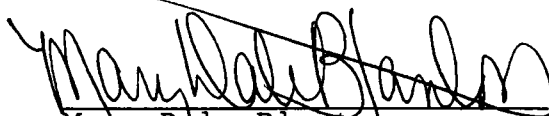
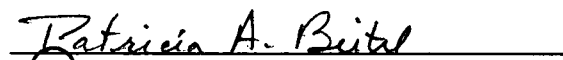
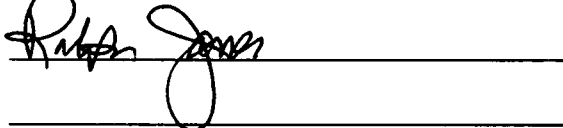


To the Graduate Council:

I am submitting herewith a thesis written by Carol Ann Holtz entitled "The Quality of Customer Service of Tickets Unlimited and Special Events at Thompson/Boling Arena." I have examined the final copy of this thesis for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Master of Science, with a major in Recreation and Leisure Studies.


Mary Dale Blanton,
Major Professor

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THE QUALITY OF CUSTOMER SERVICE OF TICKETS
UNLIMITED AND SPECIAL EVENTS AT THOMPSON/BOLING
ARENA

A Thesis
presented for the
Master of Science
Degree
The University of Tennessee, Knoxville

Carol Ann Holtz

August, 1994

DEDICATION

This thesis is dedicated to my parents Mr. Francis Holtz and Mrs. Mary C. Holtz, along with all my brothers and sisters, Annette, Kevin, Paul, Regina and Brian; who have given me invaluable support and love throughout my educational process.

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ABSTRACT

This research attempted to evaluate the quality of customer service provided at both Tickets Unlimited and special event management at Thompson/Boling Arena. The study evaluated Tickets Unlimited in the areas of phone etiquette, refund policies, and handling of ticket and credit card problems. The area of event management at Thompson/Boling Arena involved parking, usher service, problems/complaints, security and crowd control. Descriptive statistics was utilized to examine data of first time and repeat customers.

It was concluded that the overall service of Tickets Unlimited was positive in all areas, but has the capacity to improve. The majority of customers concluded that phone etiquette, overall, was good, while the refund policies where adequate. Very few customers responded to credit card and ticket problems in the study. Those who did say they had a credit card or ticket problem responded that the problem was taken care of immediately and accurately. There was no profound difference between first time and repeat customers when it came to the service of Tickets Unlimited.

The service provided at Thompson/Boling Arena was, overall, also found to be good. In the area of ushers, the majority of customers responded that they were helpful and easily identifiable. Security and crowd control was

adequate and for the few respondents that had a problem, the majority responded that it was taken care of immediately and adequately. Parking was important to many of the customers surveyed in this study. Customers, overall, responded that parking was easy to find. There was a slight difference between first time and repeat customers, with first time customers having an easier time finding parking.

Recommendations for improvement included: Inservice training, better phone etiquette, tougher enforced policies, (such as the refund policy); helping the customer out as much as possible, providing a map when tickets are ordered, handling complaints in the utmost manner and taking action immediately. Developing ways to inform the customer of events, and having a number they can call, a recording, just for information was also recommended. If the customer is provided with a good feeling about the service they will continue to use the service and attend special events at Thompson/Boling Arena.

TABLE OF CONTENTS

CHAPTER I.	PAGE
INTRODUCTION.....	1
Problem Statement.....	5
Definition of Terms.....	5
Assumptions.....	7
Delimitations of the Study.....	7
Limitations of the Study.....	8
Significance of the Study.....	8
CHAPTER II.	
REVIEW OF RELATED LITERATURE.....	10
Banking Industries.....	10
Recreational Industries.....	14
Facility Management.....	23
Instrumentation.....	27
CHAPTER III.	
METHODOLOGY.....	31
Identification of the Population.....	31
Identification of the Sample.....	32
Development of the Instrumentation.....	32
Selection of the Jury.....	40
Administration of the Instrument.....	41
Analysis of Data.....	42

CHAPTER IV.	PAGE
RESULTS AND DISCUSSION.....	43
Profile Information.....	43
Tickets Unlimited Service.....	44
Informational Service.....	45
Phone Etiquette.....	45
Refund Policies.....	47
Credit Card & Ticket Problems.....	48
Thompson/Boling Arena Service.....	49
Parking.....	50
Usher Service.....	51
Crowd Control and Security.....	51
Summary.....	54
CHAPTER V.	
CONCLUSIONS AND RECOMMENDATIONS.....	57
Conclusions.....	57
Tickets Unlimited Service.....	57
Event Management at Thompson/Boling Arena.....	59
Recommendations.....	60
REFERENCES.....	62
APPENDIXES.....	65
Appendix A (Letter and Questionnaire).....	66
Appendix B (Form A).....	72
Appendix C (Cover Page and Call Record).....	73
Appendix D (Rule and Question Books, Countdown list).....	74
Appendix E (Arena Seating Numbers).....	82

	PAGE
Appendix F (Results of other Survey Questions)...	83
VITA.....	88

LIST OF TABLES

TABLE	PAGE
1. Sample Makeup of Customers.....	44
2. Overall Service of Tickets Unlimited.....	45
3. Reaction to Questions Involving Operator Service...	46
4. Reaction to the "No Refund, No Exchange Policy"....	48
5. Response to Overall Service at the Arena.....	50
6. Response to Finding Adequate and Easy Parking.....	51

CHAPTER I

INTRODUCTION

Service industries are playing an increasingly important role in the overall economy of the United States. In fact, the proportion of the US population employed in the service sector increased from 30% in 1900 to 74% in 1984. Koepp(1987) suggested that this sector is continuing to increase, as 85% of all new jobs created since 1982 have been service industries. There even appeared to be executive consensus in the United States that service quality is one of the most important problems facing management today (Cited in Cronin, & Taylor, 1992, p.55).

Customer service seems to be a lost art. In fact, customers are surprised when they receive exceptional service. Many people no longer expect to be treated with special attention or even with courtesy when they deal with a store clerk, visit a medical center, or take their car in to be repaired. The attitude today seems to be that the customer is an inconvenience, a necessary evil who should be dealt with as perfunctorily as possible. A typical service strategy is "what the wretched customer wants is what we see" (Barber, 1989, p. 19).

From the organization's point of view, customer service is the best and easiest way to build a successful and

growing following. It works, costs little or nothing, puts money into your account, and makes both the giver and the receiver feel good (Barber, 1989). Good customer service means putting the customers' interest first, bending over backwards if necessary; satisfying the customer; and treating customers individually according to their needs. Poor customer service is treating the customer with disdain, adhering to standard rules and policies at the expense of the customer's interest and believing that the customer has no choice but to accept things as they are (Benton 1992). There are some services, however, that are caught in the middle and must adhere to policy in order to be a good service provider.

Customer service is very evident and important in commercial sport and entertainment services. Two such services are Tickets Unlimited and Thompson-Boling Arena in Knoxville, TN. They provide many different types of services for customers. Tickets Unlimited provides the advanced phone ticket reservation systems for events, while Thompson-Boling Arena is the facility that houses the special events.

Thompson-Boling Arena is located on The University of Tennessee, Knoxville, campus opening its doors in 1987, and becoming the new home of both the men's and women's basketball teams. The arena seats approximately 26,000 person's overall, including floor seating. There are about

24,500 seats available for both men's and women's games. For a concert approximately 19,000 seats are available, (seats behind the stage are not used) with the exception of the Garth Brooks concert in December, 1992, where approximately 25,000 seats were sold (see Appendix E). This has been the largest crowd for a special event at Thompson-Boling Arena since the doors opened in 1987. Special events such as Concerts, NBA exhibition games, Circus, Truck & Tractor Pulls, along with several others take place within the arena.

Tickets Unlimited is an advanced phone ticket purchasing system, which also includes mailing the tickets to the customer. Tickets Unlimited is funded and operated by The University of Tennessee, with the headquarters being Thompson-Boling Arena. This phone system was started in July 1993 in order to handle advanced ticket sales for Thompson-Boling Arena and the Knoxville Civic Auditorium/Coliseum. Tickets Unlimited has, since, added ticket sales for the Bijou Theater, Tennessee Theater and UT campus events (Clearance Brown Theater and Alumni Gymnasium).

Tickets Unlimited, being an advanced phone ticketing system, does require that you have a credit card to purchase tickets (Visa, Discover, or Master Card). Tickets Unlimited has set up several outlets throughout the region for customers wishing to purchase their tickets in person or

with cash. These outlets include, Proffitts East and West Town Malls, Foothills, Athens, Oak Ridge Malls, Cats CD's and Cassettes on Kingston Pike and Clinton Highway, Rhythm Section in Gatlinburg, Knoxville Civic Auditorium/Coliseum and the University Center on the campus. Tickets can be purchased at Thompson-Boling Arena box office with both cash and credit card. Since July, 1993 Tickets Unlimited advanced phone system has sold over 88,970 tickets.

These two areas, Thompson-Boling Arena and Tickets Unlimited, complement each other when it comes to customer service satisfaction. Many persons who attend events at Thompson-Boling Arena have pre-ordered their tickets through Tickets Unlimited and expect quality service from both the ticket system and the facility during the event. The customer wants to receive a positive image from phone operators when ordering tickets. Areas of importance, to a customer and management, is phone etiquette, informational services, refund policies and accurate service provided by the employee. This then carries over for the show and how the customer is treated and how they feel about the atmosphere of Thompson-Boling Arena. Areas of concern are, security, crowd control, handling of complaints/problems, and the overall service of the ushers. Findings on how customers perceive Tickets Unlimited and Thompson-Boling Arena are very important to the managers and employees. These findings will allow for the improvement of service

quality by managers and employees for customers pre-ordering tickets from Tickets Unlimited and attending events at Thompson-Boling Arena.

Problem Statement

The purpose of this study was to assess the quality of customer service of Tickets Unlimited and special events at Thompson-Boling Arena. The study was divided into the following sub problems:

1. How do customers feel about the service of Tickets Unlimited to include phone etiquette, informational services, refund policies, accurate service and credit card policies?

2. How do customers feel about the service provided at Thompson-Boling Arena during special events to include the following selected variables; security, crowd control, handling of complaints/problems and the usher services?

Definition of Terms

To gain a better understanding of this study, the following terms are defined:

Customer Satisfaction - Customer satisfaction refers to how the customer perceives the service that was provided to them.

Customer Service - Customer service refers to the type of service, good or bad, a customer receives when purchasing a tangible or intangible product from someone.

Service Industries - Any industry that is trying to provide a tangible or intangible product for a consumer.

Service Quality - Is a form of attitude related but not equivalent to satisfaction, that results from the comparison of expectations with performance (Cronin and Taylor, 1992).

