

The University of North Carolina  
at Greensboro

JACKSON LIBRARY



CQ  
no.847

Gift of:  
Ardala Everell Littlefield  
COLLEGE COLLECTION

LITTLEFIELD, ARDALA EVERELL. Guest Preferences for Facilities and Room Design Features of Twenty Resorts in Northern Wisconsin. (1971)  
Directed by: Dr. Clara A. Ridder. Pp. 90.

The purposes were to determine: (1) facilities and design features available at American Plan resorts in northern Wisconsin, (2) the relative importance to guests of design features of resorts, rooms, and room furnishings, and (3) how resort operators perceive their guests value these design features.

Twenty resort operators were interviewed. Questionnaires were mailed to resort guests; one hundred four were completed and returned. The data were analyzed descriptively and presented in tabular form using percentages.

The average guest party included four persons, traveled by automobile, was less than 500 miles from home, and stayed less than two weeks.

Guests' comments indicated that the location, lake, fishing, cleanliness, good food, and the operator are important factors in their selection of a resort.

Guests indicate a desire for separate cabins, good swimming area, facilities for launching and mooring boats, comfortable beds, general lighting, light for reading, and a shower in each unit.

Features desired by some guests, which may be indicative of future trends, are swimming pools, air conditioning, extra heat source in the bathroom, refrigerators, and carpeting.

Unique features of small resorts add to the distinction of northern Wisconsin as a vacation area. No attempt should be made to incorporate like features into all resorts.

GUESTS PREFERENCES FOR FACILITIES AND ROOM DESIGN  
FEATURES OF TWENTY RESORTS IN NORTHERN WISCONSIN


by

Ardala E. Littlefield

A Thesis Submitted to  
the Faculty of the Graduate School at  
The University of North Carolina at Greensboro  
in Partial Fulfillment  
of the Requirements for the Degree  
Master of Science in Home Economics

Greensboro  
1971

Approved by

  
Thesis Adviser

APPROVAL SHEET

This thesis has been approved by the following committee of  
the Faculty of the Graduate School at The University of North Carolina  
at Greensboro.

Thesis  
Adviser

Clara Ridder

Oral Examination  
Committee Members

Chil Dennis

Mertha D. Arty

Beatrice Kalka

2/10/71

Date of Examination



#### ACKNOWLEDGMENTS

It is with appreciation that I acknowledge the contribution made by Dr. Clara Ridder, chairman of my thesis committee, and say thank you to her for the guidance and understanding she gave throughout the study. I also recognize the value of the many helpful suggestions made by the other members of my thesis committee, Mrs. Artz, Dr. Hennis, and Dr. Kalka. A sincere thank you to them.

For his interest in this study and for his encouragement and understanding prior to and during my leave of absence from University Extension, I thank Dr. William Shimel, Northern District Director. I sincerely thank those University Extension Agents of northern Wisconsin who identified resorts and provided background information pertinent to this study.

I gratefully acknowledge that without the interest, concern, and cooperation of the resort operators and guests who provided data for the research, this study would not have been possible.

# TABLE OF CONTENTS

| Chapter   | Page |
|---|------|
| I. INTRODUCTION . . . . .   | 1    |
| II. SURVEY OF LITERATURE . . . . .  | 4    |
| III. PURPOSE. . . . .   | 11   |
| IV. METHOD . . . . .  | 12   |
| Development of Interview Schedule and Questionnaire. . . . .  | 12   |
| Securing the Names of Resorts and Interviewing the<br>Operators . . . . .   | 14   |
| Securing the Names of Guests and Mailing Questionnaires<br>to Them . . . . .  | 14   |
| Compiling the Data . . . . .  | 16   |
| V. FINDINGS . . . . .   | 17   |
| Information on the Resorts . . . . .  | 18   |
| Information on the Guests and Their Travel . . . . .  | 32   |
| What Guests Consider in Selecting a Resort . . . . .  | 33   |
| Importance of Design Features to Guests as Reported by<br>Guests and as Perceived by Resort Operators . . . . .       | 38   |
| VI. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS. . . . .  | 56   |
| BIBLIOGRAPHY . . . . .  | 63   |
| APPENDIXES . . . . .  | 65   |
| A. Interview Schedule for Resort Operators. . . . .   | 66   |
| B. Cover Letter and Questionnaire for Resort Guests . . . . .   | 74   |
| C. One Guest's Ranking of Importance of Resort Features for<br>a Fishing Trip and for a Family Vacation Trip. . . . . | 81   |
| D. Information on the Twenty Resorts Included in the Study. . . . .   | 86   |

# LIST OF TABLES

| Table  | Page |
|--|------|
| 1. Age of the Twenty Northern Wisconsin American Plan Resorts<br>Included in the Study. . . . .  | 19   |
| 2. Number of Units, Maximum Room Capacity, and Maximum Dining<br>Room Capacity at the Twenty American Plan Resorts in<br>Northern Wisconsin. . . . . | 20   |
| 3. Management Experience Reported by the Twenty Operators of<br>American Plan Resorts in Northern Wisconsin. . . . .                                 | 21   |
| 4. Months of Operation Per Year at the Twenty American Plan<br>Resorts in Northern Wisconsin. . . . .  | 21   |
| 5. General Features Available at the Twenty American Plan<br>Resorts in Northern Wisconsin. . . . .  | 22   |
| 6. Accommodations Available at the Twenty American Plan Resorts<br>in Northern Wisconsin. . . . .  | 23   |
| 7. Recreation Facilities Available at the Twenty American Plan<br>Resorts in Northern Wisconsin. . . . .   | 24   |
| 8. Facilities for Sitting and Sleeping Provided at the Twenty<br>American Plan Resorts in Northern Wisconsin. . . . .                                | 26   |
| 9. Bathroom Features and Facilities Available at the Twenty<br>American Plan Resorts in Northern Wisconsin. . . . .                                  | 29   |
| 10. Features Available in the Dressing Area of Guest Units of<br>the Twenty American Plan Resorts in Northern Wisconsin . .                          | 30   |

| Table   | Page |
|---|------|
| 11. Features Available in the Main Lodge of the Twenty American<br>Plan Resorts in Northern Wisconsin. . . . .  | 31   |
| 12. Guests and Their Travel to Resorts in Northern Wisconsin . .  | 34   |
| 13. Composition of One Hundred Four Guest Parties at Seventeen<br>American Plan Resorts in Northern Wisconsin . . . . .   | 35   |
| 14. Rank Order of Seasons Family Members Vacation as Expressed by<br>Summer Guests of Resorts in Northern Wisconsin. . . . .  | 35   |
| 15. Three Most Important Factors in Selecting a Resort as<br>Listed by Guests to American Plan Resorts in<br>Northern Wisconsin . . . . .   | 36   |
| 16. Categorized Guests' Comments on the Most Important Factors<br>Considered in Selecting a Resort. . . . .   | 37   |
| 17. Reasons Given by One Hundred Four Guests for Selecting<br>the Resort Where They Stayed. . . . .   | 38   |
| 18. Importance of General Features of American Plan Resorts to<br>Guests as Reported by Guests and as Perceived by Twenty<br>Resort Operators . . . . .                           | 40   |
| 19. Importance of Recreation Facilities of Resorts to Guests<br>as Reported by Guests and as Perceived by Twenty Resort<br>Operators . . . . .                                    | 42   |
| 20. Importance of General Features of the Sitting and Sleeping<br>Area of the Guest's Quarters to Guests as Reported by<br>Guests and as Perceived by Twenty Resort Operators . . | 44   |

| Table  | Page |
|--|------|
| 21. Importance of Beds to Resort Guests as Reported by Guests<br>and as Perceived by Twenty Resort Operators. . . . .  | 46   |
| 22. Importance of Conveniences in the Sitting and Sleeping<br>Area of the Guest's Quarters to Guests as Reported by<br>Guests and as Perceived by Twenty Resort Operators. . . | 47   |
| 23. Importance of Lighting to Resort Guests as Reported by<br>Guests and as Perceived by Twenty Resort Operators . . . .   | 49   |
| 24. Importance of Bathroom Facilities to Resort Guests as<br>Reported by Guests and as Perceived by Twenty Resort<br>Operators . . . . .                                       | 51   |
| 25. Importance of Clothing Care Facilities to Resort Guests as<br>Reported by Guests and as Perceived by Twenty Resort<br>Operators . . . . .                                  | 52   |
| 26. The Importance of Features of the Main Lodge to Resort<br>Guests as Reported by Guests and as Perceived by Resort<br>Operators . . . . .                                   | 54   |

## LIST OF FIGURES

| Figure   | Page |
|--|------|
| 1. Wisconsin Counties Included in the Study              |      |
| Burnette, Washburn, Polk, Iron, Price, and Vilas . . . . | 15   |



## CHAPTER I

### INTRODUCTION

The vacation-recreation industry in northern Wisconsin makes a major contribution to the economy of the region. This industry is a complex structure of unrelated businesses, each offering a service to satisfy the wants and needs of vacation-recreation travelers. Most of these businesses, a large portion of which are resorts, are small and are operated by the owner with help from his family and employees.

The history of the vacation-recreation industry of northern Wisconsin goes back to around the turn of the century. Cable (in Bayfield County) ". . . had become by 1907 a center for fishermen seeking trout in nearby Namekagon River." (12:405)

In 1916 resort owners organized to promote logging camps to be used for resorts. The first big effort to get tourists into northern Wisconsin came in 1917 when the first automobile road was completed from Chicago to Eagle River (in Vilas County). It was called the "Big Fish Auto Road" and was so sandy that it took tourists several days to make the trip. (9)

Following World War I, the railroad, primarily used for logging, was convinced to put on a coach car. The resort operators met the train. Most of the guests at that time were hunters and fishermen. (9)

Highway development following the War also contributed to the development of the tourist-recreation industry. By 1931 there were

218 resorts within a forty mile radius of Minocqua (in Oneida County).  
(12:377)

By the 1940's highways were hard surfaced and the summer tourist season as we know it today was beginning to develop. (9) A tour book of Wisconsin published in 1941 listed Hurley, Manitowish, Minocqua, Cable, Hayward, Spooner, Solon Springs, Wascott, Minong, Winter, Eagle River, and Rhinelander as centers of vacation-recreation development with numerous resorts indicated for many of the areas. (12)

In the 1950's highway systems continued to improve. Then, too, an interest in skiing grew following World War II. These factors resulted in an increased interest in the tourist trade.

Throughout the 1960's, concerted effort was made by individuals, organizations, and counties to attract tourists and further develop the vacation-recreation industry. Snow-mobiling became an important sport in the area. Modernization of resorts and other businesses of the industry took place. Further development of the industry will, no doubt, take place in the 1970's.

At the present time most resorts in northern Wisconsin are housekeeping cabins or offer food and lodging similar to what is offered by hotels. In addition, facilities for guests' recreation and relaxation are usually available. Resorts in this region are usually located on a body of water and attract guests interested in fishing, hunting, water sports, and the beauty of the area. Guests are usually sportsmen or family vacationers.

