GOOD SEATS	
WALKED TO PHOTO LINE WHERE WE ARGUED WITH PHOTO EMPLOYEE ABOUT NOT GETTING OUR PICTURE TAKEN		IRRITATED WITH THE PUSHY EMPLOYEE
WENT INTO SALOON WHICH WAS COOL AND CALM	EASED OUR FEET PAINS FROM WALKING; FELT COMFORTABLE	
BOUGHT BOOT MUG DRINKS	TASTED GOOD AND QUENCHED THIRST	
WATCHED DULL SALOON SHOW		FELT BORED
WENT INTO ARENA AREA FOR MAIN SHOW AND WAS SEATED QUICKLY	FAST-PACED SERVICE WAS SURPRISING, CONSIDERING ALL THE PEOPLE TO BE SEATED BEFORE THE SHOW	
FUN WAITRESS; EXTREMELY PEPPY	FELT COMFORTABLE WITH THE SERVER; AT EASE	
LARGE PORTIONS OF FOOD SERVED; EXTREMELY APPETIZING	FELT LIKE TICKETS WERE WORTH THE EXPENSE	
DIRT CAME FROM ARENA ONTO MY PLATE ON THE FRONT ROW		GROSSED OUT AND HAD TO WAIT FOR FRESH FOOD
APPLE TURNOVER DESSERT WAS COLD AND HARD		FELT A BIT DISAPPOINTED, SINCE THE OTHER FOOD WAS SO HOT
CHILDREN PARTICIPATED IN SHOW	FELT HAPPY THAT WE CAME AND SPENT THE MONEY	
PATRIOTIC MUSIC PLAYED AT THE END	FELT PRIDE IN MY NATIONALITY	
EXITED THROUGH CONVENIENTLY-PLACED GIFT SHOP	HELPFUL THAT WE DID NOT HAVE TO SEARCH FOR IT WHEN WE LEFT	

Grand Tour Personal Interview #10