Special Events - Will refer to any event held at Thompson-Boling Arena since July, 1993.

Thompson-Boling Arena - Assembly Center located on The University of Tennessee, Knoxville campus that provides special events for consumers.

Tickets Unlimited - Advanced phone, ticket purchasing system, that provides tickets for events at Thompson-Boling Arena and other locations.

Total Design Method (TDM) - The Total Design Method is a step-by-step procedure and method for conducting telephone surveys. The TDM consists of two parts. The first part is to identify each aspect of the survey process that may affect either the quality or quantity of responses, and to shape each of them in such a way that the best possible responses are determined. The second is to organize the survey efforts so that the design intentions are carried out in detail (Dillman, 1978).

Assumptions

The assumptions of this study was as follows:

1. Customers in the sample represent the characteristics of all persons related to this investigation.
2. The questionnaire is valid and a reliable measure for the overall perceptions of customers using Tickets Unlimited and attending the event at Thompson-Boling Arena.
3. The customers answered the questions in an honest manner.

Delimitations of the Study

The study was delimited to the following parameters:

1. The sample consisted of selected users of Tickets Unlimited in conjunction with events held at Thompson-Boling Arena.
2. The sample consisted of the following selected demographic data: location of Tickets Unlimited customers in the Knoxville and surrounding areas.
3. The sample consisted of users of Thompson-Boling Arena during special events.

Limitations of the Study

The limitations of this study were as follows:

1. The samples were randomly selected from a mailing list obtained through Tickets Unlimited and Thompson-Boling Arena.
2. Thompson-Boling Arena was the only facility used in the study.
3. The willingness of customers to be surveyed.
4. The difference among telephone interveiwer styles.

Significance of the Study

With the findings of this study, information can be provided to managers and employees of Thompson-Boling Arena and Tickets Unlimited to review and learn what areas need improvement to better serve the customer. The information gathered is a reaction to customers perceptions of service with Tickets Unlimited in conjunction with Thompson-Boling Arena, within the following areas: phone etiquette, informational services, refund polices, accurate service, security, crowd control, handling of complaints/problems, and usher service.

The results of this study should benefit all patrons pre-ordering tickets or attending special events at Thompson-Boling Arena. The study should also be beneficial

to management for producing or changing policies and include inservice training of employees to provide better customer service.

CHAPTER II

REVIEW OF RELATED LITERATURE

This review is concerned with understanding: (a) what is needed to provide customer service, and (b) how service industries provide quality service. In an effort to look at customer service, the following review of literature relates to: (a) banking industries (b) recreational industries, (c) facility management, and (d) instrumentation.

Banking Industries

Roslow, Nicholls, & Tsalikis (1992) stated that in consuming a product, the customer expects a satisfactory experience. The purpose of this section is to provide information and understanding of customer service as applied to the industry. Both time and quality will be assessed in their study. Quality perceptions can depend on both tangible and intangible elements, including the "decor" of employees, how problems are handled in the provider - consumer interaction, the relationships established between the provider and the consumer, or what is expected compared to what is actually delivered (Garfien, 1987, p. 20).

Raslow, Nicholls and Tsalikis (1992) used the following ten elements that contribute to the satisfaction of customers in the banking industry.

These are defined as follows:

1. **Reliability** - Performing the service on a dependable basis everytime
2. **Responsiveness** - Promptness of Service
3. **Competence** - "Knowledge and Skill" one of the components of competence, either speeds up the service rendition and/or reduces the time demanded of the consumer
4. **Access** - Waiting time to receive service is a major component of this determinant
5. **Courtesy** - "Politeness, respect, considerations, and friendliness" facilitates the service routine which affects the customers' actual clock time and perception of time
6. **Communication** - Efficient communications saves time
7. **Credibility** - A reputation for trust worthiness, believability and honesty reduces search time for an alternate supplier
8. **Security** - Reduction of dangers and risk eliminates time consuming security precautions
9. **Understanding** - Learning the customer specific requirements speed service
10. **Tangibility** - Use of up-to-date equipment speeds service delivery

The majority of consumers selection of banks relies on mostly, courtesy and competence. The Roslow, Nicholls, and Tsalikis (1992) study was provided on the banking industry as to two of the most important aspects of any banking facility, time, and quality. The elements of customer satisfaction that were investigated include (a) waiting time and (b) service consumption time. The quality elements involved employee's (c) courtesy, (d) alternativeness, (e)

ability, (f) accuracy, and (g) professionalism.

Roslow, Nicholls and Tsalikis (1992) stated that time savings are important to a bank, as well as the consumer, for productivity and profitability. Their study looked at bank customers who had completed transactions over a specific six month period of time. The transactions over 5 service experiences at six branches of the bank. This survey included 1,058 respondents in the following five transactions areas:

- Application for ATM Card
- Redemption of a CD Account
- Application for a Loan
- Opening a New Bank Account
- Opening/Closing a New Bank Account

1. **Waiting Time:** The length of time between entering the bank, finding the service area and waiting for the appropriate bank representatives.
2. **Service Consumption Time:** The time it took too identify the service needed, get any explanation, and complete the paper work for the service.

For quality the definitions were:

1. **Courtesy:** Customers's evaluation of the politeness and civility of bank representatives.
2. **Attractiveness:** Extent of the bank representatives concentration on the needs of the customer; minimum of interruptions, telephone or otherwise.
3. **Ability:** Bank representatives capability in answering questions fully and informatively.
4. **Accuracy:** Accurately of the bank representative in filling out the necessary forms.
5. **Professionalism:** How the bank's representatives dealt with the customer during the transaction, their appearance of knowledge, their projection of expertise.

Roslow, Nicholls, and Tsalikis' (1992) study revealed that, time was the more important determinant of customer satisfaction. In respect to the "service experience satisfaction", this was true for four out of five services and for the across-service analysis. In respect to the "satisfaction with the service accomplishment", time was the more important factor in three out of the five services and for the across-service analysis. Also both the time factor and quality factor significantly affect customers satisfaction, though time outweighs quality.

Waiting time is difficult for a bank to reduce, because they are not like other services, that can offer T.V. or magazines to pass time. Two solutions are to separate the reception area according to sensitivity of the banking transaction, and to have back office personnel help out when there is an overflow of customers.

As for service consumption time solutions would be to use the greatest amount of standard forms as possible, having updated equipment, and employees who are knowledgeable about the services.

The ten elements discussed in this study are areas to which management must pay close attention, and strive to improve them. These elements also can be applied to other service industries, such as facility management and recreation, to provide the best service possible.

Recreational Industries

Never before has so much attention been paid to the customer. Unfortunately, much of this attention is directed toward wooing new customers rather than pleasing and helping present customers. Yet if a customer is treated with apathy and indifference, if recreation personnel are rude, inattentive, or discourteous, and if recreation products don't live up to their claims, then all the money in the world won't persuade these unhappy customers to return. Worst of all, dissatisfied customers talk. They share these experiences with others who might be potential customers (Desantick, 1987). Pleasing customers in the recreation - leisure profession should be a primary concern. This section will deal with customer-employee interaction and recreational services.

Recreational enterprises provide the spectrum of experiences from entertainment to cultural and/or educational outcomes (Groves, 1984, p. 94).

Many agencies think that rapid growth is the answer to luring more customers. They think that if they offer more programs, profits will increase. The problem is that they will grow beyond their ability to provide service. As profits continue to grow and the number of new customers increase, they lose touch with their existing customers. Research has documented that in this area. It costs five

times more to get a new customer than it does to keep an old one. To put it another way, the cost of losing a repeat customer is five times the value of the new customer (Barber, 1989, p. 8).

Destnick (cited in Barber, 1989) stated that unhappy customers can cause plenty of damage to your service. In a 1985 study conducted for the White House Office of Consumer Affairs reported that 96% of unhappy customers never complain. But 90% or more who are dissatisfied with the service they receive will not come back. This is bad enough, but each of those unhappy customers will tell his or her story to at least nine other people. Still worse, 13% of those unhappy customers will tell their stories to more than twenty people.

Groves (1987) suggested that word of mouth is one of the strongest factors, either positive or negative, that influence overall participation within the service industry.

The willingness to serve the customer, approachability, courtesy, trustworthiness, honesty, cleanliness, and neatness are employee attributes that consumers use to evaluate service quality (Martin, 1990, p. 3).

Quelch and Ash (as cited in Martin, 1990), found that dissatisfaction where "The service was provided in a careless, unprofessional manner" and "I feel I was treated like an object rather than as an individual."

Martin (1990) stated the value of customer relation

tactics may be accentuated in commercial leisure and sport environments because of the unique aspects of these services, for example, observers that frequent these services are:

-Experimental and often Social:

Many customers attend or participate in sporting events primarily to satisfy their needs for fun and social interaction. Through customer relations, the tennis pro at the local country club is in an ideal position to deliver these important benefits. In contrast fun and social interaction are probably less important to the typical grocery shopper.

-Inseparable:

Often the service provider must interact with the participant in order to produce the service. The service provided by pro-shop operators and dance instructors clearly illustrates this concept.

-Intangible:

Because sport and leisure services cannot be touched, tasted or seen per se, it is often difficult for consumers to evaluate the service objectively prior to the purchase. Therefore consumers rely on clues in the service environment to anchor their perceptions. The behavior and appearance of contact personnel who may be equated with the service itself often serve as environmental clues.

-Discretionary and Substitutable:

Consumers are less likely to feel compelled to deal with a discourteous attendant at a bowling center for example, than a discourteous representative of the electric company.

Martin (1990) studied 666 bowlers across the United States to determine the results of customer-contact with employees. Some of the variables surveyed were: (a) are customers welcomed to the service environment, thanked for their patronage, invited back and so on?; (b) do employees

of larger establishments tend to be more (less) successful in practicing customer relations?; and (c) what is the promptness of employee's in relation to many different aspects such as, being assigned a lane, receiving payments, and being served promptly?

This study suggested that customer relations, or the lack of them, were a concern for sport and recreation managers. Consumers expressed an interest in receiving personalized and courteous service from contact employees who demonstrate a caring attitude.

The study revealed that (.639) employees thanked the customer after paying for the bowling lineage and (.542) after serving a drink or food item, yet only (.190) for making change for vending machine purchases. Employees thanked customers (.132) for bringing to their attention spills or operational problems (Martin, 1990). Martin (1990) felt that employees saw only direct purchases as opportunities to thank the customer.

In addition 45.2% of counter attendants offered a sincere welcome and only 19.7% of the attendants invited the customer back. Only 30.8% of the attendants apologized for any inconvenience of minor problem that might have been created and 16.7% of the attendants demonstrated concern for the customer, by offering assistance or making suggestions. The results indicated that employees did not view customer relation practices as an integral part of their job.