The food and lodging at a resort may be offered either on the European or American Plan. On the European Plan, food and lodging are separately priced. At an American Plan resort guests pay for both room and board according to the length of stay at the resort.

The writer became familiar with the vacation-recreation industry in the northern Wisconsin area during eight years as an Extension Home Economist in Bayfield County. Business guidance and expertise has been extended to the vacation-recreation related businesses by University Extension, the University of Wisconsin.

One of the major problems now facing resorts is the need to up-date and expand facilities to keep abreast with present and future needs. Information as to what guests want and need would be a valuable tool to resort operators as they plan for the future. This study develops such information in the belief that it will make a contribution to the improvement of northern Wisconsin's accommodations for vacation-recreation travelers.

## CHAPTER II

### SURVEY OF LITERATURE

Vacationing in the United States is an ever growing pastime. In fact, Crampon (4:27) says that

Recreation is today America's second most time-consuming activity--only sleep takes more than the 400 billion man-hours spent annually at play by the United States population. Long weekends, more holidays, and longer and more frequent vacations have expanded the time available for play; and continued increases are forecast for the future.

Many of those recreation hours are spent in Wisconsin. Fine and Werner (11:4) found that during a twelve month period in 1959 and 1960, 5,927,029 persons spent one or more nights away from home for vacation-recreation purposes in Wisconsin. Of this number, 2,237,140 were residents of the state and 3,689,889 were non-residents.

Over the years, there has developed a complex structure of services to provide for the needs of the vacation-recreation travelers. Included in this structure are businesses that provide food, lodging, entertainment, and recreation facilities. Fine and Werner (11:1) selected the term "vacation-recreation industry" to describe this complex structure of businesses because they believed the concept "tourist industry" was too narrow.

The economic impact of the vacation-recreation business can be felt to varying degrees in most communities. Crampon (4:27) pointed out that "Residents of the United States (according to Lewis C. Copeland

of the University of Tennessee) spent \$28 billion on domestic travel during 1964 . . ."

Fine and Werner (11:9) estimated that during the twelve month period studied in 1959-60, \$581 million of Wisconsin's economy was attributable to vacation-recreation activities. Vacation-recreation is considered the third largest industry in the state.

From whatever aspect it is viewed, the vacation-recreation business is important to Wisconsin. The Department of Resource Development (10:145) evaluates it as follows:

Outdoor recreation is big business in Wisconsin. Its magnitude is difficult to assess, and a definitive figure for it can probably never be obtained. However, its importance is magnified by the fact that in many of the economically depressed counties in northern Wisconsin, recreation and tourist enterprises represent one of the most important sources of income.

Several predictions have been made concerning the future; all indicate that the tourist-recreation industry in Wisconsin will continue to grow.

The Department of Resource Development (10:1) explained it thus:

In Wisconsin, the demand for recreation space comes not only from four million residents, but also from millions of vacationers from surrounding states. They come to Wisconsin now because it offers a wide variety of recreation opportunities. As interstates and major traffic arteries improve, they will come in still greater numbers.

In support of these predictions relating to transportation systems, Fine and Werner (11:4) in 1959-60 found the following pattern of out-of-state visitors to Wisconsin:

| State      | Percentage |
|------------|------------|
| Illinois   | 60.6       |
| Indiana    | 9.0        |
| Minnesota  | 7.3        |
| Ohio       | 4.6        |
| Michigan   | 4.4        |
| Iowa       | 4.0        |
| All Others | 10.1       |

Slightly more than half of the Illinois residents who come to Wisconsin for vacation-recreation purposes are from the metropolitan Chicago area. (11:5)

Kerfoot (5:22) reported that upon the completion of the Interstate highway system the states of Minnesota, Wisconsin, and Michigan stand to gain 39 per cent in tourist business by 1976.

In its report to the Upper Great Lakes Regional Commission, The Potentials of Commercial Tourism in the Upper Great Lakes Region, Checchi and Company (3:10) projected the tourist market area for Upper Wisconsin, Michigan, and Minnesota. They explained it as follows:

In 1965, the Region could consider its effective market to be within 275 miles of the perimeter of the Region; in 1975 the effective radius will be 500 miles. In 1966, the market area encompassed a population of roughly 37 million; in 1975, with a growth in population as well as an expanded area, the population of the market area will be about 103 million, almost triple. Cities such as Kansas City, St. Louis, Louisville, Pittsburgh, even Washington, D. C., Baltimore and Philadelphia will represent new, prospective markets for resorts in the Region.

As the tourist market expands and more guests arrive, will the present structure of tourist-recreation facilities be adequate? Authorities (3, 5, 11) think not.



Based on extensive research of the tourist-recreation industry of Wisconsin, Fine and Werner (11:40) in 1961 recommended to the industry the following as the top priority problem to receive attention:

The number one problem facing the industry as a whole is the need for up-dating and modernizing facilities. In part this is to meet the changing demand of the customers and in part this is needed for replacement of older facilities. Today's traveler wants all of the modern conveniences of home even when he is supposedly "roughing it" close to nature. The type of fishing or hunting lodge that appealed to travelers a decade or more ago no longer will do. The real problem for the industry is how to best help individual members secure the necessary financing for modernization programs.

The 1968 Checchi and Company Report agrees with the Fine and Werner conclusion. The following were selected from the list of problems now facing the industry as listed in their report (3:7, 8):

- The existing 169,000 accommodation units are to a large degree underfinanced, and obsolescence is prevalent.  
.....
- accommodations are typically in small motels, small hotels, and small resorts, for example, the average size is ten rooms or cabins per establishment.  
.....
- Seasonability is a particularly grave problem and one that aggravates all the others. Tourism in the Region has been primarily summer tourism. The average occupancy rate is estimated to be only about 25 percent on an annual basis. Clearly the region has unused or underused capacity with respect to existing accommodations.

Checchi and Company (3:13) recommended that a coordinated program with the following three objectives would have far-reaching effects:

First, upgrade existing facilities, halt obsolescence and modernize the tourism plant to the extent possible to make it competitive in tomorrow's markets.

Second, add new facilities and attractions to attract higher-spending vacationers, conventioners, and winter sports enthusiasts by developing new first-quality year-round resorts to the extent feasible.

Third, add new facilities and attractions to attract higher-spending sight-seeing tourists who stay in roadside accommodations and eat in restaurants by developing new large-scale attractions with sufficient power to draw from distant markets.

The upgrading of facilities as mentioned in the first objective and the addition of new facilities as mentioned in the second objective would allow the region to extend the tourist season.

Checchi and Company (3:14) expressed the following as a realistic approach for reaching the first objective and extending the season.

- a.) Nothing could or would be done with one-third of existing units--because of an unfavorable location, or lack of interest by the owner, or other reasons not identifiable.
- b.) One-third of all units could be upgraded and expanded to attain an annual occupancy rate of 40 per cent, i.e., their season could be profitably extended if facilities were improved.
- c.) By more extensive upgrading, the remaining one-third of all units could be put on a year-round basis and attain an average annual occupancy rate of 65 per cent, or equal to national averages for full-scale resorts.

By improving the facilities as suggested in b.) above, a resort could open earlier in the spring and close later in the fall. Increased occupancy could mean increased income. The following chart by Checchi and Company (3:15, table 3) shows how this might work out:

Pro Forma Monthly Rate of Occupancy Typical Resort  
in Upper Great Lakes Region

| <u>Annual Rate</u> | <u>Percent Occupancy by Month</u> |          |          |          |          |          |          |          |          |          |          |          |
|--------------------|-----------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
|                    | <u>J</u>                          | <u>F</u> | <u>M</u> | <u>A</u> | <u>M</u> | <u>J</u> | <u>J</u> | <u>A</u> | <u>S</u> | <u>O</u> | <u>N</u> | <u>D</u> |
| Current=25%        | 0                                 | 0        | 0        | 0        | 10       | 50       | 90       | 90       | 50       | 10       | 0        | 0        |
| Increased=40%      | 0                                 | 0        | 0        | 25       | 50       | 70       | 95       | 95       | 70       | 50       | 25       | 0        |

Checchi and Company (3:22) recognized that the conversion of an industry such as the recreation-vacation industry is a multi-stage process and that it would probably take ten years to achieve a new standard of operations. They suggested that the progress of an individual resort would probably develop as follows:

- a) Investment in new quality features in existing units (plumbing fixtures, for example) and, to extend the season into cold weather, investment in insulation, heating units, below-frost water and sewage lines, etc.
- b) Investment in new units to spread overhead (justified by a longer season and higher rates)
- c) Investment in new services, such as a restaurant or revenue-producing recreation equipment (justified by a larger number of guests in the expanded establishment)

The improvement of resorts and the lengthening of the season will bring greater economic return to the resort owner and to the community. More jobs will be created and the season of work will be lengthened. Additional income for the resort owner will result in better pay for employees. Thus, the general economy of a community will be improved.

As resorts are upgraded and expanded, what criteria should be used for determining what should be done? Logically, the needs and preferences of present and future guests would serve as such a guide. However, at the present time, no such research is available on resorts.

Studies on restaurants (6) and motels (1, 7, 8) can give some indication of what guests want in accommodations at resorts. However, guests at restaurants and motels are usually traveling, not vacationing, and generally stop for just one meal or for one night only. Guests staying at resorts for extended periods of time for vacation-recreation purposes may desire different or additional features in lodging than those who frequent restaurants and motels. Morgan (7:35) concluded that "Persons traveling for various reasons are likely to have widely different preferences for and attitudes toward accommodations offered." Such preferences for accommodations need to be known if resorts are to provide what is desired.

Because the search of literature yielded no research on the wants and needs of resort guests, on resort owners concept of the wants and needs of guests, or on the facilities now available to resort guests, this research was undertaken to secure that information.

### CHAPTER III

#### PURPOSE

This is a general study of guest preferences for room features at resorts and the extent to which such features are found in accommodations presently available at resorts in northern Wisconsin.

The specific objectives of the research were:

1. To determine features of resorts, room design, and room furnishings presently available.
2. To determine the relative importance of design features of resorts, rooms, and room furnishings to guests.
3. To determine the relative importance of design features of resorts, rooms, and room furnishings to guests as perceived by resort operators.
4. To compare the present state of resorts, guest preferences, and resort operator's perception of guest preferences to see where there are differences.

The study was limited to operators of American Plan resorts in northern Wisconsin and their guests from the 1970 late spring and summer season. An interview schedule for resort operators and a questionnaire for guests were the means used to secure data and to reach the above objectives.

## CHAPTER IV

### METHOD

To secure the data desired, it was decided that resort operators in northern Wisconsin would be interviewed and a questionnaire would be mailed to resort guests. The study would be limited to American Plan resorts considered typical of the vacation areas of northern Wisconsin.

A sample of twenty resorts was desired for the research. Names and addresses of guests from the current season would be requested of the resort operators interviewed. The data would be collected in August of 1970 and compiled during the following fall semester.