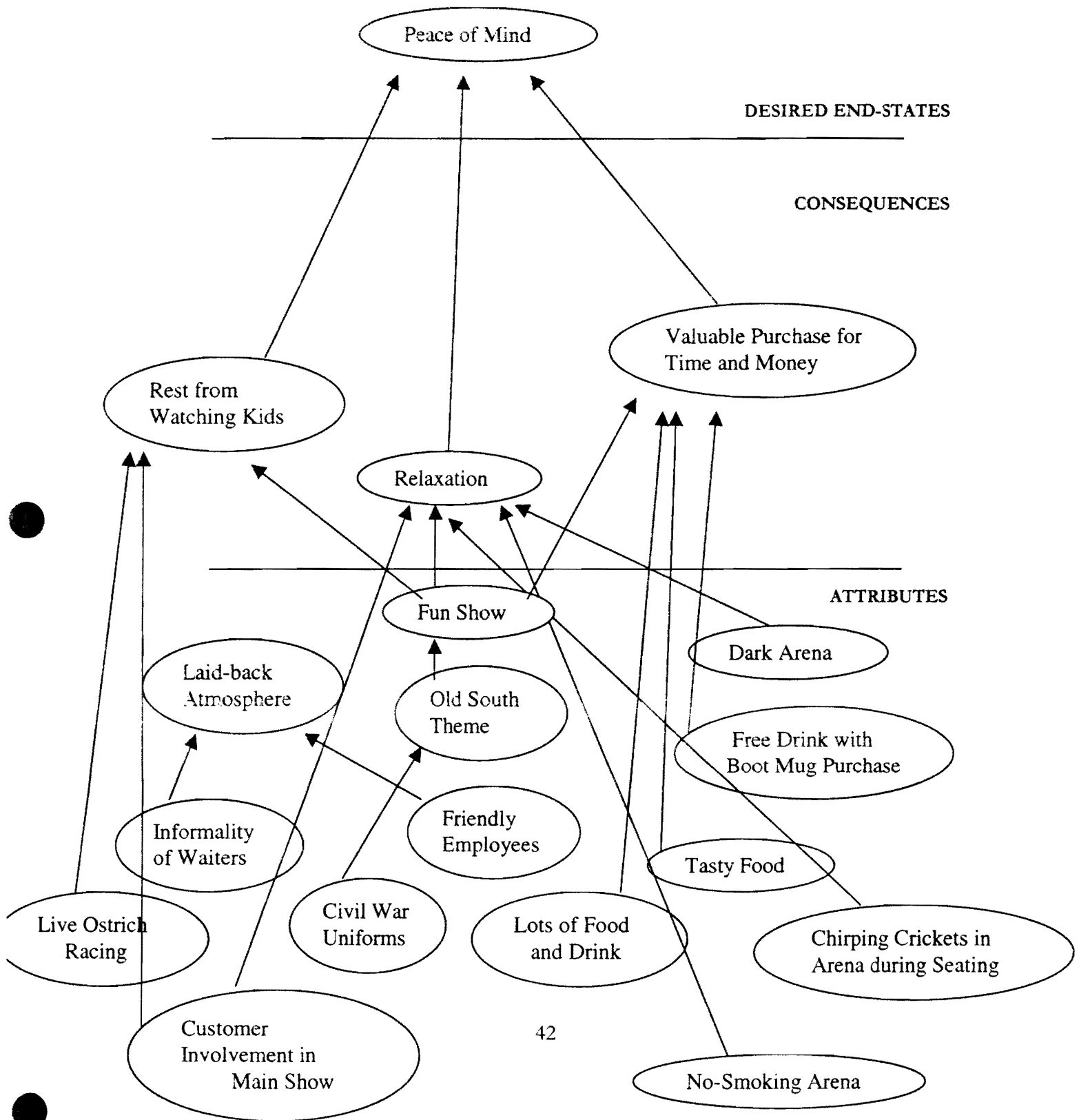
TRIGGERS	POSITIVE CONSEQUENCES	NEGATIVE CONSEQUENCES
CAME TO THE ATTRACTION EARLY TO SEE HORSES OUT FRONT	HAD FUN WITH KIDS; FELT MORE CONFIDENT IN SPENDING THE MONEY FOR TICKETS	
PURCHASED TICKETS AT SLOW RESERVATION BOOTH		FELT A BIT PERTURBED BECAUSE THE KIDS WERE RESTLESS
WENT INTO A CUTE PHOTO AREA	EXCITED TO SEE WHAT MORE WAS TO COME	