Instead, these employees seemed to focus more on the operational and technical aspects of the job. That is, customers were often viewed as objects to be processed, with little apparent concern for the contingent dimensions of the customers experience with service environment (Martin, 1990). The study also revealed that promptness of service, when entering the facility to participate and when ordering food was very important to the customer.

The final phase of the study sought to correlate size of the facility. This aspect of the study was not a factor in the perceptions of customer-employee relationships. Basically no difference was found between large or small facilities regarding customer service.

Customer - contact personnel should remember to be courteous, proactive, spend time with the customer, establish rapport with the customer, and help the customer with complaints right away. The training of employees is extremely important and necessary in order to provide quality service. Therefore the following four-step process for customer relations training is proposed by W. Martin of Cornell University, School of Hotel Administration (cited in Martin, 1990, p. 17).

Step 1: Develop a customer relations manual for employees. The manual should cover a wide range of "people" topics, like handling complaints, how to handle drunk, disorderly customers, transaction encounters, answering the telephone, the importance of listening and other similar topics.

Step 2: Use mystery patrons. That is, send the staff to several different service industries and document how they were treated as a customer. This gives the employee a better understanding of the feeling of being just a normal customer.

Step 3: Meet with employees to discuss, clarify and expand the contents of the customer relations manual, discuss complaints and complements of the service and share some mystery patron experience.

Step 4: Allow new employees to work along side a seasoned employee. The new employees can learn the finer points of customer service along with meeting new customers. This will help with a smoother transaction.

As competition for the recreation and entertainment dollar increases, consumers will likely gravitate toward those sport organizations or other service environments whose contact personnel demonstrate courteous behaviors and caring attitude (Martin,1990).

This leads to how customer service is influenced by managers and a manager's effect on their employees. Albrect (cited in Barber, 1989, p. 17), stated that, to excel in service, the organization's employees - from top to the bottom - must share a commitment to providing superior service. This is called the "shared fate concept". This means that all employees in the organization share the same fate. Success or failure affects everyone. You have to work together to make the service the best it can possibly be. So it is extremely important that each person understand and is willing to contribute his or her best effort to make it successful.

When the manager provides the proper atmosphere in

which: (a) employees work together effectively as a team, (b) speak with a common voice and common set of values, (c) expect and get teamwork and cooperation among their subordinate managers, and (d) show genuine care and concern for the well-being of the frontline employee's, all the necessary components are in place for a shared - fate philosophy of working together. It is then much easier to generate the interest, enthusiasm, and commitment that will make it succeed (Barber, 1989, p. 9).

Zemke (cited in Barber, 1989, p. 13) "You can do all the customer service training you need in four minutes - the hard part is fixing the organization so that it supports and promotes good service."

The top industry in the recreation and leisure profession to provide customer service, many say, is Walt Disney entertainment. Walt Disney's approach to customer service is very simple and one that has been used in many business and management seminars.

Walt Disney (cited in Johnson, 1991, p. 38) summed it up by saying:

- Quality will win out
- Give the people everything you can give them
- Keep the place as clean as you can keep it
- Keep it friendly
- Make it a fun place to be

What brings this philosophy to life is a well structured, complex, and a fast-moving organization of

people. Committed to a single goal of creating happiness for customers (guest), Disney people live in a corporate culture - a way of life - that places the guests' enjoyment above all else (Johnson, 1991).

Many wonder how Walt Disney gets over 32,000 employees (cast members) to perform more than 1,400 different jobs (roles) and deliver quality service with a smile.

Johnson (1990) stated that the secret to Disney's approach is that there is no secret. Disney demonstrates that high levels of quality service can be obtained by developing, refining, and living a business strategy based on hard work, attention to details, and exceeding customer perceptions.

Disney recognized that it has a loyal audience with high expectations. Many people travel great distances to spend time there (Johnson, 1990). This means that if there is even one disappointed customer, then that is one customer who will not return.

Cast members are trained on how to handle customers and how to help them have a wonderful stay. They do this by entering Disney University. This is a 3-day orientation program all new employees attend and a program where other employees brush up on old skills (Meister, 1990, p. 28).

Cast members learn about customer service along with history of this exciting place. They learn how to answer questions and deal with almost any problem that arises.

Cast members are given the position to make decisions about situations that arise also.

Walt Disney studies its guests. Disney considers the guest perspective in every business decision (Johnson, 1990), and is constantly keeping track of guest information such as: (a) demographics, (b) evaluation of current marketing strategies, (c) attraction evaluation, (d) payment preference, (e) price sensitivity, and (f) the economy. Perhaps the survey considered most important was the price/value survey administered as guests were exiting the theme parks. Walt Disney stressed its importance when he said: "Let's only be concerned about two things: number one, have they had a good time?; number two, have they received their value?, because people will pay for quality" (Johnson, 1990, p. 40).

The Disney approach is more than just the corporate culture, it is a way of life for the organization. This approach is simply one of hard work focused on guest service and mutual appreciation among the members of the team. This approach to customer service is an excellent example of the information previously provided on customer-employee interaction. No one does it better than the Disney cooperation.

Facility Management

This section will provide an overview of what customers want from facilities and how managers deal with certain aspects like crowd control, legal liabilities and other areas.

If you build it...(they) will come." But will they come back (White & Linds, 1992, p. 61)? People will return to a program and place where their activity needs are met in a consistent friendly and comfortable environment.

White and Linds, (1992) suggested that an exemplary facility director or manager is strongly committed to maintaining a facility that consistently encourages involvement. That commitment is realized by providing an accessible, attractive, consistently well-maintained facility. You should take time to scrutinize all aspects of your facility before patrons have a chance to complain about clutter, unsanitary conditions, cold drafts, cloudy water, loud music or unimaginative programming and scheduling.

White & Linds, (1992) state that a well-groomed facility aids risk management in addition to appearance. The facility director who insists upon daily checks and plans accordingly for preventive measures increases the people-friendly appearance of the building. These simple checks will reduce risk and protect the clientele as well as the physical facility. Both external and internal areas of a

facility should be maintained exceptionally well for the best interest of the consumer.

Maloy (1993) indicated that facility managers have obligations to take precautions to keep spectators and users safe by doing the following:

1. ***Inspecting the facility:***

The manager has a safety obligation to inspect the premises.

2. ***Warning of Unknown risks or dangers:***

This is a unique safety obligation for 3 reasons. First, it is owed to persons who have paid or were invited, to use the facility (invites): and, it is an obligation owed to persons who are on the premises simply with the permission of the facility (licensees). Second it solely refers to facility risk not participation risk. Finally, the risk are not apparent to the spectator.

3. ***Maintain or Repair the Facility:***

There are two features to this obligation. First, there is a duty to maintain or repair the facility. This duty is independent of the inspection process. In other words, there is a proactive obligation to maintain the facility, not merely a reactive obligation to fix defects which have been discovered.

Another important area in facility management is disability access and comfort. Facilities must be equipped to handle different types of disabled individuals, because of the ADA disabilities act. Specific areas should be allocated for wheel chairs and their attendants, although the numbers are much less, they are still required. It is generally sufficient to allow for one percent of the total audience to be wheelchair bound for events (Barrow, 1990, p. 53).

Hunter (cited in Coffey, 1993), President of Toronto

SkyDome, revealed, results of survey's taken, that three percent of the SkyDome's customers are unhappy when they leave the facility. With an estimated six million customers a year, that means there are 180,000 dissatisfied customers annually. Since the average per capita spending is \$35 (Canadian), if those customers don't return, that translates into \$6.3 million (Canadian) in the lost revenue each year. And this does not include potential losses from those customers either not recommending the facility or complaining about it to others.

Crowd control is a very important aspect of any type of entertainment or sporting facility, where a large number of persons are expected. Miller (1993) identified seven issues that juries consider in ascertaining the appropriateness of crowd control measures: (a) type of event, (b) surrounding facilities and environment: (c) threats of violence, (d) existence and adequacy of an emergency plan, (e) anticipation of crowd size and seating assignments, and (f) use of security personnel and ushers.

Antel and Swinburn (cited in Miller, 1993, p. 64) stated "Communication is at the heart of effective crowd management". The use of public announcements, walkie talkies, and signage throughout an entire facility (eg., parking lot to activity hall) will facilitate efforts to control a crowd and reduce spectator injury.

The use of festival seating should be used with

caution. This is true because of several tragedies. One such tragedy was in the gym of a City College in Harlem where 5000 people tried to enter a facility made for 2700 persons.

Proper employment and movement of ushers and security personnel is important. Van der Smissen (cited in Miller, 1993) stated that facility managers need to employ deputized personnel to handle spectator disputes. Trouble can occur when you don't have an adequate number of enforcement personnel.

Ushers serve two important roles. One, ushers are a vital link to a facilities communications network. Ushers can spot trouble and relay the necessary information to appropriate parties. Two, ushers lessen patron frustration and anxiety by providing helpful directions about seats, restrooms and concessions.

The flow of security during an event is also important. Security personnel should patrol where the majority crowd is. A definite crowd control, risk management program should be implemented by all managers, in order to provide safety for the customer/user. Managers then must review these programs frequently and make changes where necessary, to ensure quality safety.

Instrumentation

There are many types of service industries today, that need to know how to measure the quality of their services. Organizations wishing to improve service quality must first assess their customers' perceptions of existing quality. It is difficult to know which improvements will be truly effective without feedback from the use of the service (Wright, Duray, & Goodale, 1992). This section will provide an overview of the SERVQUAL instrument, how managers: (a) rely on it and (b) implement it into their customer service programs.

Almost all of the work dealing with service quality instruments can be attributed to the research of Parasuramen, Zeithmal, and Berry.

Gronroos (cited in Wright, Duray, & Goodale; 1992, p. 35) stated "total service quality is perceived by the customer as comparison between the expected service, which he or she expects to get, and the perceived service, which a customer feels he or she has in fact received."

Service quality is an elusive and abstract construct that is difficult to define and measure (Cronin & Tylor, 1990). Parasuraman, Zeithmal, and Berry devised a 22-item instrument, SERVQUAL, in order to study quality customer service.

PZB (cited in Carman, 1990, p. 34) state that:

-the instrument has been designed to be applicable across a broad spectrum of services. As such, it provides a basic skeleton through its expectations/perceptions format encompassing statements for each of the five service-quality dimensions. The skeleton, when necessary, can be adapted or supplemented to fit the characteristics or specific research needs of a particular organization. the five dimensions were defined as follows:

1. **Tangibles:** physical facilities, equipment, and appearance of personnel;
2. **Reliability:** the ability to perform the promised service dependably and accurately;
3. **Responsiveness:** willingness to help customers and provide prompt service;
4. **Assurance:** Knowledge and courtesy of employees their ability to convey trust and confidence; and
5. **Empathy:** Caring, individualized attention the firm provides its customers.