The specific steps to be followed in the development of the study were as follows: (1) development of an interview schedule for resort operators and a questionnaire for resort guests, (2) securing names of resorts believed to be on the American Plan and interviewing the operators of American Plan resorts, (3) securing from resort operators the names and addresses of guests to whom a questionnaire would be mailed, and (4) compiling the data from the interview schedules and questionnaires.

#### Development of Interview Schedule and Questionnaire

Two instruments were developed to use in collecting the data. A questionnaire was designed to determine the importance resort guests



place on selected features and facilities. An interview schedule was designed to determine resort operators perception of the importance guests place on these same features and facilities, and to what extent such features and facilities are available to resort guests in northern Wisconsin.

The guest questionnaire was in three major parts. (See Appendix B) Part I dealt with how guests select resorts. The first question asked for a listing of what the guest considers to be the three most important considerations in selecting a resort. The author wished to determine whether items not related to design were indicated as being more important to guests than design considerations. This question was placed at the beginning of the questionnaire in the belief that this would tend to eliminate the bias that may have been reflected had the question followed Part III.

Part II requested information about the respondent's trip and included data concerning number in the party, distance from home, and length of stay.

Part III was a type of "forced choice" attitude scale. The respondent was asked to indicate the degree of importance he placed on each of sixty-eight items. The scale consisted of "Very Important," "Important," "Rarely Important," and "Not Important." No opportunity was given for the respondent to select "Undecided" because it was believed that guests would have an opinion on the items and an answer of this nature would give no useful information in assessing guests'

preferences. The features being considered were grouped in the following categories: general features, recreation facilities, comforts provided in the sitting and sleeping area, features provided in the bathroom and dressing area, and features of the main lodge.

The interview schedule for resort operators was in two major parts. (See Appendix A) The first part covered general information about the resort. The second part incorporated the list of sixty-eight items making up Part III of the guest questionnaire. Resort operators were asked to indicate the importance they believed guests placed on the items; they were also asked to indicate whether their resort offered the features. Both the questionnaire and interview schedule asked for comments at the end of the instrument.

#### Securing the Names of Resorts and Interviewing the Operators

The sample consisted of twenty American Plan resorts in Burnette, Washburn, Polk, Iron, Price, and Vilas counties in northern Wisconsin. (see map on page 15). The names of the resorts and permission to contact the operators were secured from the University Extension Agents in the counties selected. The resort operators were interviewed by the writer and the responses recorded on the interview schedule.

#### Securing the Names of Guests and Mailing Questionnaires to Them

Each resort operator interviewed was asked to provide a list of names and addresses of guests who had been there during late spring and summer. A mail questionnaire was selected to secure information

WISCONSIN COUNTIES INCLUDED IN THE STUDY  
BURNETTE, WASHBURN, POLK, IRON,  
PRICE, AND VILAS



Figure 1.

from guests as it was believed that the number returned would be greater than if the questionnaires were placed in the rooms or given to guests by the operators. The interviewing of guests was considered as a technique for collecting data but was eliminated as it was believed that resort operators would not have allowed their guests to be contacted on the resort premise. The interviewer concluded that this would have been generally true based on observation and on the reluctance of some operators to provide names for a mail questionnaire.

When the questionnaire was sent to the guests, a cover letter introduced the writer and explained the purpose of the study. A stamped, self-addressed envelope was provided with each questionnaire.

#### Compiling the Data

The data from the questionnaires were transferred to key punch cards. A card sorter was used in compiling the results. The data from the twenty owner interview schedules were tallied without the aid of key punch cards.

Percentages were used to present the results of the study. Where appropriate, comparisons were made of data from operators and guests.

## CHAPTER V

### FINDINGS

Twenty operators of American Plan resorts in six counties of northern Wisconsin and 104 resort guests comprised the sample for this study. The resort operators were interviewed; questionnaires were mailed to guests to secure data from them.

The method of contacting the resort operators varied from county to county because up-to-date lists of American Plan resorts were usually not available. In five of the counties (Burnette, Washburn, Polk, Iron, and Price) all known American Plan resorts were contacted. It was usually not possible to contact the operators beforehand to set up an appointment for the interview. Instead, the interviewer stopped at the business, introduced herself and the purpose of the study, and asked permission to interview the operator. Not all operators consented to being interviewed.

Each resort operator interviewed was asked to provide a list of names and addresses of summer guests. The names selected were at the discretion of the operator and, therefore, were not a random sample. The number of names provided varied from four to twenty-five. Three operators chose not to provide names.

Questionnaires were mailed to 202 guests and one was given to a guest who overheard the interview and requested a questionnaire. Three questionnaires were returned to the sender as undeliverable

because of incorrect addresses leaving a total of 200 questionnaires reaching guests.

A total of 104 questionnaires were completed and returned. One individual responded to Part III in two ways--once for his spring fishing trip and once for the summer vacation trip with his family. Both responses of this questionnaire were tallied. Several questionnaires were returned with an entire page unchecked. Occasionally questions were not checked. These omissions are tallied but the percentages presented are of the total number of persons responding to the question. For this reason the total number of responses varies from question to question.

#### Information on the Resorts

As a background for understanding information about specific facilities of resorts, it was considered desirable to learn some general information about them. It was found that in many ways the resorts visited in the study are similar. All are located on an inland lake, all do most of their business in the summer months, and all offer a food service. Differences were found, too. Some resorts appeal to family vacationers while others appeal to fishing parties. Some have housekeeping cabins and offer the American Plan as well. Each is distinctive in its own way. Appendix D gives information specific to each resort.

The resorts included in this study ranged in age from fifteen to seventy years with the average being forty-three years. Almost



half were over fifty years of age. See Table 1.

Most of the resort operators estimated the age of their resort. One operator reported that an elderly woman remembered eating at his resort in 1918 when there was only a main lodge and tents were used for sleeping. Another resort had the original guest register which dated back to 1915. The facilities of two resorts had been private clubs originally and another had been a large, private estate; thus, the buildings of these three resorts are older than the age of the resort would indicate.

TABLE 1

AGE OF THE TWENTY NORTHERN WISCONSIN AMERICAN PLAN RESORTS  
INCLUDED IN THE STUDY

| Age in Years | Number of Resorts |
|--------------|-------------------|
| 60-70        | 3                 |
| 50-59        | 6                 |
| 40-49        | 4                 |
| 30-39        | 3                 |
| 20-29        | 2                 |
| 15-19        | 2                 |

The resorts studied were relatively small. The number of units ranged from five to twenty-three with the average size being twelve units. The average maximum capacity reported for guest rooms and dining room was forty-seven guests. See Table 2.

TABLE 2

NUMBER OF UNITS, MAXIMUM ROOM CAPACITY, AND MAXIMUM  
DINING ROOM CAPACITY AT THE TWENTY AMERICAN  
PLAN RESORTS IN NORTHERN WISCONSIN

| Number of Units | Room Capacity | Dining Room Capacity |
|-----------------|---------------|----------------------|
| 5               | 27            | 16                   |
| 5               | 30            | 36                   |
| 6               | 15            | 15                   |
| 7               | 26            | 16                   |
| 7               | 32            | 35                   |
| 10              | 35            | 35                   |
| 10              | 41            | 24                   |
| 11              | 30            | 30                   |
| 11              | 75            | 40                   |
| 12              | 28            | 36                   |
| 12              | 50            | 80                   |
| 12              | 60            | 75                   |
| 12              | 65            | 30                   |
| 14              | 35            | 25                   |
| 16              | 52            | 52                   |
| 16              | 60            | 110                  |
| 18              | 67            | 65                   |
| 18              | 70            | 60                   |
| 19              | 40            | 50                   |
| 23              | 100           | 100                  |

The twenty operators interviewed represented a total of 169 years experience in resort management. The average was eight and one-half years. The least experienced operator had only four months experience and the most experienced couple was in their twenty-second year of resort operation. See Table 3.

TABLE 3

MANAGEMENT EXPERIENCE REPORTED BY THE TWENTY OPERATORS  
OF AMERICAN PLAN RESORTS IN NORTHERN WISCONSIN

| Experience in Years | Number of Operators |
|---------------------|---------------------|
| less than 1         | 1                   |
| 1-5                 | 7                   |
| 6-10                | 5                   |
| 11-15               | 4                   |
| 16-20               | 2                   |
| over 20             | 1                   |

More than half of the resorts included in the study are seasonal resorts as can be noted in Table 4. However, some operators have plans to extend the season at their resorts.

TABLE 4

MONTHS OF OPERATION PER YEAR AT THE TWENTY AMERICAN  
PLAN RESORTS IN NORTHERN WISCONSIN

| Months Open Per Year | Number of Resorts Reporting |
|----------------------|-----------------------------|
| 5                    | 1                           |
| 7                    | 11                          |
| 11                   | 1                           |
| 12                   | 7                           |

The buildings and grounds at most of the resorts in the study were attractive and well cared for. Most of the operators reported that a theme was carried out in the design of the entire resort. The themes mentioned were antique, rustic, north woods, log, knotty pine, uniformity of color and construction materials, and Scandinavian or Old World. See Table 5.

Pets were allowed at 70 per cent of the resorts. Of those allowing pets, four had restrictions requiring the animals to be leashed.

TABLE 5

GENERAL FEATURES AVAILABLE AT THE TWENTY AMERICAN PLAN  
RESORTS IN NORTHERN WISCONSIN

| Features Considered   | Percentage of resorts offering the feature |    |
|---|--|----|
|   | Yes  | No |
| 1. Attractive appearance of the exterior of the buildings                               | 80   | 20 |
| 2. Grounds well cared for   | 80   | 20 |
| 3. Theme carried out in the decor of the entire resort (consistency, or plan of design) | 60   | 40 |
| 4. Pets allowed   | 70   | 30 |

Most of the accommodations available at the resorts in the study are separate cabins. Very few of them are sound-proofed or winterized. Parking space is available near most of the units. See Table 6.

TABLE 6

ACCOMMODATIONS AVAILABLE AT THE TWENTY AMERICAN PLAN  
RESORTS IN NORTHERN WISCONSIN

| Features Considered  | Percentage of resorts offering the feature |            |          |
|--|--|------------|----------|
|  | all units                                  | some units | no units |
| 1. Parking space near unit                                       | 85   | 15         | --       |
| 2. Buildings constructed for year-round use (winterized)         | 10   | 45         | 45       |
| 3. Separate cabins   | 45   | 45         | 10       |
| 4. Adjoining units   | --   | 30         | 70       |
| 5. Rooms in the lodge  | 5  | 35         | 60       |
| 6. Sound-proof walls between adjoining units and/or the outdoors | 10   | 25         | 65       |

People come to resorts for recreation and relaxation. Most of the resorts have a swimming area for use by their guests. The one resort in the study without a swimming area was located next to a

public beach. Many provide an area for small children by roping off shallow areas of the beach. One of the resorts formerly had a wading pool for toddlers; however, lack of supervision by parents made its removal necessary. See Table 7.