WATCHED ENTERTAINING SALOON SHOW	HAPPY TO SEE THE FAMILY ENTERTAINED; FELT RELAXED	
SPENT MONEY ON BOOT MUG DRINKS AND POPCORN FOR EVERYONE		FELT BAD SPENDING MORE MONEY
WENT INTO GIGANTIC ARENA FOR MAIN SHOW	EXCITEMENT WAS ELEVATED FOR EVERYONE	
ENJOYED THE GREAT FOOD WITH LARGE PORTIONS	FELT BETTER FOR PAYING SO MUCH MONEY	
APPROACHED DURING SHOW BY PHOTO SALESMAN		FELT GUILTY SPENDING EVEN MORE MONEY
EXCITING SHOW ENJOYED BY ALL	WAS AMUSED BY COMEDY ACTS AND LAUGHED A LOT	
HAD TO TIP WAITRESS AFTER SPENDING ALL THAT MONEY		FELT PRESSURED INTO TIPPING
WENT INTO RESTROOM WHICH HAD FUNNY SIGNS ON THE STALL DOORS	AMUSED AGAIN AND HAVING FUN	
ENTIRE ARENA EXITED THROUGH TIGHT DOORS		FELT UNCOMFORTABLE BETWEEN SO MANY PEOPLE; FELT UNSAFE WITH MY LITTLE ONES