While SERVQUAL was designed to be applicable across a wide spectrum of services, it has been criticized as too generic to provide the specific information needed to correct a particular organizations's service performance (Wright, Duray, & Goodale, 1992). The health care industry, seems to be the most applicable to the SERVQUAL instrument, than any other industry from the research presented.

Agency managers desire an instrument that is specifically tailored to the service environment in the recreation centers. If there was a problem with prompt service, for example, they wanted to know if it was because of slower than expected check-in, crowded lap lanes in the

pools, or long lines to use the exercise equipment (Wright, Duray, & Goodale, 1992, p. 36).

Many managers benefit from the SERVQUAL instrument, by customizing their own versions for their particular needs. The data from a SERVQUAL-type assessment can be used by managers in several ways, to indicate areas for improvement and, in so doing, serve as a basis for informal decision making (Wright, Duray, & Goodale, 1992). The following are a few areas managers can benefit from:

Similar services that are provided at multiple location, the scores of each location can be compared to reveal variations in the perceptions of service quality from site to site.

Data can also be collected periodically to monitor perceived service quality over time.

The service quality scores of different types of users can also be compared for variations in perceived service quality.

(Wright, Duray, & Goodale, 1992, p. 43)

Managers wishing to apply the SERVQUAL approach to measure user perceptions of service quality should consider several factors.

1. Expect to make some adaptations of the SERVQUAL item pool to get the most useful information for your particular service.
2. Include overall measures and open-ended questions along with the more specific expectation and performance items.

Open-ended questions have heuristic value as well, and also provide respondents with an outlet for what they think should be considered.

3. Establish evaluate mechanisms within the program design to facilitate future assessment of service quality (Wright, Duray, & Goodale, 1992, p. 44).

While a SERVQUAL-based survey research program represents a good starting point, managers should employ a variety of methods to monitor service effectiveness. Every individual data source has its limitations. But these can be offset by obtaining feedback from a variety of sources (Wright, Duray, & Goodale, 1992).

The concepts of the SERVQUAL instrument will be adapted to this current study of customer service of Tickets Unlimited and Thompson-Boling Arena. No specific questions will be used from this instrumentation, but the overall concepts will be adapted, to gain a positive and more accurate study of customer service.

CHAPTER III

METHODOLOGY

This study was concerned with the quality of customer service of Tickets Unlimited and special events at Thompson-Boling Arena, with the following sub-problems:

1) How do customers feel about the service of Tickets Unlimited to include phone etiquette, informational services, refund policies, credit card policies, and accurate service?

2) How do customers feel about the service provided at Thompson-Boling Arena during special events to include the following selected variables, security, crowd control, handling of complaints/problems, and usher service?

The methodology used in this study included; identification of the population, identification of the sample, selection of the jury, administration of instrument and data analysis.

Identification of the Population

The population consisted of customers, who have purchased tickets to the Michael Bolton concert, both first time and repeat customers. These customers purchased their tickets through Tickets Unlimited and then attended the event at Thompson-Boling Arena. All of the customers

surveyed are within the Knoxville area. The total population for this particular study was 5,000.

Identification of the Sample

A random sample (n=251) was selected from the total number of customers, who purchased tickets from Tickets Unlimited, for the Michael Bolton concert or who have purchased tickets more than once. The epistat computer program was utilized to determine the necessary sample size for this study. The epistat program determined that for a population size of 5,000, 96 returns were needed to be within 10% of being accurate.

Development of the Instrumentation

A telephone method of surveying the population was utilized in this study, because of its high response rate, relative low cost and time for implementation. Concepts for the questionnaire were taken from the SERVQUAL instrument of (PZB). The SERVQUAL instrument dealt with a similar subject and the concepts related to established the instrument. Some areas were how to develop the instrument in order to ascertain certain information from your respondents. The instrument allowed you to receive results form the following areas: (a) tangibles, (b) reliability, (c) responsiveness,

(d) assurance, and (e) empathy. With these few areas the SERVQUAL instrument allowed the researcher to set up the instrument to fit the purpose of the study. The SERVQUAL instrument provides a basic skeleton through its expectations/perceptions format encompassing statements for each of the five service-quality dimensions listed above (located in the review of literature).

The Total Design Method, developed by Don A Dillman (1978) was the basis for the assessment technique. The Total Design Method (TDM) consist of two parts. The first was to identify each aspect of the survey process that may affect either the quality or quantity of the response and to shape each of them in such a way that the best possible responses was obtained. The second part was to organize the survey efforts so that the design intentions were carried out in complete detail. The first step was guided by a theoretical view about why people respond to questionnaires. It provided the rationale for deciding how each aspect, even seemingly minute ones, should be shaped. The second step was guided by an administrative view, the purpose of which was to ensure implementation of the survey in accordance with design intentions (Dillman, 1978).

The survey was determined to be affected by three major factors of a respondent's behavior or reaction: (1) the expected reward that the respondent would receive from answering the survey; (2) was the concern of cost to the

respondent. These costs were reduced by making the instrument brief, reducing physical and mental strain and eliminating the chance of embarrassment; (3) there must be trust between the surveyor and respondent. This is done by showing advance appreciation, and a building of the exchange process during the individual survey (Dillman, 1978).

One thing noted is, excellent mail questionnaires do not make very good telephone questionnaires. There are several reasons. First, telephone interviews depend entirely on verbal instead of visual communication. Thus, concern with how a questionnaire looks gives way to a concern of how it sounds. Second, an interviewer who is heard, but never seen, becomes an intermediary between the questionnaire and the respondent. This means, on one hand , that some questionnaire construction requirements can be sufficiently relaxed, including the requirement that the content be sufficiently enticing to serve effectively as the questionnaire's own advocate. On the other hand, it means there is a possibility that interviewers will read questions incorrectly and make other errors (Dillman, 1978).

The design of the telephone survey is shaped by the needs of three audiences: respondents, interviewers, and coders. Each audience has distinct needs that usually cannot be dismissed in favor of the questionnaire construction requirements imposed by the others. Therefore, the construction process necessitates an understanding of

the problems faced by each audience, where their needs conflict, and where necessary compromises must be made (Dillman, 1978).

In conducting the telephone interviews, often respondents are called to the telephone unexpectedly and are asked to do something they do not yet fully understand. Their immediate feelings may be reluctance, anxiety, or even excitement. In addition, people may be caught in the midst of activities they seek to continue even while on the phone, for example, preparing dinner, opening mail, or watching television. As a result, the respondents attention may be focused only partially on the interviewer (Dillman, 1978).

Interviewing customers by telephone is a skill that many customers do not deal with very well. The customer relies totally on what is heard from the interviewer. A slight mispronunciation or misunderstanding of words means that the question can become incomprehensible. As with a mail survey, the customer can review the question several times.

The interviewer is very important, because they must serve as the intermediary between the respondent and instrument. The interviewer needs to be able to respond precisely and quickly to questions asked in the first few moments by the customer. This will determine the success of the interview. The interviewer should avoid long pauses, and keep the interview flowing smoothly. Writing answers

and mentally preparing the next question, to keep things smoothly running. The questionnaire tried to avoid any combination of words that were hard to read.

One of the most complex problems with telephone survey questions is that they are too long. Long questions containing several ideas are highly prone to being misunderstood, and sometimes require a repeat. The Total Design Method (TDM) solution was to implement the key word summary. This involved building redundancy by summarizing the questions so the respondents hear the essential parts more than once (Dillman, 1978).

Too many response categories in a questions can also become a problem. There are two fundamental problems with the use of many categories to record the responses. Remembering the categories is one, this can be overcome through repetition. The other problem is the implication of order in the response categories from extremely negative to positive. The respondent might become confused over the categories and not able to visualize the implied order. There were three solutions to this problem.

The first step was reduce the number of categories. The second was to use hypothetical scales. Another solution was to break the question into two parts, the first asking for a direction of feeling, and then asking for the degree or intensity of feeling (Dillman, 1978).

The ranking of questions creates yet another problem.

The mail survey could have handled this quite easily, because the respondent could refer back to the list as often as needed. This is not as easily done with a telephone survey. Not only does the respondent have to remember the list, but the order of each ranking too. One solution was to ask the respondent to write it down. But it was hard for many respondents to find a pencil or paper immediately. Another solution was to change the questions so that it was a two-step process (Dilliman, 1978).

Asking respondents to answer questions in a series could pose a problem. In mail questionnaires, the listing of items in one column and answer choices at the side are sufficient to show the respondent what is to be done. However, all of this information must be communicated orally in a telephone questionnaire. The interviewer faces the problem of being certain that response categories are understood, yet avoiding needless repetition, which may irritate some respondents. A possible solution is to present the first item as a full question; the next one in abbreviated form, but with a complete list of response categories; and it is left then to interviewers discretion (Dillman, 1978).

The order in which questions are asked is considered very important in telephone surveys. By ordering the questions, it eases the task of the respondent and reduces any resistance to participation. The questionnaire was

started with the questions that were central to the topic. Questions were placed in a reasonable set and one question led logically to the next. All topical questions were listed before those dealing with personal characteristics. The questions dealing with personal characteristics which might have been objective were positioned last (Dillman, 1978).

The first few questions of the questionnaire are very important in getting the interview started. The reasons for this are: (a) if a response can be obtained to these questions the likelihood of a subsequent termination of the interview is greatly decreased; (b) interviewers are frequently able to use the first question or two to overcome respondent objections to the interview since, if properly related to the topic, they draw the respondents attention away from other concerns; and (c) the importance of these questions is that the way they are asked and answered tends to set up pace and tone of the interview (Dillman, 1978).

The questionnaire should be constructed so that the interviewer will administer it exactly the same way to all customers. It will also reduce the uncertainty of interviewers, when asking the questions. Instrument construction should be set up to also deter improvising by the interviewer. In distinguishing between what the interviewer reads, the questionnaire is set up so that the lower case letters are read to the customers. Words that

are not to be read, usually instructions are written in upper case letters. The introduction of your questionnaire is very important. The introduction should include a statement of who is calling, what is requested, and why it is worth the time of the interviewer to respond. This is very important for telephone surveys, because once the interview is started it is rarely terminated, before the last question is asked. Telling the interviewee such things as where you are calling from, how they were chosen, their importance to the study and the time involved will help gain their attention (Dillman, 1978).

Another area of importance is sending an advanced letter to the respondents being surveyed. This letter is sent in order to inform the respondent that they will soon be receiving a call from the researcher. This letter includes the following: when they will be receiving the phone call; what the survey is for; how they were chosen; and how to handle any questions about the survey. This letter is written out of consideration, so the respondents will not be caught totally off guard. The letter also tries to build rapport by expressing the appreciation of the respondent (Dillman, 1978).