TABLE 7

RECREATION FACILITIES AVAILABLE AT THE TWENTY AMERICAN PLAN  
RESORTS IN NORTHERN WISCONSIN

| Features Considered                           | Percentage of resorts offering the feature |     |
|---|--|-----|
|   | Yes  | No  |
| 1. Children's playground                      | 95   | 5   |
| 2. Swimming beach                             | 95   | 5   |
| 3. Swimming pool                              | --   | 100 |
| 4. Wading pool                                | 5  | 95  |
| 5. Indoor recreation facilities               | 90   | 10  |
| 6. Facilities for launching and mooring boats | 80   | 20  |

Boating, water skiing, and fishing all require a place to launch and moor boats. Most of the resorts have facilities to handle these activities or are near public facilities which guests are encouraged to use.



Activities for all ages are planned at most resorts. Some type of outdoor playground or recreation equipment for children and teenagers is available at 95 per cent of the resorts included in this study. One operator noted that they had a trampoline for their guests to use. Various types of indoor recreation facilities are also available at most resorts. Some resorts have no more than a pool table while others are equipped with a game room for indoor games and recreation.

The comforts provided in the guests' sleeping and sitting areas may be very simple or quite luxurious. One resort included in this study has wood stoves in all the cabins and no bathroom facilities in the cabins. According to the operator of this resort, remodeling or installing other heating systems is objected to by the guests because they "like it this way." Some of the guests even enjoy splitting wood occasionally. In contrast, at other resorts carpeting, telephones, and fireplaces can be found in the units. See Table 8.

All resorts have an attractive view from the windows of all units. Areas for sitting are provided in most units; usually these are separated from the sleeping area and sometimes will be located on a porch.

Three of the twenty resorts included in this study have carpeting in all of the guest units. Another eight have carpeting in some units. The operator of a resort having carpeting in all units said that there is too much sand at this resort for carpeting to be a good investment. Other operators are trying carpeting in a few units

TABLE 8

FACILITIES FOR SITTING AND SLEEPING PROVIDED AT THE TWENTY AMERICAN  
PLAN RESORTS IN NORTHERN WISCONSIN

| Features Considered  | Percentage of resorts<br>offering the feature |               |             |
|--|---|---------------|-------------|
|  | all<br>units                                  | some<br>units | no<br>units |
| 1. Connecting rooms for families                             | --  | 10            | 90          |
| 2. View from the window                                      | 100   | --            | --          |
| 3. Fireplace in each unit                                    | 5   | 50            | 45          |
| 4. Sitting area in each unit                                 | 90  | 5             | 5           |
| 5. Sleeping area separated from<br>sitting area              | 60  | 25            | 15          |
| 6. Carpeting in sitting and sleeping<br>area                 | 15  | 40            | 45          |
| 7. Comfortable bed   | 90  | 10            | --          |
| 8. Single beds   | 15  | 80            | 5           |
| 9. Double beds   | 40  | 60            | --          |
| 10. Roll-aways that can be brought<br>into units             | 70  | 20            | 10          |
| 11. Surface by the bed for clock,<br>reading materials, etc. | 60  | 40            | --          |
| 12. Temperature controls in each unit                        | 60  | 25            | 15          |
| 13. Air conditioning   | --  | --            | 100         |
| 14. Telephone in each unit                                   | 5   | --            | 95          |
| 15. Extension phone in bathroom                              | --  | --            | 100         |
| 16. Coffee makers in each unit                               | 35  | 20            | 45          |
| 17. Radio in each unit                                       | --  | 15            | 85          |

TABLE 8--Continued

| Features Considered                             | Percentage of resorts offering the feature |            |          |
|---|--|------------|----------|
|   | all units                                  | some units | no units |
| 18. TV in each unit                             | --   | --         | 100      |
| 19. Color TV in each unit                       | --   | --         | 100      |
| 20. Refrigerator in each unit                   | 40   | 40         | 20       |
| 21. Installed general lighting in each room     | 100  | --         | --       |
| 22. Light for reading in sitting area           | 80   | 10         | 10       |
| 23. Light for reading in bed                    | 55   | 15         | 30       |
| 24. Writing desk in each unit                   | 80   | 15         | 5        |
| 25. Light at desk                               | 45   | 25         | 30       |
| 26. Method to darken room and shut out sunlight | 100  | --         | --       |

to test maintenance and durability.

A writing surface will be found in most guest units. This surface may be a desk or it may be the table in cabins that are equipped for housekeeping.

All units have general lighting; additional light for specific tasks may be present. Radios, television sets, and telephones are generally not provided. However, at one resort all units are wired for telephone and fifteen telephones are available to be plugged in

upon request. At another resort two cabins had television antennas so that guests could bring their own sets or rent them.

In most units heat can be controlled by the guest. However, in some cases this means that an oil burner or gas heater is in the unit and the guest regulates the rate of flow of the fuel.

Most guest units have comfortable beds. Late sleepers will find that some method--shades or draperies--is provided to shut out the sunlight.

The facilities for personal grooming varied in type and location at the twenty resorts included in this study. Eleven resorts reported that all of their units had private bathrooms. One of the more luxurious resorts had two bathrooms in some of the larger units. At most of the resorts where all units do not have private bathrooms, the cabins have private bathrooms and the lodge guests share one bathroom. At one of the older resorts, half-baths had been installed in the cabins and a main shower room was shared. At another resort, no facilities were available in the cabins and central restrooms were shared by all guests. See Table 9.

At two of the resorts, some bathrooms have cold water only. All of the other resorts reported that all bathrooms have both hot and cold water.

Bathroom facilities designed to allow private use by two at a time were uncommon at the resorts visited in this study. The bathrooms usually had a place to hang clothes and shelves for toilet articles were also available.

TABLE 9

BATHROOM FEATURES AND FACILITIES AVAILABLE AT THE TWENTY  
AMERICAN PLAN RESORTS IN NORTHERN WISCONSIN

| Features and Facilities<br>Considered                                       | Percentage of resorts<br>offering the feature |               |             |
|---|---|---------------|-------------|
|   | all<br>units                                  | some<br>units | no<br>units |
| 1. Bathroom facilities designed to<br>allow private use by two at<br>a time | 5   | 20            | 75          |
| 2. Two sinks--one in the bathroom<br>and one in the dressing area           | 5   | 25            | 70          |
| 3. Both tub and shower in each unit   | 5   | 40            | 55          |
| 4. Tub in each unit   | --  | 20            | 80          |
| 5. Shower in each unit  | 30  | 50            | 20          |
| 6. Safety features such as non-<br>slip surfaces                            | 65  | 5             | 30          |
| 7. Shelves in the bathroom for toilet<br>articles                           | 90  | 5             | 5           |
| 8. Place to hang clothes in the<br>bathroom                                 | 90  | 5             | 5           |
| 9. Extra heat source in the bathroom  | 5   | 5             | 90          |
| 10. Exhaust fan in the bathroom   | 10  | 20            | 70          |

It was found that showers are available more frequently than tubs for bathing. At 30 percent of the resorts, all units had showers without tubs. Only one resort had both tubs and showers in all units. Other resorts had units offering the guest a choice of bathing



facilities--shower, tub, or shower and tub combination.

Because guests most often come for an extended period of time all resort units are equipped with dressers. Some resorts also provide luggage racks to make the task of unpacking and packing more convenient. Space for hanging clothes is nearly equally divided between enclosed closets and open hanging space. See Table 10.

TABLE 10

FEATURES AVAILABLE IN THE DRESSING AREA OF GUEST UNITS  
OF THE TWENTY AMERICAN PLAN RESORTS IN  
NORTHERN WISCONSIN

| Features Considered                  | Percentage of resorts offering the feature |            |          |
|--------------------------------------|--|------------|----------|
|                                      | all units                                  | some units | no units |
| 1. Both luggage racks and dressers   | 20   | 20         | 60       |
| 2. Dressers only                     | 60   | 20         | 20       |
| 3. Good supply of luggage racks only | --   | --         | 100      |
| 4. Enclosed closet                   | 25   | 55         | 20       |
| 5. Open hanging space                | 20   | 55         | 25       |

The main lodge of a resort generally includes the facilities shared by all guests such as dining room, sitting area, bar room, and recreation room. At some resorts the dining area will be separate from the areas for general relaxation. See Table 11.

Most dining areas are large enough so that all guests can be served at one time. A number of resorts have extended meal hours so



TABLE 11

FEATURES AVAILABLE IN THE MAIN LODGE OF THE TWENTY AMERICAN  
PLAN RESORTS IN NORTHERN WISCONSIN

| Features Considered                                     | Percentage of resorts offering the feature |    |
|---|--|----|
|   | Yes  | No |
| 1. Iron and ironing board available                     | 90   | 10 |
| 2. Fireplace in main lodge                              | 80   | 20 |
| 3. Dining room large enough to serve all guests at once | 90   | 10 |
| 4. Provide family style meal service                    | 75   | 25 |
| 5. Provide plate style meal service                     | 50   | 50 |
| 6. Snack bar open until midnight                        | 40   | 60 |
| 7. Resort has beer license                              | 65   | 35 |
| 8. Resort has liquor license                            | 25   | 75 |
| 9. Ice machines on premise                              | 65   | 35 |
| 10. Meeting rooms and banquet facilities                | 50   | 50 |
| 11. Display rooms available                             | 20   | 80 |

that guests can select their own eating time. Most resorts offer family style meal service though these same resorts may serve plate style for specific menu items. At one resort included in this study, lunch and dinner are served cafeteria style and breakfast is served plate style.

A beer license is more available to resorts than a liquor license because the number of liquor licenses available in a given area are more limited. Resorts wishing to attract family vacation parties have neither beer nor liquor licenses. Many resorts with bars make snack foods available in the evening. Ice is available to guests at most resorts.

Meeting and banquet facilities are available at many resorts though they are generally not used by the vacationing clientele. Banquets are frequently served to local groups and business organizations may hold meetings or conventions at resorts. Hosting such activities in off seasons is one way that resorts increase their business.

Five operators (25%) reported that they plan to do some major refurbishing, remodeling, or new construction in the next two years. Their plans include changing windows, paneling cabins, remodeling cabins and lodges, new roofing, new pipes, new bathrooms, and refurbishing cabins. Of those reporting no future plans, some had recently finished major projects and others considered improvements to the physical plant an on-going project.

#### Information on the Guests and Their Travel

Visitors to northern Wisconsin come for fishing, hunting, and family vacations. The guests included in this research were visitors to northern Wisconsin in late spring or summer of 1970. Their responses cannot be considered as representative of fall and winter visitors.

Most persons staying at resorts in northern Wisconsin travel by automobile, are less than 500 miles from home, and stay less than two weeks. See Table 12. The average size of the vacation party is four persons. Less than half of the parties include children under the age of twelve. See Table 13.

Summer is the most popular time for vacations. For many families the summer vacation is the only vacation. In other families, some members vacation at other seasons of the year. See Table 14.

Caution should be used in the interpretation of Table 14. Because the data was collected from summer visitors, the vacation pattern, as expressed by them, should not be interpreted as indicative of the vacation pattern of the total vacationing public.

#### What Guests Consider in Selecting a Resort

Resort guests generally agree on factors of importance in selecting a resort and the reasons they give for selecting a specific resort are also very similar. How and why guests select resorts have implications for resort operators who wish to promote return visits or attract new guests to their resort.