EXITED THROUGH GIFT SHOP		REFUSED TO BUY ANYTHING MORE; FELT PRESSURED

APPENDIX 2. LADDER HIERARCHIES

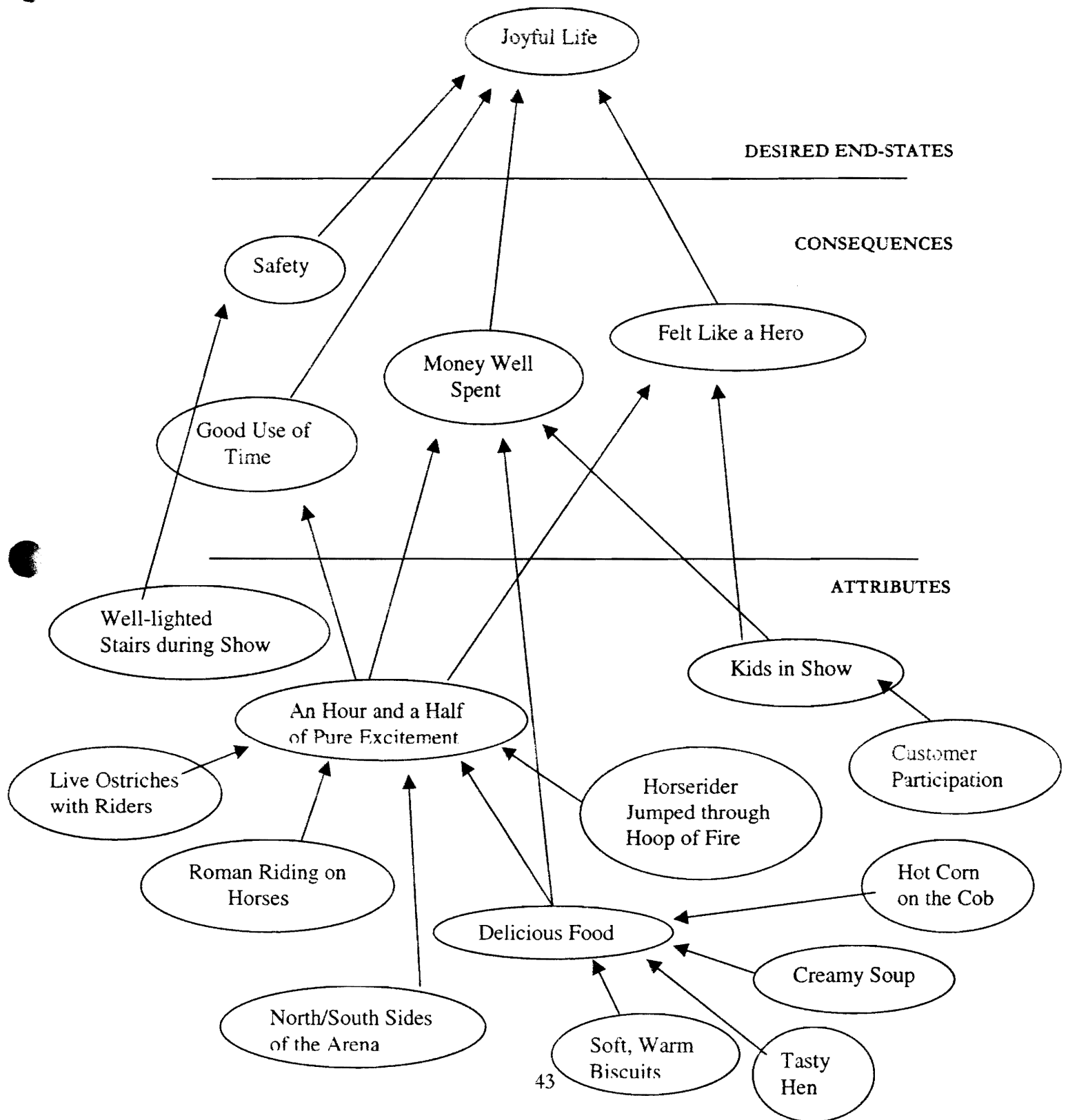
Laddering Personal Interview#1



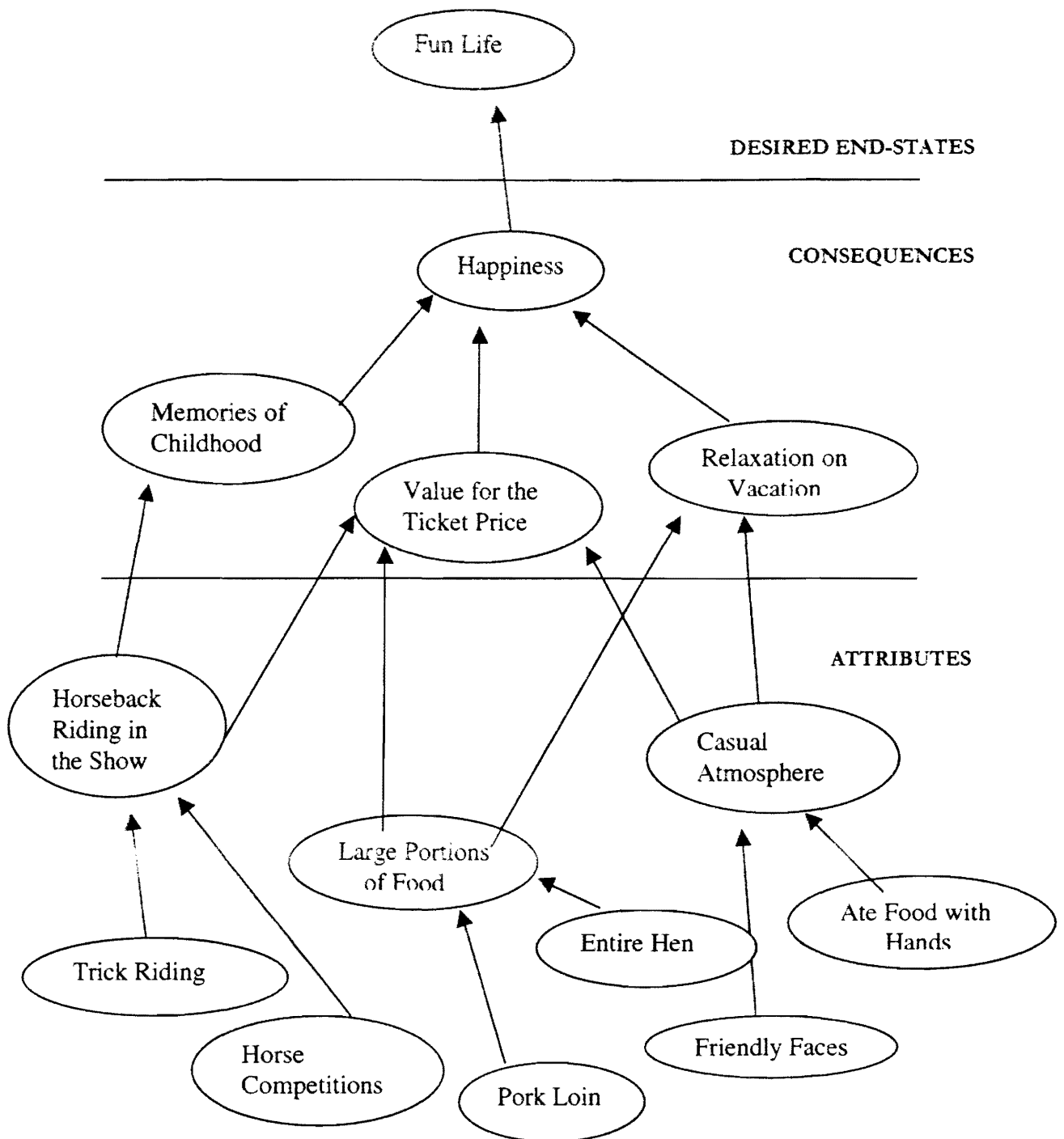
Laddering Personal Interview #2



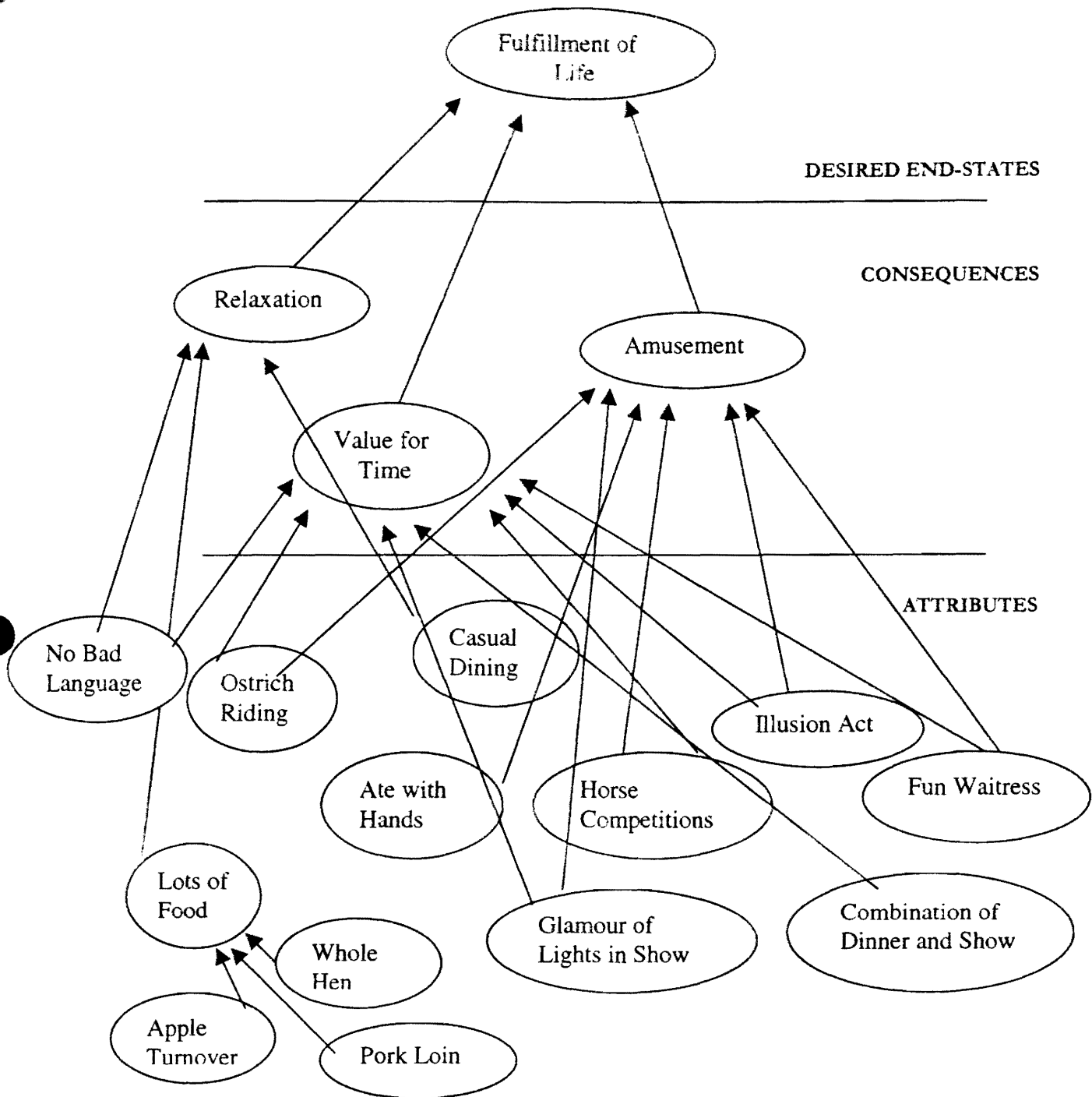
Laddering Personal Interview #3



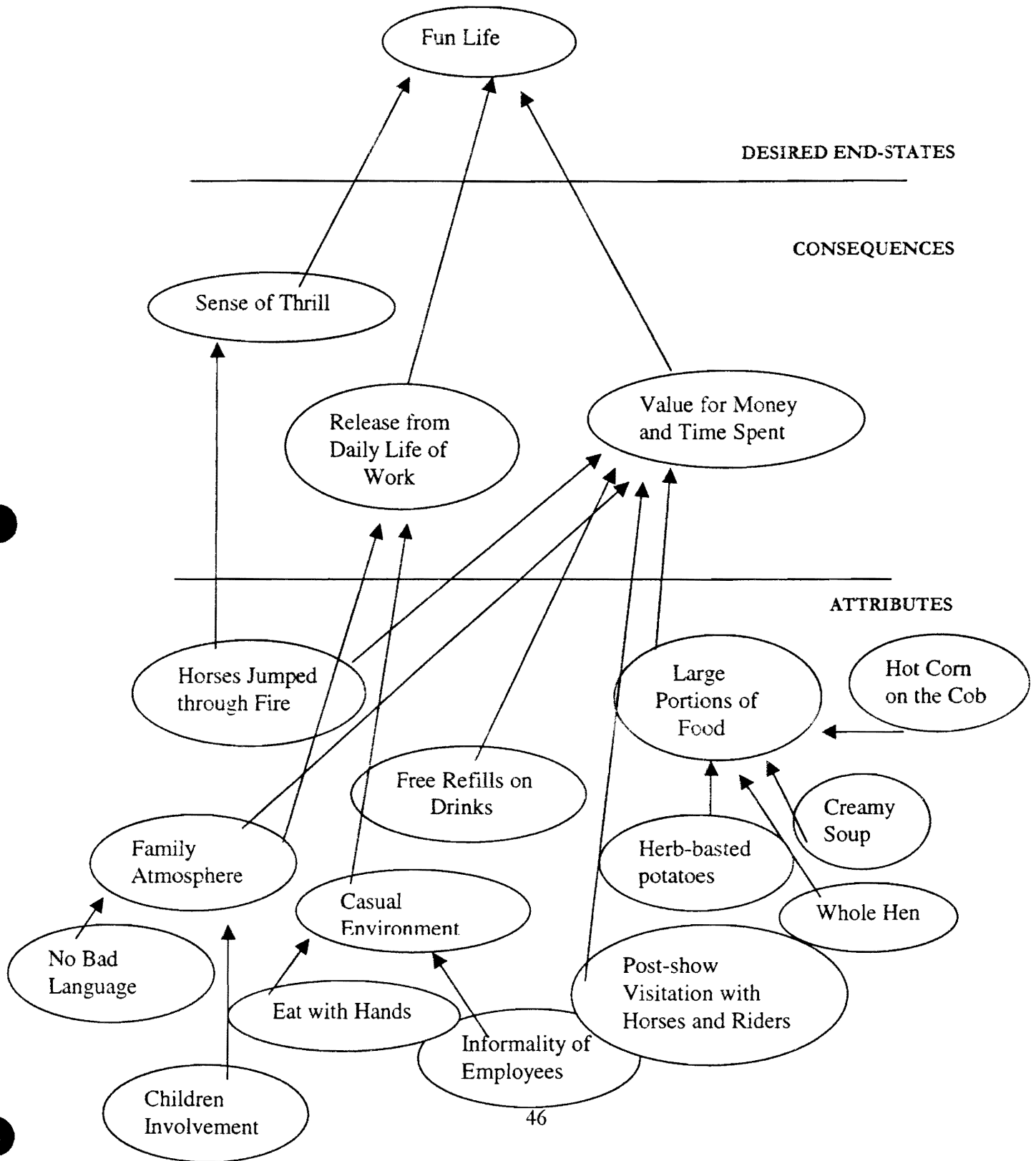