Coding is an important aspect of telephone surveys as found in the Total Design Method by Dillman (1978). Precoding for telephone surveys is highly desirable. This is identifying the computer card columns and punches from

each response category on the questionnaire. One procedure is the constant use of certain numbers for specific purposes throughout the questionnaire. Example of this is that "7" is always reserved for "does not apply" - "8" "I don't Know" - or "9" for "refusal". When the number of possible answers exceeds six, a two-column rather than one-column field is employed. The consistent use of these numbers reduces the possibility of coding error. Another procedure was to assign lower numbers to negative responses and higher numbers to positive responses. The result of the precoding is the ability to go quickly from the questionnaire to computer cards for analysis (Dillman, 1978). The design of the instrument to assess customer service followed the design methods as discussed.

Selection of the Jury

Three jury members were utilized to review the telephone survey. The jury consisted of two professionals from Thompson-Boling Arena and Tickets Unlimited. The other professional was a professor in the Recreation and Leisure Studies Program, knowledgeable about facility management. Each member reviewed the questionnaire and provided feedback to the developer on suggestions for improvement of the questionnaire.

In the overall design of the questions, all jurors

felt the questions related to the content of the study. Suggestions included: rewording and simplifying some of the questions; reordering some of the questions, so the questionnaire would flow smoother; and in grammatical structure.

Administration of the Instrument

The instrument was administered by two persons who were recruited from The Arena management office. These were students at The University of Tennessee, Knoxville campus. These students were all phone operators for Tickets Unlimited, which had the added advantage of giving them an understanding of what is being gained by the study.

After the selection of the interviewers, they went through one in-training service session. Only one training program was established, because all of the interviewers has a great deal of experience talking to customers on the phone and handling questions. The training session, included how to (a) complete the call record, (Appendix C); (b) editing the completed questionnaire; (c) understanding of the rule book and question book, (Appendix D); and (d) an understanding of how to read the questionnaire.

The interviews took place between 6pm and 10pm, Monday through Thursday. A countdown list was suggested in the Total Design Method for telephone surveys. This list was

reviewed to ensure everything is accounted for. This list included, drawing of the sample, facilities and equipment being used, materials needed, the advanced letter, personnel and other materials (See Appendix D).

Analysis of Data

Descriptive statistics, frequencies and percentages was employed on all data collected. The computer program (SAS) Statistical Analysis Systems was used to interpret the data. A analysis was made between first time customers and repeat customers. Percentages and frequencies was also employed on this data in order to interpret differences between the two categories.

CHAPTER IV

RESULTS AND DISCUSSION

This chapter is a report and discussion of the results found in the Thompson-Boling Arena and Tickets Unlimited customer service phone survey. The data was grouped into the following sets: (a) profile information; (b) Tickets Unlimited service to include; phone etiquette, informational services, refund policies, credit card and ticket problems, and (c) Thompson-Boling Arena including; parking, usher service, crowd control and security. This study included an overall evaluation and a cross analysis between first time customers and repeat customers.

Profile Information

This phone survey consisted of 251 customers, with 211 of them responding completely to the survey and 31 of customers that couldn't be reached and 11 preferring not to take part in the survey. Out of the 211 customers involved in this study, the data indicated that (120) 57% of the customers were first time buyers and (91) 43% were repeat customers. All of the customers surveyed were located within the Knoxville area (Table 1).

Table 1

Sample Makeup of Customers

Customers	# of Respondents	# of Respondents
1st Time	120	57%
Repeat	91	43%

Tickets Unlimited Service

Customers responded to questions regarding service of Tickets Unlimited and Thompson Boling Arena Service. The first part of this section will look at the overall service of Tickets Unlimited and the break down of sub-problems. The second part will include the overall service of Thompson-Boling Arena and the breakdown of sub-problems.

There were a total of 211 total respondents to this survey. The overall response to service of Tickets Unlimited by the respondents was positive as (47%) found it to be somewhat good, while only (40%) found it very good.

The response of first time customers to overall service of Tickets Unlimited was also good. First time customers (48%) found it to be somewhat good, while only (38%) found it to be very good. As for repeat customers (46%) found it to be somewhat good, while (42%) found it to be very good (Table 2).

Table 2

Overall Service of Tickets Unlimited

Customers	(1) Very Poor	(2) Somewhat Poor	(3) Somewhat Good	(4) Very Good
Overall	.47%	11.85%	47.39%	40.28%
First Time	0%	13.33%	48.33%	38.33%
Repeat	1.10%	9.89%	46.15%	42.86%

Informational Services

Informational services are very important to customers. This service includes time of event, cost, directions and many other questions the customer has. Out of the 211 respondents (90.43%) found the information provided was accurate and adequate. There was little difference between first time and repeat customers in this category. First time customers found that (92%) who requested information said it was given to them adequately, while only (88%) of repeat customers felt that way (Appendix F).

Phone Etiquette

There were three different questions which allowed the customer to react to the phone etiquette of operators. They were: how the customer felt when ordering; the

cooperativeness; and politeness of the operator (Table 3).

Table 3

Reaction to Questions Involving Operator Service

Question: Degree of Politeness by Operators?				
Customers	(1) Very Impolite	(2) Somewhat Impolite	(3) Somewhat Polite	(4) Very Polite
Overall	2.37%	5.69%	47.39%	44.55%
First Time	2.50%	4.17%	45.83%	47.50%
Repeat	2.20%	7.69%	49.45%	40.66%

Question: How the Customer Felt When Ordering?				
Customers	(1) Not Rushed	(2) Somewhat Unrushed	(3) Somewhat Rushed	(4) Very Rushed
Overall	59.72%	23.22%	15.64%	1.42%
First Time	60.83%	25.00%	14.17%	0%
Repeat	58.24%	20.88%	17.58%	3.30%

Question: Was the Operator Cooperative?		
Customers	(1) No	(2) Yes
Overall	19.91%	79.15%
First Time	18.33%	80.00%
Repeat	21.98%	78.02%

The reaction to the politeness of operators was good. The majority of customers (45%) found the operators to be

either somewhat or very polite. There was no difference found between first time and repeat customers in this area.

How rushed were customers when ordering? The results showed that approximately (60%) responded were not being rushed, while (23%) responded to being somewhat unrushed and about (15%) responding they felt rushed.

Approximately (80%) of the customers indicated that operators were cooperative when they were placing their order, while (20%) felt that the operators were not cooperative at all. There was no profound difference between first time or repeat customers.

Refund Policies

The overall reaction to the "No Refund, No Exchange Policy" was that over half (63%) of the customers liked the policy, while some of them (37%) did not. First time customers felt the policy was fair, while 36% did not. For repeat customers, over half responded that the policy was fair, while 39% felt it was unfair. The results are located in Table 4. Also included in this area was whether customers were informed of this policy. Overall half of all customers, both first time customers (63%) and repeat customers (58%), indicated that were not informed of the "No refund, No exchange policy" (Appendix F).

Table 4

Reaction to the "No Refund, No Exchange Policy"

Customer	(1) Fair	(2) Not Fair
Overall	63.03%	36.97%
First Time	64.17%	35.83%
Repeat	61.54%	38.46%

Credit Card and Ticket Problems

Out of the 211 respondents to this survey only 10 had a problem with a credit card and 7 had a ticket problem. In both cases the results showed that the problems were taken care of immediately and accurately.

There were a few other questions asked on the survey to provide some answers to certain questions about the service. The questions included: where customers called from, why they used Tickets Unlimited, if they reached an operator in their first attempt, and if they were ever put on hold and for how long (Appendix F).

The majority of customers who use Tickets Unlimited Service call from home (61%), with no difference between first time and repeat customers. It was interesting to see that (7%) of the callers used a car phone. The majority of callers indicated that they use Tickets Unlimited phone

service because of its convenience.

Over half of the customers (53%) did to not reach an operator in their first attempt, while (47%) indicated they reached an operator on their first attempt. First time customers had a better success rate (53%) of getting through on the first attempt than did repeat customers with only (42%) getting through. After getting through, only 40 customers were put on hold for some reason. There was no profound difference between first time and repeat customers. The average time on hold was 1-5 minutes (Appendix F).

Thompson-Boling Arena Service

The quality of the overall service at Thompson-Boling Arena was divided into the following areas: (a) parking, (b)usher service, and (c) crowd control and security. The first area addressed the overall service of the Arena. Respondents were asked to comment on the quality of service during the event. The study revealed slightly over half of all customers (54%) found it very satisfying. The percentages of the cross analysis of first time and repeat customers was within the same range (Table 5).

Table 5**Response to Overall Service at the Arena**

Customers	(1) Very Unsatisfying	(2) Somewhat Unsatisfying	(3) Somewhat Satisfying	(4) Very Satisfying
Overall	.95%	1.90%	42.86%	54.29%
First Time	0	2.52%	42.02%	55.46%
Repeat	5%	1.10%	43.96%	52.75%

Parking

Parking is an important area to many customers who attend events at the arena. Respondents were asked their reactions to both finding adequate parking and if the \$3.00 fee was fair. The results indicated that slightly over half of the customers (53%) had an easy time finding parking, while (46%) had trouble finding adequate parking. First time customers (57%) found adequate parking, while (38%) did not. 54% of repeat customers did not find adequate parking, while only (43%) did (Table 6).

Table 6

Response to finding Adequate and Easy Parking

Customers	(1) No	(2) Yes
Overall	46.45%	53.55%
First Time	38.33%	57.14%
Repeat	61.67%	42.86%

Customers were also asked about the \$3.00 fee. Over 2/3 of all customers found the \$3.00 fee to be fair, while only 29% indicated they were not happy with the fee. There was very little difference between the responses of both first time and repeat customers (Appendix F). Also a small percentage, about (4%) said that they parked along the street and walked to avoid the fee.

Usher Service

Customers were asked to comment on the usher service. The overall responses to these two questions were very positive. Most of the respondents (97%) found the ushers to be very easily identifiable and helpful (Appendix F).

Crowd Control and Security

The overall response to security at the arena, during

special events was also very positive. About 90% found the security at the events to be adequate. This also held true for both first time and repeat customers. Out of the 211 responding (4%) indicated they sought the help of security. Of these few customers who had to seek security, the majority (88%) indicated the problem was taken care of immediately.

Customers were also asked about crowd control at special events. Most of the customers (92%) did not see any crowd control problems while the few who did indicated that the problem was taken care of immediately. Only 20% felt that no action was taken to resolve the problem.

Customers were also asked several other questions regarding the arena management. Results indicated that customers would like a mailing list informing them of future special events. Most respondents (85%) indicated they would continue to order from Tickets Unlimited while the remainder would go to an outlet for tickets (Appendix F).

Customers were also asked for suggestions or comments on how to improve service at either Tickets Unlimited or Thompson-Boling Arena. Over half of the customers (59%) offered some suggestion or comment. These responses were summarized into the following areas: (a) additional phone lines on opening day sales, (b) description of seating, (c) phone etiquette, (d) use of American Express card, (e) traffic flow and parking, (f) restroom situations, and (h)

adding the phone number to the phone book (Appendix F).