When 104 resort guests listed in order of priority the three factors they considered most important in selecting a resort, most frequent mention was made of the lake, accommodations, location, and cleanliness. Table 15 presents the tally of major categories mentioned in first, second, and third position and the combined responses for the three positions. Table 16 gives more specific listings of the comments in each category.

TABLE 12

## GUESTS AND THEIR TRAVEL TO RESORTS IN NORTHERN WISCONSIN

|   | Number of<br>Responses | Percentage* |
|---|------------------------|-------------|
| Distance from home                        | 104                    |             |
| less than 500 miles                       |                        | 78          |
| 500-1,000 miles                           |                        | 20          |
| over 1,000 miles                          |                        | 2           |
| Mode of travel                            | 102                    |             |
| automobile                                |                        | 96          |
| private plane                             |                        | --          |
| public transportation                     |                        | --          |
| automobile and plane                      |                        | 3           |
| automobile and public<br>transportation   |                        | 1           |
| Purpose of the trip                       | 101                    |             |
| business                                  |                        | --          |
| pleasure                                  |                        | 99          |
| business and pleasure                     |                        | 1           |
| Length of stay at the resort              | 104                    |             |
| less than one week                        |                        | 19          |
| one to two weeks                          |                        | 67          |
| over two weeks                            |                        | 13          |
| varies                                    |                        | 1           |
| Person responding to the questionnaire is | 101                    |             |
| male                                      |                        | 49          |
| female                                    |                        | 50          |
| male and female together                  |                        | 2           |

\* Percentages, when rounded, may equal more than 100 per cent.

TABLE 13

COMPOSITION OF ONE HUNDRED FOUR GUEST PARTIES AT SEVENTEEN AMERICAN PLAN  
RESORTS IN NORTHERN WISCONSIN

| Number of<br>Adults | Tally of<br>Responses | Number of<br>Children | Tally of<br>Responses |
|---------------------|-----------------------|-----------------------|-----------------------|
| 0                   | --                    | 0                     | 58                    |
| 1                   | 2                     | 1                     | 9                     |
| 2                   | 58                    | 2                     | 21                    |
| 3                   | 12                    | 3                     | 8                     |
| 4                   | 15                    | 4                     | 4                     |
| 5                   | 6                     | 5                     | 1                     |
| 6                   | 5                     | 6                     | 1                     |
| 7                   | --                    | 7                     | --                    |
| 8                   | 5                     | 8                     | --                    |
| 9                   | --                    | 9                     | 1                     |

TABLE 14

RANK ORDER OF SEASONS FAMILY MEMBERS VACATION AS EXPRESSED  
BY SUMMER GUESTS OF RESORTS IN NORTHERN WISCONSIN

| Season                      | Percentage<br>of 103<br>families | Season                        | Percentage<br>of 103<br>families |
|-----------------------------|----------------------------------|-------------------------------|----------------------------------|
| -summer                     | 44                               | -winter                       | 1                                |
| -spring, summer<br>and fall | 14                               | -spring, fall<br>and winter   | 1                                |
| -summer and fall            | 10                               | -all four seasons             | 1                                |
| -spring and summer          | 9                                | -spring, summer<br>and winter | 1                                |
| -summer and winter          | 9                                | -fall and winter              | 1                                |
| -spring and fall            | 7                                | -when time permits            | 1                                |
| -fall                       | 3                                |                               |                                  |

TABLE 15

THREE MOST IMPORTANT FACTORS IN SELECTING A RESORT AS LISTED BY GUESTS  
TO AMERICAN PLAN RESORTS IN NORTHERN WISCONSIN

| <u>First Position</u> |              | <u>Second Position</u>          |              |
|-----------------------|--------------|---------------------------------|--------------|
| <u>Factor</u>         | <u>Tally</u> | <u>Factor</u>                   | <u>Tally</u> |
| Cleanliness           | 22           | Lake                            | 28           |
| Lake                  | 21           | Accommodations                  | 22           |
| Location              | 21           | Cleanliness                     | 13           |
| Accommodations        | 16           | Food                            | 13           |
| Miscellaneous         | 10           | Location                        | 11           |
| People                | 7            | People                          | 11           |
| Food                  | 6            | Miscellaneous                   | 7            |
| Recreation            | 5            | Price                           | 5            |
| Price                 | 3            | Recreation                      | 4            |
| <u>Third Position</u> |              | <u>Three Positions Combined</u> |              |
| <u>Factor</u>         | <u>Tally</u> | <u>Factor</u>                   | <u>Tally</u> |
| Accommodations        | 21           | Lake                            | 65           |
| Lake                  | 16           | Accommodations                  | 59           |
| Price                 | 16           | Location                        | 44           |
| Miscellaneous         | 15           | Cleanliness                     | 41           |
| People                | 12           | Miscellaneous                   | 32           |
| Food                  | 12           | Food                            | 31           |
| Location              | 12           | People                          | 30           |
| Cleanliness           | 6            | Price                           | 24           |
| Recreation            | 3            | Recreation                      | 12           |

Note: The total tally is higher than 312 (104 questionnaires multiplied by three factors) because some persons listed unrelated items on the same blank. An example is "clean cabins with good beds and showers." This comment was tallied under cleanliness and accommodations.



TABLE 16

CATEGORIZED GUESTS' COMMENTS ON THE MOST IMPORTANT  
FACTORS CONSIDERED IN SELECTING A RESORT

| <u>Lake -- 65</u>           |    | <u>Miscellaneous -- 32</u>               |    |
|-----------------------------|----|--|----|
| fishing                     | 30 | restful or peace and quiet               | 10 |
| beach and swimming          | 16 | family type                              | 4  |
| clean                       | 7  | service                                  | 3  |
| boat                        | 6  | atmosphere                               | 3  |
| general                     | 5  | no liquor                                | 2  |
| water ski                   | 1  | not crowded                              | 2  |
|                             |    | could bring dog                          | 1  |
| <u>Accommodations -- 59</u> |    | upkeep of premises                       | 1  |
| general                     | 27 | informality                              | 1  |
| comfortable                 | 11 | size                                     | 1  |
| modern convenience          | 7  | liberal minded owner                     | 1  |
| dining room                 | 2  |  |    |
| cabins near lake            | 2  | <u>Food -- 31</u>                        |    |
| enough space                | 2  | good                                     | 15 |
| privacy                     | 2  | general                                  | 11 |
| showers                     | 2  | available                                | 5  |
| condition or appearance     | 1  |  |    |
| warm                        | 1  | <u>People -- 30</u>                      |    |
| decor                       | 1  | general (hospitality or<br>friendliness) | 12 |
| <u>Location -- 44</u>       |    | owners or operators                      | 11 |
| general                     | 29 | other guests                             | 7  |
| distance                    | 7  |  |    |
| scenic                      | 5  | <u>Price -- 24</u>                       |    |
| area                        | 3  | general                                  | 19 |
| <u>Cleanliness -- 41</u>    |    | fair or reasonable                       | 5  |
| clean                       | 40 |  |    |
| clean beds                  | 1  | <u>Recreation -- 12</u>                  |    |
|                             |    | activities for all ages                  | 4  |
|                             |    | playground for children                  | 3  |
|                             |    | general                                  | 2  |
|                             |    | other activities in<br>the area          | 2  |
|                             |    | tennis                                   | 1  |

The past experience of guests and their friends is an important factor in selecting a specific resort. Of the 104 respondents, 57 (55%) initially went to the resort on the recommendation of others and 54 (52%) reported prior visits to the resort. The location, price, and appearance of the resort were also important in the selection of a specific resort. See Table 17.

TABLE 17

REASONS GIVEN BY ONE HUNDRED FOUR GUESTS FOR SELECTING  
THE RESORT WHERE THEY STAYED

| Rank | Reason                   | Tally | Percent of 104* |
|------|--------------------------|-------|-----------------|
| 1.   | Recommendation of others | 57    | 55              |
| 2.   | Prior visit              | 54    | 52              |
| 3.   | Location                 | 42    | 40              |
| 4.   | Price                    | 35    | 34              |
| 5.   | Appearance               | 32    | 31              |
| 6.   | Other                    | 20    | 19              |
| 7.   | Resort brochure          | 15    | 14              |
| 8.   | Advertisements           | 6     | 6               |
| 9.   | Guide books              | 1     | 1               |
|      | Highway signs            | 1     | 1               |
|      | Sign on location         | 1     | 1               |

\*Respondents were asked to check all reasons that applied. The percentage of 104 indicates the percent of all persons responding to the question who checked that particular item. For this reason, the percentage column does not yield 100 percent. Percentages were rounded to whole numbers.

Importance of Design Features to Guests as Reported by Guests and as Perceived by Resort Operators

This summary includes data from twenty resort operators and from guests who stayed at seventeen of the twenty resorts. Responses

were not received from the same number of guests from each resort. These factors may affect the degree to which operators and guests agree on the ranking of items. Some features were rated very similarly by guests and operators. Other rankings indicate a lack of understanding on the part of the operators in interpreting guests' needs.

The attractive appearance of the buildings and grounds was ranked high by all operators and most guests. One guest commented that the exterior appearance should be attractive but not look expensive. The resort she visits measures up to her criteria. Having a theme carried out throughout the resort was not considered very important by guests. See Table 18.

Most operators believed that allowing pets was quite important to guests. However, 63 per cent of the guests ranked "pets allowed" as "not important." One gentleman noted that not allowing pets was important to him as he went barefoot. One resort operator said that some of their guests who owned pets and had left them in kennels at home did not want to be bothered by pets belonging to other guests.

Winterized buildings were ranked higher by operators than by guests. It must be remembered that the guests included in the study were late spring and summer guests. The operator's ranking reflects his perception of the desires of all of his guests. Some of the resorts are open during the fall and winter months.

Parking space next to units was ranked higher by operators than by guests. Sound-proofing was considered rather important by

TABLE 18

IMPORTANCE OF GENERAL FEATURES OF AMERICAN PLAN RESORTS TO GUESTS AS REPORTED BY  
AND AS PERCEIVED BY TWENTY RESORT OPERATORS

| Features Considered   | Importance to Guests as |           |                  |               |                |                        |                  |               |    |  |
|---|-------------------------|-----------|------------------|---------------|----------------|------------------------|------------------|---------------|----|--|
|   | Reported by Guests      |           |                  |               |                | Perceived by Operators |                  |               |    |  |
|   | Percentage              |           |                  |               |                |                        |                  |               |    |  |
|   | Very Important          | Important | Rarely Important | Not Important | Very Important | Important              | Rarely Important | Not Important |    |  |
| 1. Attractive appearance of the exterior of the buildings         | 5                       | 73        | 18               | 5             | 45             | 55                     |                  | --            | -- |  |
| 2. Grounds well cared for   | 13                      | 75        | 11               | 1             | 40             | 60                     |                  | --            | -- |  |
| 3. Theme carried out in the decor of the entire resort            | 1                       | 32        | 35               | 32            | 5              | 55                     | 15               | 25            |    |  |
| 4. Pets allowed   | 7                       | 10        | 20               | 63            | 25             | 55                     | 10               | 10            |    |  |
| 5. Parking space near unit  | 28                      | 54        | 12               | 7             | 50             | 30                     | 20               | --            |    |  |
| 6. Buildings constructed for year-round use (winterized)          | 16                      | 28        | 23               | 33            | 15             | 45                     | 15               | 25            |    |  |
| 7. Separate cabins  | 48                      | 32        | 14               | 7             | 50             | 40                     | 5                | 5             |    |  |
| 8. Adjoining units  | 4                       | 18        | 28               | 50            | 10             | 10                     | 25               | 55            |    |  |
| 9. Rooms in the lodge   | 4                       | 14        | 25               | 57            | 5              | 20                     | 45               | 30            |    |  |
| 10. Sound-proof walls between adjoining units and/or the outdoors | 29                      | 37        | 12               | 23            | 30             | 30                     | 15               | 25            |    |  |

both operators and guests.