Laddering Personal Interview #4



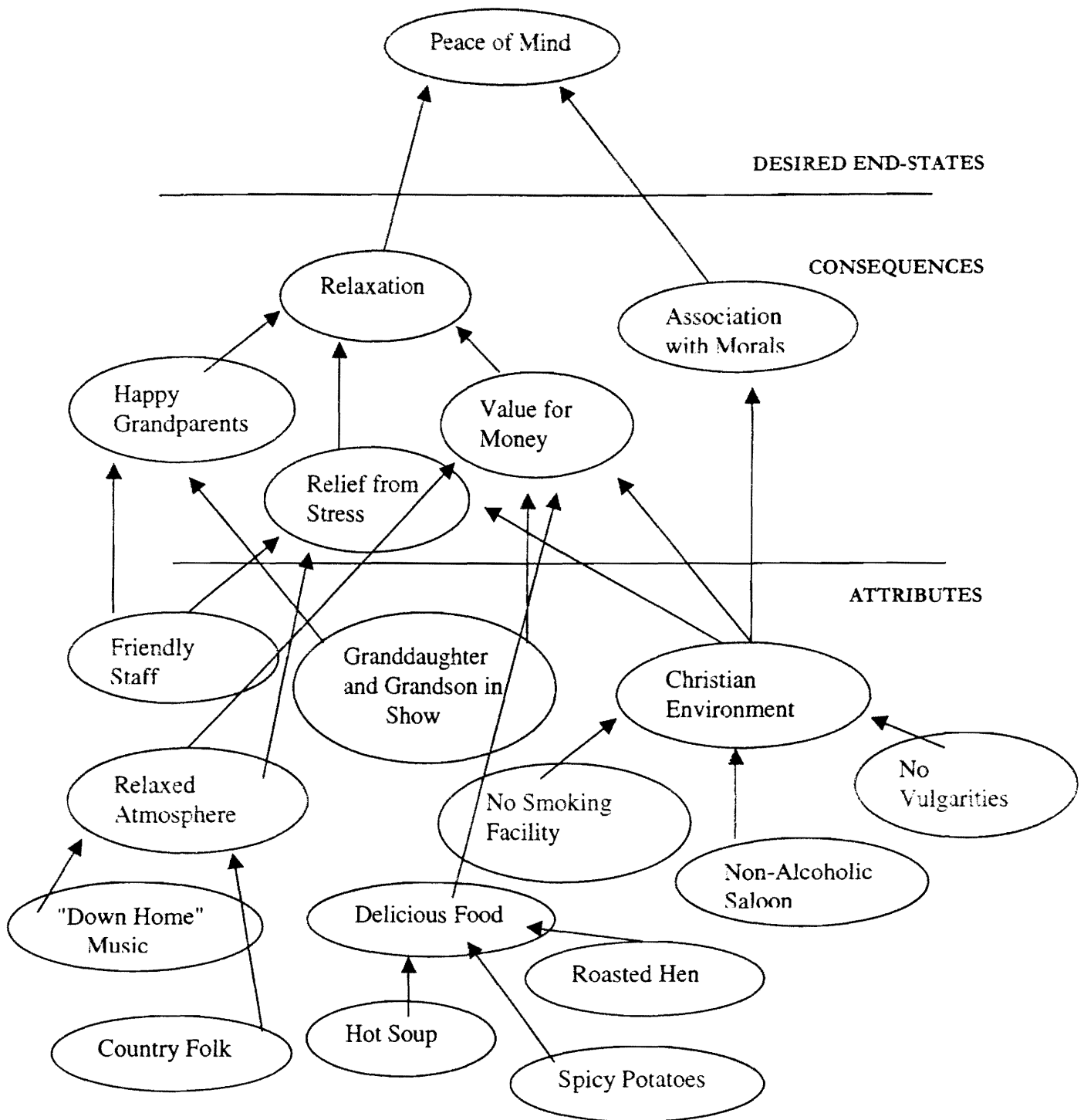
Laddering Interview #5



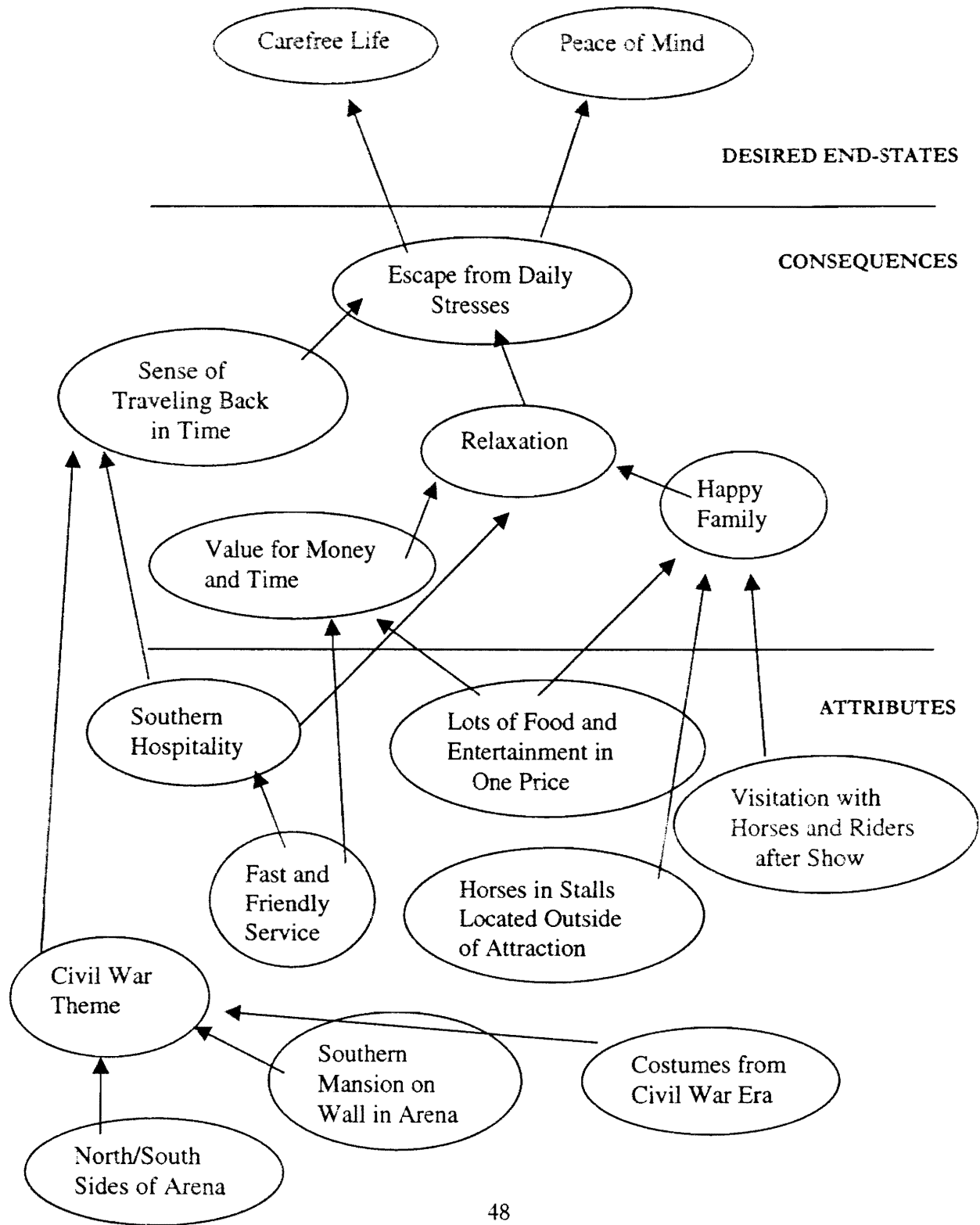
Laddering Personal Interview #6



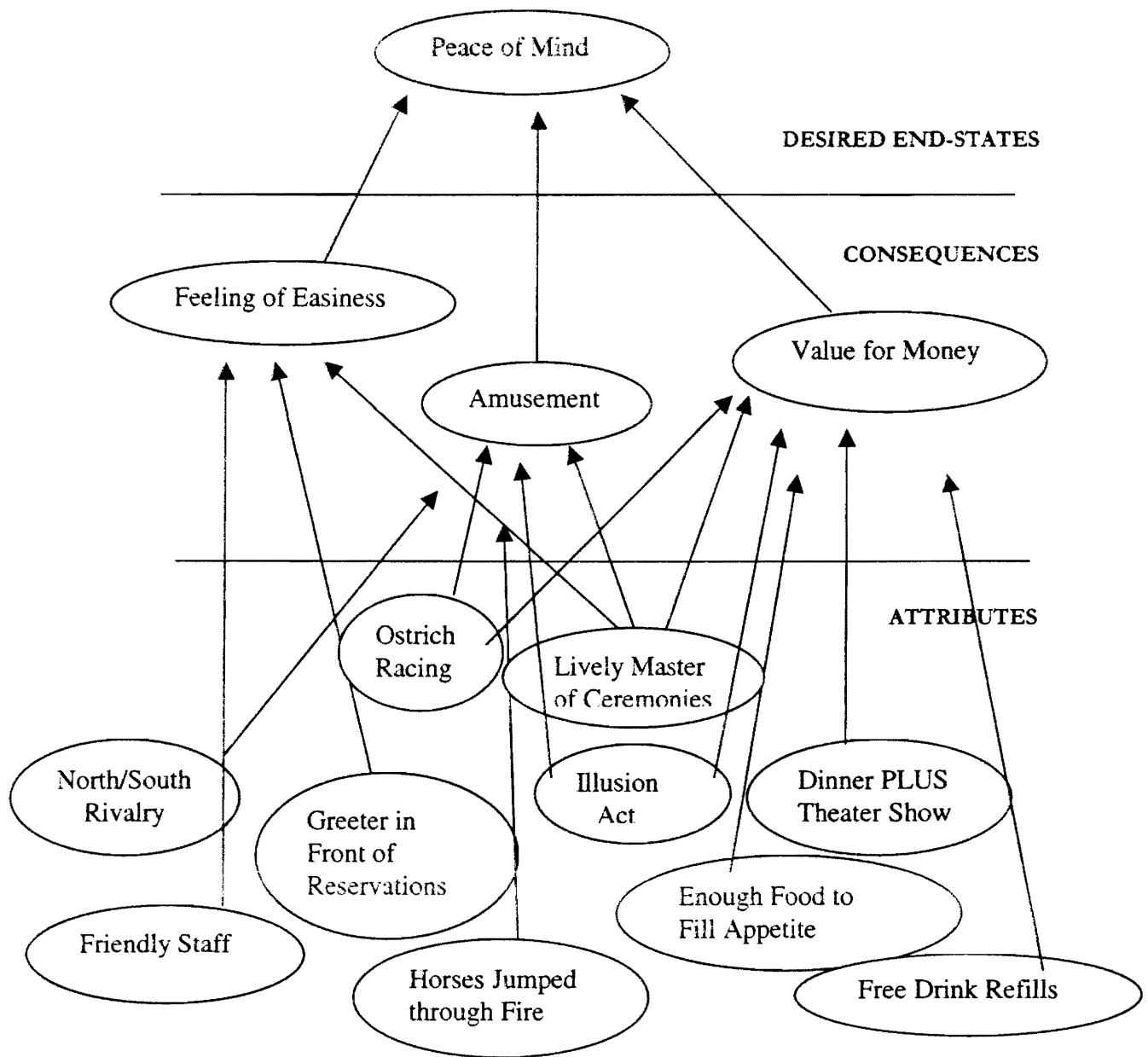
Laddering Personal Interview #7



Laddering Personal Interview #8



Laddering Personal Interview #9



Laddering Personal Interview #10