All of the answers were taken into consideration and narrowed down into 7 different areas. The largest number of suggestion was from (34%) of the respondents who feel that there are not an adequate amount of phone lines available for an opening day sale, such as Michael Bolten. The second area of concern was about operators description of the seating which the customers received. About (23%) of the customers felt that they were told that their seats were located in one area, but when they received their tickets the seats were different. Another comment (16%) was that operators show little better phone etiquette. This included politeness, answering questions and cooperation. A few (8.87%) of respondents felt that the American Express card should be listed with the other credit cards used when ordering. The fifth area of concern was traffic flow and parking. Again, only a few (7%) of the respondents felt that officers did not handle traffic flow very well after concerts and that there were not enough restrooms and that smoking in the restrooms be monitored. A small fraction (3%) of the customers wanted to see the phone number of Tickets Unlimited in the phone book. These results are located in Appendix F.

Summary

The response to the survey provided to determine the service of both Tickets Unlimited and Thompson-Boling Arena was found to be satisfying in both areas. In response to quality service of Tickets Unlimited the majority (88%) found the service to be good. In a cross analysis between first time and repeat customers, the results were very similar and very good.

Some of the questions asked leading up to overall service were very important to the study. In response to phone etiquette and informational services, the majority of customers responded positively to these areas. The same was true for the cross analysis between first time and repeat customers. Another area looked at was the no refund, no exchange policy and it was found that about (63%) felt that it is a good policy, while about (37%) felt otherwise. There was no major difference between first time and repeat customers.

Handling of credit card and ticket problems was found to be very insignificant in the study because there were only a small amount of responses. Out of these responses the problems were handled quickly and accurately. It is good to see that there were very few problems with tickets and credit cards.

In some other questions it was found that over (61%) of

the customers called from home. An interesting statistic in this area was that about (7%) of the respondents called from a car phone. The largest percentage (98.5%) said they used the phone because of its convenience. As for reaching an operator on the first attempt (52%) said they did not, and the highest average time before reaching an operator was between 1-5 minutes.

Thompson-Boling Arena was the second area looked at in the study. Again responses to the service at the arena was very good overall. The same holds true for the cross analysis of first time and repeat customers. In the area of parking first time customers (57%) found parking very easily, while repeat customers (61%) did not. The majority of customers did find that the \$3.00 fee was fair.

When the question of usher service was brought up again the overall response was very positive. This also held true for security at the event. Crowd control was another factor and only a small response said that they had noticed a problem. In which they said the problem was taken care of immediately. Overall customers (90%) thought the service at Thompson-Boling Arena was very satisfying.

In response to the question whether customers would like to see a mailing list be created to inform customers of new events at the arena, over (98%) said it would be valuable. In response to where customers were most likely to purchase tickets in the future the majority (85%)

responded by phone. First time customers (80%) said they would order by phone again, where as (94%) of repeat customers would.

About (59%) of the customers responded to the last question, which asked for their suggestions and comments. The majority of responses was for more phone lines. Over (23%) of the respondents felt that the operators told them one area of seating, but when they received their tickets the seats were not in the same area. Some other comments were: better phone etiquette (16%), traffic flow and parking (7.26%), use of American Express card (8.87%), problem of smoking in restroom and an inadequate amount (7%) and lastly (3%) want to see Tickets Unlimited in the phone book.

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

The purpose of this study was to assess the quality of customer service of Tickets Unlimited and special events at Thompson-Boling Arena. This study was divided into the following sub-problems:

1. How do customers feel about the service of Tickets Unlimited to include phone etiquette, informational services, refund policies, accurate service and credit card problems.

2. How do customers feel about the service provided at Thompson-Boling Arena during special events to include the following selected variables; security, crowd control, handling of complaints/problems and usher service.

Conclusions

Based on the results found in this study, the following conclusions have been drawn by the investigator for both Tickets Unlimited and Thompson/Boling Arena.

Tickets Unlimited Service

1. The majority of customers, both first time and repeat customers who use Tickets Unlimited call from home.

They also use the service because they find it most convenient.

2. The study found that there wasn't much of a difference between the number of customers who reached or did not reach an operator in their first attempt. For those who did not reach an operator in their first attempt, the largest percentage of them got through within 1-5 minutes.

3. The study showed that the majority of customers overall were informed of the service charge.

4. In the area of phone etiquette, the majority of respondents felt operators were polite. Customers overall were not rushed when ordering and the majority of the customers found operators to be cooperative.

5. Information requested by the customers was found to be given in a very adequate and correct manner. The majority of customers reported that they were informed of the service charge, but not informed of the "no refund, no exchange policy". Most customers also found the "no refund, no exchange" policy to be fair, with no real difference between first time and repeat customers.

6. There were few ticket and credit card problems encountered by customers. In the few cases where respondents had problems, it was reported that the problems were handled quickly and accurately.

7. The overall response to the service of Tickets Unlimited was positive and there was no real profound

difference between first time and repeat customers.

8. It was found that the majority of customers received their tickets about a week after ordering tickets.

Event Management at Thompson/Boling Arena

1. The study revealed that the majority of customers had no problems finding the arena and had an easy time finding adequate parking. However, first time customers had an easier time of finding adequate parking than did repeat customers.

2. The majority of customers found the \$3.00 parking fee to be fair, with only a small percentage of customers parking along the street and walking.

3. The customers found the ushers to be easily identifiable and very helpful.

4. The majority of customers found the security to be adequate. Only a few customers had to seek help from security and problem was taken care of immediately.

5. Overall it was found that there was a small percentage of customers who felt at some point there was a problem with the crowd. Again these problems were found to be handled in a quick manor.

6. Customers indicated they found the event to be very satisfying.

7. Customers would like to see a mailing list

created, to inform them of upcoming events. The majority of customers would purchase their tickets from Tickets Unlimited again, while others would go to an outlet.

8. Suggestions for improvement included: more phone lines on opening day sales, for operators to give a better description of seats, better phone etiquette, better traffic flow after events, the use of American Express card, bathroom problems and putting the Tickets Unlimited phone number in the phone book.

Recommendations

The following recommendations were made based on the results of this study.

1. Repeat this study, or conduct a similar study, in two years to determine if customers are still satisfied with the service at Tickets Unlimited and at Thompson-Boling Arena.

2. Design a study to include customers who attended events in other facilities such as the Knoxville Civic Auditorium/Coliseum and the overall ticket service for them.

3. Educate operators, ushers and security on new policies and provide more in-depth or in-service training for them.

4. Provide new employees adequate time to learn the computer system and gain some confidence before allowing

them to take orders.

5. The consideration of purchasing more equipment for first day shows to handle the large amount of callers.

6. When tickets are mailed to customers some type of map of the arena should be placed in the envelope for the customer to use in the future when purchasing tickets.

7. Immediately inform all operators of new information concerning the service, so all operators know how to answer the customers questions.

8. A mailing list informing present customers of upcoming events might be a possibility, especially for those living out of the area.

9. Set up a telephone number customers can call to be informed of upcoming events or to seek information about events.

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APPENDIXES

Appendix A

Dear Customer,

Within a few days or so, a representative of Tickets Unlimited will be contacting you via telephone as part of a research study, to improve customer service and special event management at Tickets Unlimited and Thompson/Boling Arena. Your name was randomly selected from a computer list to participate in this study.

We are writing in advance of our telephone call because we have found that many people appreciate being advised that a research study is in process, and that they have been chosen to participate. Your responses will be confidential. We hope that you will be a contributing factor in our efforts to improve service.

When our interviewer calls, she or he will ask to interview the person who ordered the tickets from Tickets Unlimited, and attended the event at Thompson/Boling Arena. This way we will be able to obtain accurate and valid information from our customers.

Altogether the interview should only take about 6-8 minutes. If by chance we should happen to call at an inconvenient time, please tell the interviewer and they will be happy to call back later.

Your help and that of others to find out how customers perceive Tickets Unlimited and Thompson/Boling Arena is essential to this study. Your information will be used to better develop customer service techniques. We want to thank you for your time and cooperation. It is greatly appreciated.

If you have any questions, please don't hesitate to ask our interviewer, or you may contact Ms. Holtz at (615) 595-6787.

Sincerely,

Carol Holtz
Program Director

Tim Reese
Arena Manager

PART A. TICKETS UNLIMITED INFORMATION:

The following questions have to do with how you felt about the service of Tickets Unlimited and Thompson-Boling Arena. There are no right or wrong answers. Try to answer as honestly as possible. Generally it is best to give a response quickly based on your initial reaction. Remember this survey will be kept confidential.

The first part of the survey RESPONDENTS NAME will consist of questions pertaining to the ticket service of Tickets Unlimited?

101. Did you call from (101)

Home..... (1)
Work..... (2)
Friends Place..... (3)
Other (Please Specify)..... (4)

If so, from where? _____

102. Did you order by phone because it was (102)

Convenient.....(1)	No..... (1)	Yes..... (2)
Wanted to charge by phone.....(2)	No..... (1)	Yes..... (2)
Couldn't get to an outlet.....(3)	No..... (1)	Yes..... (2)
Previously ordered from Tickets Unlimited..(4)	No..... (1)	Yes..... (2)

103. Did you reach an operator in your first attempt? (103)

No (GOTO 104)..... (1)
Yes (GOTO 105)..... (2)

104. How long did it take before you finally reached an operator? (104)

1-5 minutes..... (1)
6-10 minutes..... (2)
11-15 minutes..... (3)
15 or more minutes..... (4)

105. When you reached an operator did you find them to be ? (105)

Very Impolite..... (1)
Somewhat Impolite..... (2)
Somewhat Polite..... (3)
Very Polite..... (4)

106. Was your order taken immediately or were you put on hold? (106)

Taken Immediately(Goto 108) (1)
Put on Hold (Goto 107)..... (2)

107. How long were you put on hold? (107)

1-2 minutes..... (1)
3-4 minutes..... (2)
5-6 minutes..... (3)
7 or more minutes..... (4)