Resort operators quite accurately perceived their guests desires for types of accommodations. Guests considered separate cabins more desirable than adjoining units or rooms in the lodge. One guest commented that he would not consider adjoining units or rooms in the lodge. However, at one resort several units were in the same building as and surrounded the recreation room. The operator said that young couples with small children prefer this arrangement as they can put the children to bed and yet enjoy the company of other adults in the recreation room while being close enough to hear their children.

Recreation is important to vacationers in northern Wisconsin. As one guest wrote, "We go to a resort for fun and relaxation." To him this meant swimming, boating, sports, sun bathing, fishing, and card playing.

A swimming beach was considered most important by guests. Facilities for launching and mooring boats was of next importance to guests. Indoor recreation facilities and a children's playground were of nearly equal importance to guests. Swimming pools and wading pools were relatively unimportant to guests. However, one operator noted that some guests ask for a pool and one guest commented that "more resorts should have pools." See Table 19.

The resort operators perceived the swimming beach, children's playground, and indoor recreation facilities to be more important than guests reported them to be. The guests ranked facilities for



TABLE 19

IMPORTANCE OF RECREATION FACILITIES OF RESORTS TO GUESTS AS REPORTED  
BY GUESTS AND AS PERCEIVED BY TWENTY RESORT OPERATORS

| Features Considered                              | Importance to Guests as |           |                     |                  |                           |           |                     |                  |
|--|-------------------------|-----------|---------------------|------------------|---------------------------|-----------|---------------------|------------------|
|  | Reported by<br>Guests   |           |                     |                  | Perceived by<br>Operators |           |                     |                  |
|  | Percentage              |           |                     |                  |                           |           |                     |                  |
|  | Very<br>Important       | Important | Rarely<br>Important | Not<br>Important | Very<br>Important         | Important | Rarely<br>Important | Not<br>Important |
| 1. Children's playground                         | 19                      | 26        | 18                  | 38               | 40                        | 35        | 20                  | 5                |
| 2. Swimming beach                                | 54                      | 22        | 10                  | 14               | 70                        | 25        | --                  | 5                |
| 3. Swimming pool                                 | 10                      | 19        | 22                  | 48               | --                        | 20        | 30                  | 50               |
| 4. Wading pool                                   | 5                       | 6         | 19                  | 69               | 10                        | 20        | 10                  | 60               |
| 5. Indoor recreation facilities                  | 19                      | 28        | 30                  | 24               | 40                        | 50        | 10                  | --               |
| 6. Facilities for launching and<br>mooring boats | 46                      | 27        | 11                  | 17               | 20                        | 45        | 25                  | 10               |



launching and mooring boats as being more important than operators perceived them to be.

The private areas of a guest's accommodations are relatively important to some guests and of little importance to others. In his private quarters the guest sleeps, reads, relaxes, and spends time away from other guests.

One man wrote that "Resorts that do not have truly modern facilities are, in my opinion, no longer acceptable to the general public." In contrast, another man wrote "We don't care how the cabin is, as long as it is clean, because we don't spend any time in it only to sleep."

It was found that connecting rooms for families was more popular with guests than operators had perceived them to be. Although a view from the window was perceived as important by operators, the guests themselves did not rank it that high. A fireplace in each unit was considered important by only a few guests. The sitting area is important to most guests and they prefer that it be separate from the sleeping area. Carpeting, at the present time, is not of major importance to guests. See Table 20.

Comfortable beds were perceived as more important by resort operators than the resort guests reported them to be. Single beds appear to be preferred over double beds, although both are necessary for a resort business. One guest preferred two twin beds to one double bed in the bedroom. The availability of roll-away beds is important to some guests. Having a surface by the bed for items such as clock

TABLE 20

IMPORTANCE OF GENERAL FEATURES OF THE SITTING AND SLEEPING AREA OF THE GUEST'S  
 QUARTERS TO GUESTS AS REPORTED BY GUESTS AND AS PERCEIVED  
 BY TWENTY RESORT OPERATORS

| Features Considered                             | Importance to Guests as |           |                     |                  |                           |           |                     |                  |
|---|-------------------------|-----------|---------------------|------------------|---------------------------|-----------|---------------------|------------------|
|   | Reported by<br>Guests   |           |                     |                  | Perceived by<br>Operators |           |                     |                  |
|   | Percentage              |           |                     |                  |                           |           |                     |                  |
|   | Very<br>Important       | Important | Rarely<br>Important | Not<br>Important | Very<br>Important         | Important | Rarely<br>Important | Not<br>Important |
| 1. Connecting rooms for families                | 23                      | 29        | 20                  | 28               | 5                         | 10        | 30                  | 55               |
| 2. View from the window                         | 31                      | 45        | 14                  | 10               | 45                        | 50        | 5                   | --               |
| 3. Fireplace in each unit                       | 6                       | 15        | 39                  | 40               | 10                        | 30        | 30                  | 30               |
| 4. Sitting area in each unit                    | 39                      | 46        | 6                   | 9                | 30                        | 55        | 10                  | 5                |
| 5. Sleeping area separated from sitting<br>area | 35                      | 37        | 15                  | 13               | 25                        | 40        | 20                  | 15               |
| 6. Carpeting in sitting and sleeping area       | 6                       | 32        | 29                  | 32               | 5                         | 45        | 10                  | 40               |

and reading materials is of importance to some guests; it was, however, considered "not important" by nearly one-fourth of the guests. See Table 21.

Temperature controls in the units was not so important to guests as the resort operators had believed it would be. Air conditioning was ranked "very important" or "important" by 27 per cent of the guests while only 5 per cent of the operators believed it to be that important to guests. See Table 22.

A telephone in the units was perceived to be of only minor importance by resort operators; however, some guests indicated a desire for this convenience. During the interview, one of the resort operators expressed the opinion that guests want to be away from the telephone while they are on vacation.

Having coffee makers in the units was not as important to the guests as the operators had believed them to be. At one resort the coffee pot is always on in the main lodge; here the guests can have a cup of coffee and enjoy the company of other guests.

Having radios or television sets in the units was considered important by only a small number of guests. One resort operator commented that there was no reason to have radios in his resort units because they were in an area where reception was very poor.

Refrigerators in each unit was considered "very important" or "important" by 58 per cent of the guests. A slightly higher percentage of operators perceived them to be that important.

TABLE 21

IMPORTANCE OF BEDS TO RESORT GUESTS AS REPORTED BY GUESTS AND  
AS PERCEIVED BY TWENTY RESORT OPERATORS

| Features Considered   | Importance to Guests as |           |                     |                  |                           |           |                     |                  |
|---|-------------------------|-----------|---------------------|------------------|---------------------------|-----------|---------------------|------------------|
|   | Reported by<br>Guests   |           |                     |                  | Perceived by<br>Operators |           |                     |                  |
|   | Percentage              |           |                     |                  |                           |           |                     |                  |
|   | Very<br>Important       | Important | Rarely<br>Important | Not<br>Important | Very<br>Important         | Important | Rarely<br>Important | Not<br>Important |
| 1. Comfortable bed  | 69                      | 27        | 4                   | --               | 95                        | 5         | --                  | --               |
| 2. Single beds  | 28                      | 24        | 27                  | 22               | 30                        | 25        | 35                  | 10               |
| 3. Double beds  | 16                      | 32        | 29                  | 23               | 10                        | 60        | 25                  | 5                |
| 4. Roll-aways that can be brought into<br>units             | 13                      | 30        | 21                  | 36               | 10                        | 40        | 40                  | 10               |
| 5. Surface by the bed for clock, reading<br>materials, etc. | 18                      | 40        | 17                  | 24               | 15                        | 50        | 25                  | 10               |

TABLE 22

IMPORTANCE OF CONVENIENCES IN THE SITTING AND SLEEPING AREA OF THE GUEST'S  
 QUARTERS TO GUESTS AS REPORTED BY GUESTS AND AS PERCEIVED BY  
 TWENTY RESORT OPERATORS

| Features Considered                  | Importance to Guests as |           |                     |                  |                           |           |                     |                  |
|--------------------------------------|-------------------------|-----------|---------------------|------------------|---------------------------|-----------|---------------------|------------------|
|                                      | Reported by<br>Guests   |           |                     |                  | Perceived by<br>Operators |           |                     |                  |
|                                      | Percentage              |           |                     |                  |                           |           |                     |                  |
|                                      | Very<br>Important       | Important | Rarely<br>Important | Not<br>Important | Very<br>Important         | Important | Rarely<br>Important | Not<br>Important |
| 1. Temperature controls in each unit | 24                      | 35        | 23                  | 19               | 35                        | 40        | --                  | 25               |
| 2. Air conditioning                  | 11                      | 16        | 29                  | 44               | --                        | 5         | 20                  | 75               |
| 3. Telephone in each unit            | 5                       | 6         | 21                  | 67               | --                        | --        | 25                  | 75               |
| 4. Extension phone in bathroom       | --                      | 1         | 8                   | 91               | --                        | --        | --                  | 100              |
| 5. Coffee makers in each unit        | 13                      | 15        | 20                  | 52               | 15                        | 30        | 10                  | 45               |
| 6. Radio in each unit                | 6                       | 18        | 19                  | 58               | --                        | --        | 5                   | 95               |
| 7. TV in each unit                   | 7                       | 14        | 16                  | 62               | --                        | --        | 50                  | 50               |
| 8. Color TV in each unit             | 4                       | 3         | 15                  | 78               | --                        | --        | 20                  | 80               |
| 9. Refrigerator in each unit         | 34                      | 24        | 13                  | 29               | 40                        | 25        | 10                  | 25               |

Installed general lighting was considered of importance to most guests. Many guests also indicated a desire for reading lights; more guests desire reading lights in the sitting area than desire lights for reading in bed. See Table 23.

A writing desk with appropriate light was not considered very important to guests. Both features were perceived to be more important by resort operators. Although electrical outlets were not included in the survey, one woman guest noted that there should be "plenty of electrical outlets."

Less than half of the guests indicated a desire for a method to shut out the sunlight. In contrast, over 80 per cent of the operators perceived such a feature to be of importance.