108. Were you informed of the service charge that is added when ordering over the phone? (108)
- No..... (1)
Yes..... (2)
109. When ordering your tickets did you feel? (109)
- Not Rushed..... (1)
Somewhat Unrushed..... (2)
Somewhat Rushed..... (3)
Very Rushed..... (4)
110. Was the operator cooperative, when you were choosing your seats? (110)
- No..... (1)
Yes..... (2)
111. Was the operator helpful in answering any miscellaneous questions you had, such as parking , time of event, directions and so on? (111)
- No..... (1)
Yes..... (2)
112. Were you informed of the no refund, no exchange policy when ording? (112)
- No (1)
Yes (2)
113. Do you feel that a no refund, no exchange policy is fair? (113)
- No..... (1)
Yes..... (2)
114. After ordering you tickets approximately how long did it take until you received them? (114)
- 1 Week..... (1)
2 Weeks..... (2)
3 Weeks or more..... (3)
You Never Recieved your tickets..... (4)
(Goto 115)
115. Why didn't you receive your tickets? (115)
(Goto 116)
- Incorrect Address..... (1)
Put on Hold..... (2)
Lost in the Mail..... (3)
Don't know..... (4)
116. Was your ticket problem handled accurately and in a timely manor? (116)
- No..... (1)
Yes..... (2)
117. Was your credit card ever declined after purchasing tickets? (117)
- No (GOTO 121)..... (1)
Yes (GOTO 118)..... (2)

- | | | |
|------|--|-------|
| 118. | Were you notified of your credit card decline by | (118) |
| | Mail..... | (1) |
| | Telephone..... | (2) |
| 119. | Were your tickets released? | (119) |
| | No (GOTO 121)..... | (1) |
| | Yes (GOTO 120)..... | (2) |
| 120. | Did you order new tickets, because your tickets were released? | (120) |
| | No..... | (1) |
| | Yes..... | (2) |
| 121. | Do you feel a customer should be notified of credit card problems immediately? | (121) |
| | No..... | (1) |
| | Yes..... | (2) |
| 122. | Would you rate the overall service of Tickets Unlimited as | (122) |
| | Very poor..... | (1) |
| | Somewhat Poor..... | (2) |
| | Somewhat Good..... | (3) |
| | Very Good..... | (4) |

In the next part of the survey (NAME OF RESPONDENT) we would like to gather some information about Thompson-Boling Arena when you attended the special event.

- No..... (1)
Yes..... (2)

- No..... (1)
Yes..... (2)

- No..... (1)
Yes..... (2)
Other(Please Specify)..... (3)

126. When you entered the building, were the ushers identifiable? (126)
- No..... (1)
- Yes..... (2)

- Very Unhelpful.....(1)
Somewhat Unhelpful..... (2)
Somewhat Helpful..... (3)
Very Helpful..... (4)

128. Did you feel the security at the event was ? (128)

Very Inadequate..... (1)
Somewhat Inadequate..... (2)
Somewhat Adequate..... (3)
Very Adequate..... (4)

129. Did you have to seek help from the security at the event? (129)

No (GOTO 133)..... (1)
Yes (GOTO 132)..... (2)

130. Did security handle the problem adequately and properly? (130)

No..... (1)
Yes..... (2)

131. At anytime did the crowd get out of control? (131)

No (GOTO 136)..... (1)
Yes (GOTO 135)..... (2)

132. Was the situation taken care of immediately? (132)

No..... (1)
Yes..... (2)

133. Was your overall experience of attending the event at Thompson-Boling Arena? (133)

Very Unsatisfying.....(1)
Somewhat Unsatisfying.....(2)
Somewhat Satisfying.....(3)
Very Satisfying.....(4)

134. Would you like to see some type of mailing list be created that you would receive when new concerts at the arena are coming up? (134)

No..... (1)
Yes..... (2)

135. How are you most likely to purchase tickets in the future? (135)

Phone..... (1)
Ticket Outlet..... (2)
Thompson-Boling Arena..... (3)
Other (Please Specify)..... (4)

Other_____

136. Do you have any suggestions or comments to help improve customer service at either Tickets Unlimited or Thompson-Boling Arena? (136)

Thank you very much for taking the time to participate in this research study, and for helping us identify areas to improve customer satisfaction at both Tickets Unlimited and Thompson-Boling arena.

Once again, be assured that your responses to the questions will be treated confidentially, and will not be associated with your name.

Thank you again for your time and have a nice evening.

Appendix B

FORM A

(This form is federally

auditable and MUST BE TYPED.) Certification of Exemption from Review by Full Committee
for Research Involving Human Subjects

CRP # 4422-4
Date received in ORA MAY 04 1994

- A. PRINCIPAL INVESTIGATOR(s) and/or CO-PI(s): (For student projects, list both the student and the advisor.)
Carol Holtz
- B. DEPARTMENT:
Health, Leisure and Safety
- C. COMPLETE MAILING ADDRESS AND PHONE NUMBER OF PI(s) and CO-PI(s):
2117 Andy Holt Ave. Apt. 312
Knoxville, TN 37916
(615) 595-6337 or (814) 948-8572
- D. TITLE OF PROJECT:
Assessing the Customer Service of Tickets Unlimited and
Thompson-Boling Arena
- E. EXTERNAL FUNDING AGENCY AND ID NUMBER (if applicable):
- F. GRANT SUBMISSION DEADLINE (if applicable):
- G. STARTING DATE: Upon certification by Coordinator of Compliances. (NO RESEARCH MAY BE INITIATED UNTIL
CERTIFICATION IS GRANTED.)
- H. ESTIMATED COMPLETION DATE (Include all aspects of research and final write-up.): July 15, 1994

I. Objective(s) of Project (Use additional page, if needed.): This research study of the general population, will determine how customers feel about different aspects of Tickets Unlimited's phone system and service of Thompson-Boling Arena during special events.

II. Subjects (Use additional page, if needed.): Subjects will include any person who has ordered tickets to special events at Thompson-Boling Arena, through Tickets Unlimited's phone service.

III. Methods or Procedures (Use additional page, if needed.): A random sample was taken from the computers mailing list, of customers who have ordered tickets from tickets Unlimited. This mailing list will come from Thompson-Boling Arena's ticket office (Special Events). A telephone survey will serve as the instrument for for the collection of data.

IV. CATEGORY(s) FOR EXEMPT RESEARCH PER 45 CFR 46 (see reverse side for categories): 101.121

CERTIFICATION: The research described herein is in compliance with 45 CFR 46 101(b) and presents subjects with no more than minimal risk as defined by applicable regulations.

Principal investigator	<u>Carol Holtz</u>	<u>[Signature]</u>	<u>4-28-94</u>
	Name	Signature	Date
Advisor	<u>Dr. Mary Dale Blanton</u>	<u>[Signature]</u>	<u>5-4-94</u>
	Name	Signature	Date
Dept. Review	<u>Dr. Jack Pursley</u>	<u>[Signature]</u>	<u>5-4-94</u>
Comm. Chair	<u>Dr. Jack Pursley</u>	<u>[Signature]</u>	<u>5-4-94</u>
	Name	Signature	Date
Dept. Head	<u>Dr. Charles Hamilton</u>	<u>[Signature]</u>	<u>5-4-94</u>
	Name	Signature	Date
APPROVED:	<u>Edith M. Szathmary</u>	<u>[Signature]</u>	<u>5-24-94</u>
	Coordinator of Compliances	Signature	Date
	Office of Research Administration		

Rev. 10/90

Appendix C

COVER PAGE AND CALL RECORD

The University of Tennessee at Knoxville
Arena Management Office
Customer Service Study
June 1994

NAME OF RESPONDENT:
PHONE NUMBER:
ADDRESS:

Hello, May I speak with (First & Last Name of Person Being Called)

(IF NO THEN: The number I was calling is (USE LISTED NUMBER ABOVE) and
it was for (FIRST & LAST NAME OF PERSON BEING CALLED).

(IF WRONG NUMBER, TERMINATE WITH: I am sorry to have bothered you.)

This is YOUR NAME - THE INTERVIEWER Arena Management office at The University of
Tennessee at Knoxville. We are doing a study on customer service of Tickets Unlimited and Thompson-Boling
Arena. The information you provide is very important to our study. Your name and telephone number were drawn
randomly. A letter was sent to you explaining a little about the study. Did you receive it?

(IF NO: I am sorry yours did not reach you. It was a short letter letting people know that we would be calling.)

The questions I need to ask should take about 6-8 minutes of your time. Your response to the questions will be
treated confidentially, and will not be associated with you name. (GO TO PAGE 1)

DATE	TIME:			INTERVIEWER RESULTS	CODE FOR RECALL & NOTES
	START	END	NET		
	I	I	I	I	I
	I	I	I	I	I
	I	I	I	I	I
	I	I	I	I	I
	I	I	I	I	I
	I	I	I	I	I
	I	I	I	I	I
	I	I	I	I	I
	I	I	I	I	I

PLEASE DO NOT MAKE MORE THAN 5 ATTEMPTS

ABBREVIATIONS:

NA = NO ANSWER

REF = REFUSED (NOT WHEN, WHY, A = RESPONDENT NOT
AT WHAT POINT)

SELECTED

WN = WRONG NUMBER

B = HAVE TALKED TO

NH = NOT HOME

IC = INTERVIEW COMPLETED

RESPONDENT

WR = WILL RETURN
(WHEN)

PIC = PARTIALLY COMPLETED

(GIVE HELPFUL

DIS = DISCONNECTED

HINTS)

NOTES:

Appendix D

The University of Tennessee at Knoxville
Department of Health, Leisure, and Safety
Arena Management Office
Customer Service Study
June 1994

RULE BOOK*

A. Before you start:

1. Place this "Rule" book and "Questions" book in front of you.
2. Obtain your questionnaires for that time period and review the names on the labels. If you know anyone or have heard of them, return that label and questionnaire to the director.
3. Make sure that you have three sharpened pencils.

B. Who to talk to:

Our goal is to talk to the person who has ordered the tickets from Tickets Unlimited. You should avoid needlessly talking to any other person. Be nice, but immediately ask to talk to the person on the label. If they are not able to talk to you then, ask when would be an appropriate time to contact them again.

C. What the interview is about:

This research is individual based. The respondent should answer only for themselves, not for others.

D. The interview:

1. Be sure to mark the time the interview starts.
2. Be sure to read the questions exactly as written.

As you know, even a single word can drastically change the meaning of a question for the respondents. Attempts to interpret the question in response to a respondent's query frequently does the same thing. Here are some key phrases you might use to respond to the question of "what do you mean?"

It is important that the question be answered as best you can in terms of the way it is stated, maybe I could read it to you again.

I will write down your concern you just mentioned so that it will be taken into account in the analysis.

3. The respondent misunderstands the question.

It is very easy for respondents to miss a word or two, that is crucial to the meaning of the question. Sometimes they are embarrassed to admit that they did not quite understand. If you suspect a question has been misunderstood, do not tell the respondent that you suspect they misunderstood, these responses may help.

Could I reread the question and the answer to make sure I have every thing you wanted to say.

I think I may not have read the question correctly, so, may I reread it to be sure.

4. Use neutral probes as needed.

When you are in doubt about how to interpret the respondent's answer or what it means, you might want to probe a little to make sure you understand the response intended. You need to be certain to remain neutral when you probe. A statement like, "Then what you really mean is..." does not convey neutrality.