Of the bathroom facilities listed on the questionnaire for consideration by guests, a shower in each unit evoked the strongest expression of desire on the part of guests; 87 per cent of the guests rated "shower in each unit" as "very important" or "important." Moreover, 39 per cent of the guests rank "both tub and shower in each unit" that high. Bathroom facilities that are designed to allow private use by two persons at a time were considered desirable by a higher percentage of guests than had been perceived by the operators. Safety features in the bathroom were considered "very important" or "important" by only 64 per cent of the guests while 80 per cent of the operators perceived them to be important. Shelves in the bathroom are considered quite important by guests and a place to hang clothes in the



TABLE 23

IMPORTANCE OF LIGHTING TO RESORT GUESTS AS REPORTED BY GUESTS AND AS  
PERCEIVED BY TWENTY RESORT OPERATORS

| Features Considered                               | Importance to Guests as |           |                     |                  |                           |           |                     |                  |
|---|-------------------------|-----------|---------------------|------------------|---------------------------|-----------|---------------------|------------------|
|   | Reported by<br>Guests   |           |                     |                  | Perceived by<br>Operators |           |                     |                  |
|   | Percentage              |           |                     |                  |                           |           |                     |                  |
|   | Very<br>Important       | Important | Rarely<br>Important | Not<br>Important | Very<br>Important         | Important | Rarely<br>Important | Not<br>Important |
| 1. Installed general lighting in each room        | 50                      | 36        | 8                   | 6                | 50                        | 45        | --                  | 5                |
| 2. Light for reading in sitting area              | 46                      | 32        | 11                  | 10               | 15                        | 75        | --                  | 10               |
| 3. Light for reading in bed                       | 30                      | 24        | 22                  | 24               | 15                        | 30        | 30                  | 25               |
| 4. Writing desk in each unit                      | 7                       | 14        | 29                  | 50               | 5                         | 70        | 15                  | 10               |
| 5. Light at desk                                  | 9                       | 14        | 29                  | 49               | 10                        | 65        | 10                  | 15               |
| 6. Method to darken room and shut out<br>sunlight | 18                      | 23        | 28                  | 32               | 25                        | 55        | 5                   | 15               |

bathroom was considered important by over half of the guests. See Table 24.

An extra source of heat in the bathroom was desired by 46 per cent of the guests; this feature had been perceived as relatively unimportant by the operators. A fan in the bathroom was of minor concern to the guests.

Resort guests expressed little concern for where their clothes would be kept while at the resort. One guest wrote that it was important to have either dressers or luggage racks and either enclosed or open hanging space but it did not matter which was provided. The availability of an iron and ironing board were also of little concern to resort guests. Several operators commented that although an iron and ironing board are available at their resort, neither have been requested by guests in the last several years. They believe that it is because of easy-care fabrics and the informal atmosphere at a resort. In support of the last theory, guests also commented that they enjoy a resort where it is not necessary to dress up. See Table 25.

The main lodge at a resort is usually the location of rooms and facilities used by all guests. Some resorts may have the dining room or recreation area in other buildings.

Guests consider it rather important that the dining room be large enough to serve all guests at one time. Family style meal service is more popular than plate style. However, a number of guests indicated

TABLE 24

IMPORTANCE OF BATHROOM FACILITIES TO RESORT GUESTS AS REPORTED BY GUESTS  
AND AS PERCEIVED BY TWENTY RESORT OPERATORS

| Features Considered   | Importance to Guests as |           |                     |                  |                           |           |                     |                  |  |
|---|-------------------------|-----------|---------------------|------------------|---------------------------|-----------|---------------------|------------------|--|
|   | Reported by<br>Guests   |           |                     |                  | Perceived by<br>Operators |           |                     |                  |  |
|   | Percentage              |           |                     |                  |                           |           |                     |                  |  |
|   | Very<br>Important       | Important | Rarely<br>Important | Not<br>Important | Very<br>Important         | Important | Rarely<br>Important | Not<br>Important |  |
| 1. Bathroom facilities designed to allow private use by two at a time | 11                      | 27        | 31                  | 32               | 5                         | 20        | 25                  | 50               |  |
| 2. Two sinks--one in the bathroom and one in the dressing area        | 2                       | 12        | 28                  | 58               | 5                         | 15        | 25                  | 55               |  |
| 3. Both tub and shower in each unit                                   | 18                      | 21        | 25                  | 37               | 20                        | 25        | 25                  | 30               |  |
| 4. Tub in each unit   | 13                      | 19        | 28                  | 40               | 5                         | 5         | 25                  | 65               |  |
| 5. Shower in each unit  | 49                      | 38        | 4                   | 9                | 30                        | 50        | 10                  | 10               |  |
| 6. Safety features such as non-slip surfaces                          | 21                      | 43        | 18                  | 17               | 35                        | 45        | 15                  | 5                |  |
| 7. Shelves in the bathroom for toilet articles                        | 33                      | 50        | 8                   | 9                | 40                        | 50        | 10                  | --               |  |
| 8. Place to hang clothes in the bathroom                              | 22                      | 36        | 26                  | 17               | 35                        | 50        | 15                  | --               |  |
| 9. Extra heat source in the bathroom                                  | 13                      | 33        | 28                  | 26               | 10                        | 10        | 30                  | 50               |  |
| 10. Exhaust fan in the bathroom                                       | 9                       | 31        | 29                  | 30               | 15                        | 25        | 30                  | 30               |  |

TABLE 25

IMPORTANCE OF CLOTHING CARE FACILITIES TO RESORT GUESTS AS REPORTED BY  
GUESTS AND AS PERCEIVED BY TWENTY RESORT OPERATORS

| Features Considered                  | Importance to Guests as |           |                     |                  |                           |           |                     |                  |
|--------------------------------------|-------------------------|-----------|---------------------|------------------|---------------------------|-----------|---------------------|------------------|
|                                      | Reported by<br>Guests   |           |                     |                  | Perceived by<br>Operators |           |                     |                  |
|                                      | Percentage              |           |                     |                  |                           |           |                     |                  |
|                                      | Very<br>Important       | Important | Rarely<br>Important | Not<br>Important | Very<br>Important         | Important | Rarely<br>Important | Not<br>Important |
| 1. Both luggage racks and dressers   | 13                      | 33        | 25                  | 29               | 15                        | 25        | 40                  | 20               |
| 2. Dressers only                     | 15                      | 38        | 28                  | 19               | 35                        | 55        | 5                   | 5                |
| 3. Good supply of luggage racks only | 1                       | 7         | 28                  | 64               | --                        | --        | 15                  | 85               |
| 4. Enclosed closet                   | 13                      | 33        | 26                  | 27               | 20                        | 35        | 15                  | 30               |
| 5. Open hanging space                | 10                      | 41        | 25                  | 25               | 20                        | 30        | 25                  | 25               |
| 6. Iron and ironing board available  | 7                       | 16        | 19                  | 58               | 10                        | 5         | 45                  | 40               |

that the style of service was not really important. Many guest's comments emphasized that the food must be good and that there must be plenty of it. Having snacks available in the evening was not of great importance. See Table 26.

A resort with a beer or liquor license was of less importance to guests than had been perceived by operators. In fact, a number of guests indicated that they preferred a resort where liquor was not available and some even said they would not stay at a resort where liquor was available.

Having ice available was of importance to slightly more than half of the guests. One gentleman added the comment that he would like to have a soft drink machine available.

Almost half of the guests (49%) indicated that a fireplace in the main lodge was an important feature. However, 70 per cent of the operators perceived it to be "very important" or "important" to guests.

The availability of banquet facilities and meeting or display rooms was unimportant to summer guests. Such facilities would be used by business, conference, or social groups during the off-season times of the year.

Although it can be said that there is no "average" guest, the following comments made by one woman guest express ideas also written by other guests.

. . . What I am trying to express is that a woman will come way down in her requirements if the kids are having fun, her husband's frown disappears after the first few days and they have a few quiet moments by themselves. At this particular resort I have no fear of boats, the water is clean and not deep or dangerous,

TABLE 26

THE IMPORTANCE OF FEATURES OF THE MAIN LODGE TO RESORT GUESTS AS REPORTED  
BY GUESTS AND AS PERCEIVED BY TWENTY RESORT OPERATORS

| Features Considered  | Importance to Guests as |           |                     |                  |                           |           |                     |                  |
|--|-------------------------|-----------|---------------------|------------------|---------------------------|-----------|---------------------|------------------|
|  | Reported by<br>Guests   |           |                     |                  | Perceived by<br>Operators |           |                     |                  |
|  | Percentage              |           |                     |                  |                           |           |                     |                  |
|  | Very<br>Important       | Important | Rarely<br>Important | Not<br>Important | Very<br>Important         | Important | Rarely<br>Important | Not<br>Important |
| 1. Dining room large enough to serve all<br>guests at once | 31                      | 41        | 13                  | 14               | 20                        | 60        | 10                  | 10               |
| 2. Provide family style meal service                       | 31                      | 43        | 7                   | 19               | 20                        | 40        | 25                  | 15               |
| 3. Provide plate style meal service                        | 9                       | 41        | 23                  | 27               | 5                         | 30        | 35                  | 30               |
| 4. Snack bar open until midnight                           | 13                      | 21        | 20                  | 46               | 5                         | 35        | 5                   | 45               |
| 5. Resort has beer license                                 | 15                      | 11        | 20                  | 53               | 35                        | 25        | 5                   | 35               |
| 6. Resort has liquor license                               | 10                      | 12        | 21                  | 57               | 30                        | 10        | 15                  | 45               |
| 7. Ice machines on premise                                 | 23                      | 30        | 16                  | 31               | 40                        | 45        | 10                  | 5                |
| 8. Fireplace in main lodge                                 | 7                       | 42        | 23                  | 27               | 25                        | 45        | 25                  | 5                |
| 9. Meeting rooms and banquet facilities                    | 1                       | 4         | 19                  | 76               | 10                        | 20        | 15                  | 55               |
| 10. Display rooms available                                | --                      | 3         | 17                  | 80               | --                        | 10        | 20                  | 70               |



there are always other children and evenings there is always a planned activity, . . . We have a lovely golf course close by and the meals are good and simple. The price for what we get is great. . . .

If I was to answer you in general the cabin would have to have more things in it. Newer furniture, bigger bath, probably maid service, better washing and ironing facilities. However, when you find a small clean lake without motor boats on it all day long, with good fishing, golf, and good food, who really cares if the cabin is all that old, it lacks hot water, and the porch just has screens?

The weather and scenery in Wisconsin make up for some of the older accommodations. I can go modern when I get home. What I like most about it is I do not have to cook and perhaps that is most important to the whole family because it keeps me smiling for two weeks running.

If I could have everything I want it would first be the area with a good lake and pretty scenery, then a nice modern cabin perhaps with more than two bedrooms as we have three children, main lodge without much fuss to it. A dining room with a view. . . .