Before accepting an answer of "I do not know" or anything coded as a refusal, be sure to probe. Respondents frequently use a phrase like, "I'm thinking," when a probe is needed.

Some examples of probes:

Yes, I see, (or) uh-huh, stated in an expectant manner and followed by a pause.

Could you be more specific.

Could I read back what I have written down to make sure it is exactly what you wanted to say.

5. Write down everything the respondent says.

6. If you need help, excuse yourself and get the director.

Sometimes a respondent wants to know more about a question or the study than you can tell them. If in your

judgement it is warranted, do not hesitate to ask the director for help.

7. If a respondent becomes incensed, uses abusive language, ect., **Be Nice! Do Not Hang Up! Keep Cool!!!**

This is not likely to happen. If it does, be patient, maybe the person had a bad day. You might try:

Yes, I understand you feel strongly about this matter. But we really need the information.

If all else fails, call for the director or wait for the opportunity to say something to this effect:

I think I can understand your feeling, and your not wanting to complete the interview. But thank you very much anyway. Good Bye.

E. When the interview is over:

1. Immediately record time and length of call.
2. Immediately go over all answers and make sure it was done correctly. Rewrite any open ended answers you think might be illegible.
3. Place survey in appropriate area.
 - a. If the survey was completed, place in completed area.
 - b. If the survey was not conducted, place in call back area.
 - c. If the interview was terminated for some reason, place in terminated area.

F. When you are finished for the evening:

1. Fill out the hours you worked and number of surveys completed on work sheet.
2. Check with supervisor to explain any "special" happening during the session.
3. **Do Not** take any of the research material with you!!

G. After you leave.

Do not discuss any portion of your interviewing

experience with anyone. It is extremely important that we keep the respondents information as confidential as possible. Avoid making your own summary of the results from your experience. Just because most of your interviews seemed to go a certain way, does not mean that others did the same.

The University of Tennessee at Knoxville
Department of Health, Leisure, and Safety
Arena Management Office
Customer Service Study
June 1994

Questions*

The respondent may wish to ask questions and we would like to respond in a reasonable manner. Review these "expected" questions and be familiar with them. If a respondent asks a question you can not correctly answer - get the director to field the question and make sure that you write the question down so that it may be added to the questions book.

About the Survey:

Why are you doing this?

This research is being conducted by a graduate student in recreation at the University of Tennessee at Knoxville to better understand your perceptions of customer service of Tickets Unlimited and Thompson-Boling Arena. This information will be used to insure continuing or better quality service.

Who is paying for the survey?

Thompson-Boling Arena and the graduate student are sharing in the cost.

Who is responsible for the survey?

The research is being conducted by Carol Holtz, a graduate student at The University of Tennessee, Knoxville.

May I talk to the person responsible for the research?

Yes, I am sure Carol will be happy to talk to you. I will ask her to call you when she comes back around.

About the Respondent's Role in the Survey

How did you get by name (Telephone Number)?

Your name was randomly selected from a computer list from Tickets Unlimited. In this method, every person has an equal chance of being selected and yours was chosen

completely by chance.

How can I be certain that this is authentic?

I would be glad to give you my telephone number here at The University of Tennessee and you may call me back.

Why don't you interview someone else?

We can not do that because it is one of the things which enable us to say that this survey is representative of the customers using Tickets Unlimited and Thompson-Boling Arena. We must interview the person who has been randomly selected.

Is this confidential?

Yes, most definitely. After the interview the information is entered into a computer without names. All the information is tabulated together with no method of identifying individual responses.

Also, the matter of confidentiality is of extreme importance to us. We are doing professional research and confidentiality is always of the utmost importance in good research.

Can I get a copy of the results?

Some of the information gathered the arena and ticket office would not like to disclose. Any other results that are gathered we will be more than willing to send you in a few weeks.

Are you trying to sell me anything?

No! We are not trying to sell you anything; we just wish to get you opinion about the quality of customer service of Tickets Unlimited and Thompson-Boling Arena.

Often people will try to not do the survey because they are apprehensive. The following is a list of commonly given reasons for not wanting to participate in the survey and possible responses which might help get the respondent to complete the survey. But do not push too much.

I am not interested.

It is extremely important that we get everyone's

opinion in the selected sample, otherwise the results will not be very useful. So, I would very much like to talk to you.

It is no one else's business what I think.

I certainly understand how you feel and that is exactly why the interviews are completely confidential. Protecting the respondents privacy is one of our major concerns. The results will be reported in such a way that they can not be linked to any individual. Your opinion is very needed.

I am too busy.

I understand, but this will only take a few minute. If it is a really bad time, maybe I could call you back later tonight or within a few days.

I do not feel well or am in bad health.

I am sorry to hear that. Have you been sick long? Maybe I could call you back in the next few days.

If the illness is serious - substitute another person that is there or if this is not possible, excuse yourself and indicate that they will not be contacted again.

I am too old.

In this particular survey older persons opinions are just as important, if not more so, than any one else's. In order for the survey to be representative of everyone, we need everyone's opinion in the sample of which you ar part. We really need your response.

I object to surveys.

We feel that this survey is extremely important and the questions are just a matter of how you feel on subjects that are not generally considered controversial. We really need your response.

I object to telephone surveys.

We chose telephone surveys because of the low cost and speed by which they can be done.

*Adapted by Don A. Dillman (1978)

COUNT - DOWN LIST*

Draw Sample

- Names, addresses and telephone numbers

Facilities and Equipment

- Access to telephones arranged
- Telephones checked for working order
- Access to lines arranged
- Chairs and tables supplied
- Labeled boxes for sorting questionnaires into categories (refusals, call backs and completed)

Computer Related Needs

- Arrange access to computer
- Arrange access to needed computer equipment (card reader and printer)
- Decide on analysis programs and set up format
- Do "dummy" run of computer equipment

Materials

- Questionnaires
 - Duplicated
 - Assembled
 - Randomized distribution to interviewers
- Rule book duplicated
- Question book duplicated
- Supplies (pencils, notebooks, rubber bands, tape, etc.)

Advance Letter

- Printed, signed and stuffed into envelopes
- Each mailed one week before expected call

Personnel

- Interviewers
 - Hired
 - Trained
 - Scheduled
- Procedure to check completed questionnaires arranged

Other Resources

- Obtain sample list
- Do human subjects review

*Adapted from Don A. Dillman (1978. p. 274)

Appendix E

ARENA SEATING TOTALS

	CHAIR	RETRACT	BOX	BLEACHER	TOTAL
LOWER LEVEL	8444	694	588		9,726
LOGE LEVEL	839		432		1,271
UPPER LEVEL	8340			5039	13,388
SUBTOTAL	17,632	694	1020	5039	24,376
SUITES					48
HANDICAPED SEATING					84
ARENA FLOOR SEATING FOR CONCERTS					1,620
				TOTAL	26,128

APPENDIX F

FINAL RESULTS TO OTHER QUESTIONS POSED IN THE SURVEY

INFORMATIONAL SERVICES

Were Operators Helpful in Answering the Customers questions?

Customers	(1) No	(2) Yes
Overall	9.57%	90.43%
First Time	7.63%	92.37%
Repeat	12.09%	87.91%

Refund Information

Were Customers Informed of the "No Refund, No Exchange Policy"?

Customers	(1) No	(2) Yes
Overall	61.14%	38.86%
First Time	63.33%	36.67%
Repeat	58.24%	41.76%

GENERAL INFORMATION

What Location Did the Majority of Customers Call From?

Customers	(1) Home	(2) Work	(3) Friends House	(4) Car-Phone
Overall	61.61%	25.12%	7.11%	6.16%
First Time	55.83%	27.50%	8.33%	8.33%
Repeat	69.23%	21.98%	5.49%	3.30%

What % of Customers Reached an Operator in Their First Attempt?

Customers	(1) Didn't Reach 1st Time	(2) Reached Time
Overall	52.61%	47.39%
First Time	57.50%	42.50%
Repeat	46.15%	53.85%

How Many Customers Were Put on Hold?

Customers	(1) Put on Hold	(2) Taken Immediately
Overall	40	171
First Time	23	97
Repeat	17	74

How Long Were the Customers on Hold?

Customers	(1) 1-5 min.	(2) 3-4 min.	(3) 5-6 min.	(4) 7 or more min.
Overall	55.00%	32.50%	5.0%	7.50%
First Time	60.87%	34.78%	0%	4.35%
Repeat	47.06%	29.41%	11.76%	11.76%

How Customers Felt About the Parking Fee?

Customers	(1) Not Fair	(2) Fair	(3) Walked
Overall	29.38%	66.35%	4.27%
First Time	34.17%	61.67%	4.17%
Repeat	23.08%	72.53%	4.40%

USHER INFORMATION

Were the Ushers Identifiable?

Customers	(1) No	(2) Yes
Overall	1.21%	97.59%
First Time	1.67%	98.33%
Repeat	.74%	99.27%

How Helpful were the Ushers?

Customers	(1) Very Unhelpful	(2) Somewhat Unhelpful	(3) Somewhat Helpful	(4) Very Helpful
Overall	2.37%	.95%	27.49%	69.19%
First Time	2.50%	1.67%	24.17%	71.67%
Repeat	2.20%	0%	31.87%	65.93%

RESULTS TO THE OPEN ENDED QUESTION

Categories	Overall	First Time	Repeat
Not Enough Phone Lines	33.87%	29.23%	38.98%
Incorrect Seating Information	23.39%	23.08%	23.73%
Phone Etiquette	16.13%	13.85%	18.64%
American Express Card should be Accepted	8.87%	10.77%	6.78%
Traffic Flow & Parking	7.26%	9.23%	5.08%
Restroom Situation	7.26%	7.69%	6.78%
List Tickets Unlimited phone Number in the Telephone Book	3.23%	6.15%	0%

List of responses to open ended question:

- Parking far away and having to walk and still pay the fee
- Handicap Parking, inadequate
- Traffic flow after the concert is a problem
- Smoking in the restrooms
- Not enough restrooms
- Rude operators
- Very impatient operators
- Information given by the operators, false; especially seating
- Not enough phone lines
- If your the first caller how come you don't get first row seats.
- No telephone call, when a credit card is declined
- American Express Card should be accepted
- Should take checks
- Outlets should take credit cards

VITA

Carol Ann Holtz was born in Spangler, Pennsylvania on July 26, 1971. She attended elementary and middle school in the Northern Cambria School District and graduated from Northern Cambria High School in June, 1989. That August she entered Lock Haven University of Pennsylvania on a basketball scholarship and in August, 1993 she received the degree of Bachelor of Science in Recreation Leisure Management. She then entered The University of Tennessee, Knoxville in the fall of 1993 and in August, 1994 she received a Master of Science degree in Recreation-Leisure Studies. She is hoping either to enter into coaching women's basketball or the recreation-leisure field.