## CHAPTER VI

### SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This study of northern Wisconsin resort operators and their guests was designed to investigate three major areas:

1. To determine what facilities and design features are presently available at American Plan resorts in northern Wisconsin.
2. To determine the relative importance of design features of resorts, rooms, and room furnishings to guests.
3. To determine how important resort operators perceive design features of resorts, rooms, and room furnishings to be to guests.

Twenty operators of American Plan resorts in six counties of northern Wisconsin comprised the sample for the study. The resort operators were interviewed during August 1970. Mail questionnaires were sent to guests whose names were provided by the resort operators. The guests were selected from the register of late spring and summer guests. The selection of names was at the discretion of the resort operator and thus was not a random sample.

Questionnaires were mailed to 202 guests and one was given to a guest at a resort. Three were returned to the sender as undeliverable because of incorrect addresses leaving a total of 200 questionnaires reaching guests. Of this number, 104 were completed and returned.

The resorts included in this study were all located on an inland lake. They are relatively small with the number of units in

each ranging from five to twenty-three. Most of their business is during the summer months. All offer American Plan although some also have housekeeping cabins or offer European Plan. All of these resorts were over fifteen years of age; the oldest was estimated to be seventy years old.

Some resorts attract fishing and hunting parties; others offer features that appeal to family vacationers. Each is unique and contributes to the distinctiveness of Wisconsin's vacation areas.

The average guest party included four persons; less than half of the parties included children under the age of twelve. Most resort guests travel by automobile, are less than 500 miles from home, and stay less than two weeks.

The lake, accommodations, location, and cleanliness were general factors guests mentioned most frequently as being important in their selection of a resort. The past experiences of the guests and their friends are very important in the selection of a specific resort.

Recreation and relaxation are major reasons why resort guests come to northern Wisconsin. The recreation may be fishing, hunting, boating, water skiing, swimming, skiing or other outdoor sports. Most resorts make provision for many of these activities and provide for some indoor recreation as well.

Resorts that appear attractive and well cared for are important to guests. Most of the resorts included in this study met those

criteria.

Although most guest units at the resorts visited are separate cabins, rooms in the lodge and adjoining units were also available at some of the resorts. Guests indicate a preference for individual cabins.

A sitting area separate from the sleeping area is usually provided in guest accommodations at resorts. The sitting area is an important feature to guests. It is also important that adequate light for reading be provided.

A preference for single beds rather than double beds was indicated by guests. All but one of the twenty resorts in the study had both single and double beds available. Single beds are more flexible in accommodating large groups of unrelated persons such as fishing parties as well as providing single sleeping space for members of families.

The facilities for personal grooming varied in type and location at the twenty resorts included in this study. Only 55 percent of the resorts reported that all of their units have private baths. Frequently rooms in the lodge share a bathroom. At one resort, all guests share a central bath house. At two resorts, some bathrooms have cold water only. Showers are more frequently available for bathing than tubs and are preferred by most guests.

All resort units are equipped with dressers and either enclosed or open hanging space. As long as some arrangement is provided for clothing storage, guests appear to be relatively unconcerned about the

type of provision made.

Although some resort units are carpeted, carpeting does not seem to be important to guests at the present time. Presumably, 'guests' desire for it will follow the trends in home furnishings and in the future more guests may desire carpeting.

Air conditioning is not found in guest units of the resorts included in this study; however, some guests do indicate a desire for it and presumably this group will grow in future years. An extra heat source in the bathroom is a feature desired by less than half of the guests. However, 90 percent of the resorts did not offer that feature and resort operators generally perceived it to be unimportant.

At American Plan resorts the food is an important feature. The quality and amount of food served is much more important to guests than the style of service. However, most resorts serve family style and this type of service seems to be preferred by most guests.

Beer and liquor are available at some resorts. Those not offering it do so by choice or because the license is not available to them. Guests' opinions vary on this issue. Some prefer it, some are unconcerned, and others prefer a resort where alcoholic beverages are not available. The availability of beer and liquor will, to some degree, determine who will come to the resort as guests. Family groups often prefer that it not be available.

Some general conclusions can be made based on the data collected. The interviewer's observations and written comments made by guests also affect the conclusions reached.

Although this research was primarily concerned with design aspects of resorts, allowance was made for guests to comment on factors other than design. It appears that factors other than design considerations are of major importance to guests in selecting resorts. Such factors are location, the condition of the lake, fishing, and the operator.

The operator appears to be the key to guest satisfaction. One woman wrote

Most Important: The people who own the resort really care about the personal needs of guests. If people are friendly and helpful and take the time to talk to you, many things can be overlooked.

Many other guests wrote words of praise for the operators of their favorite resort.

The unique features of these small resorts add to the distinction of northern Wisconsin as a vacation area. No attempt should be made to incorporate like features into all resorts. One successful operator summed it up when he said that resorts should not try to be alike. Rather, he explained, they should determine what shall be their best feature and what shall make them unique. They should then advertise for and seek out the guest who would enjoy the uniqueness which their resort has to offer.

The differences in resorts do make for differences in the types of guests who will be attracted to them. Fishermen look for a good lake for fishing and good boats. The accommodations are relatively unimportant to them. Families on vacation look for a place offering



a wide variety of activities for all ages. An example of the difference made by the purpose of the trip was supplied by a man who reported both his desire for accommodations for a fishing trip and for a vacation with his family. When vacationing with his family the appearance of the resort, playground and swimming beach, and comforts of the sitting and sleeping area were more important than when he went on a fishing trip. When on the spring fishing trip the winterized cabin, meal service, liquor, and snacks were more important to him. For the specifics of his response, see Appendix C.

Without detracting from the uniqueness of the resort, there are some creature comforts that can be provided which are desired by most guests. Included in this list are comfortable beds, adequate bathroom facilities, provision for some recreation, a comfortable place to sit, good temperature control, and adequate lighting.

Other features that are desired by some guests and may indicate a trend for the future are swimming pools, air conditioning, extra heat source in the bathroom, refrigerators, and carpeting. Resort operators may wish to consider including some or all of these features.

As resort operators expand and update their facilities, the data included in this report may serve as a guide to them. Facilities should reflect an over-all appearance of unity of design, be convenient for the use for which they are intended, be aesthetically pleasing, and incorporate the facilities and features desired by guests.

It is hoped that this research will be a contribution to the total body of knowledge on the tourist-recreation industry in Wisconsin. It is intended that this information will be used by resort operators, University Extension personnel, and other professionals providing guidance and expertise to the Wisconsin tourist-recreation industry.

## BIBLIOGRAPHY

1. "Beaver Fur Harvested." Investigation, XIII (March, 1960): 27.
2. Carlson, George Carlisle. "A Study of Twelve Beavers Located in the Upper Peninsula of Michigan." Unpublished Master's thesis, Michigan State College, 1952.
3. Church and Company. Report to the Upper Great Lakes Regional Commission. The Feasibility of Commercial Tourism in the Upper Great Lakes Region. Boulder City, Washington, D. C., June, 1960.
4. Davidson, L. J. "A New Technique to Analyze Beaver Tracks." Journal of Wildlife Management, 1960, 24-31.
5. Davidson, Bruce E. "Beaver Activity in the Upper Midwest." The Cornell Hotel and Restaurant Administration Journal, 24 (November, 1960), 21-25.
6. Edwards, Gary Earl. "Beaver Traps Affect the Choice of Public Dining Places." Unpublished Master's thesis, Pennsylvania State University, University, 1963.
7. Evans, Howard E. The Total Industry in the United States: Small Business As Standstill. The Effect of Business and Retail Research, The University of Arizona. Tucson, Arizona, 1960.
8. Johnston, Donald Keith. "The Northern Inland or Selected Individuals When Choosing Retail Small Business Establishments." Unpublished Master's thesis, Pennsylvania State University, University, 1962.
9. Kuhl, Robert W. Area Recreation Resources Agent. University Extension, University, Wisconsin. Personal letter to Richard Nelson, 6-7-61.
10. Wisconsin Department of Economic Development. The Wisconsin Recreation Plan. Madison, Wisconsin, 1961.
11. Wisconsin Department of Economic Development. The Tourism Potential Industry in Wisconsin, by L. E. Pies and A. E. Nelson, School of Commerce, University of Wisconsin. Madison, Wisconsin, 1961.
12. History Program of the Work Projects Administration. Wisconsin (American Guide Series) sponsored by the Wisconsin Library Association. New York: Knell, Sloan, and Farnes, 1961.

## BIBLIOGRAPHY

1. "Blues for Marriott." Institutions, LXII (April, 1968), 35.
2. Carlson, Odessa Lorraine. "A Study of Twenty Resorts Located in the Upper Peninsula of Michigan." Unpublished Master's thesis, Michigan State College, 1952.
3. Checchi and Company. Report to the Upper Great Lakes Regional Commission. The Potentials of Commercial Tourism in the Upper Great Lakes Region. Review Copy. Washington, D. C.: June, 1968.
4. Crampon, L. J. "A New Technique to Analyze Tourist Markets." Journal of Marketing, XXX (April, 1966), 27-31.
5. Kerfoot, Bruce T. "Resort Outlook in the Upper Midwest." The Cornell Hotel and Restaurant Administration Quarterly, VI (November, 1965), 22-25.
6. Mekemson, Sara Diehl, "Factors Which Affect the Choice of Public Eating Places." Unpublished Master's thesis, Pennsylvania State University, December, 1963.
7. Morgan, Howard E. The Motel Industry in the United States: Small Business in Transition. The Bureau of Business and Public Research, The University of Arizona. Tucson, Arizona: June, 1964.
8. Morrison, Donald Keith. "The Factors Important to Selected Individuals When Choosing Hotel-Motel Accommodations." Unpublished Master's thesis, Pennsylvania State University, December, 1966.
9. Smith, Herman M. Area Recreation Resources Agent, University Extension, Rhinelander, Wisconsin. Personal letter to Sherman Weiss. n.d.
10. Wisconsin Department of Resource Development. The Outdoor Recreation Plan. Madison, Wisconsin: 1966.
11. Wisconsin Department of Resource Development. The Tourist-Vacation Industry in Wisconsin, by I. V. Fine and E. E. Werner, School of Commerce, University of Wisconsin. Madison, Wisconsin; 1961.
12. Writers' Program of the Work Projects Administration. Wisconsin. (American Guide Series) Sponsored by the Wisconsin Library Association. New York: Duell, Sloan, and Pearce, 1941.

## APPENDIXES

NAME: \_\_\_\_\_  
 ADDRESS: \_\_\_\_\_  
 PHONE: \_\_\_\_\_

DATE: \_\_\_\_\_

INTERVIEW SCHEDULE FOR RESORT OPERATORS

NAME OF THE RESORT: \_\_\_\_\_

LOCATION OF THE RESORT: \_\_\_\_\_

NAME OF THE OPERATOR: \_\_\_\_\_

DATE OF INTERVIEW: \_\_\_\_\_

TIME OF INTERVIEW: \_\_\_\_\_

PLACE OF INTERVIEW: \_\_\_\_\_

NAME OF THE OPERATOR: \_\_\_\_\_

DATE OF INTERVIEW: \_\_\_\_\_

TIME OF INTERVIEW: \_\_\_\_\_

PLACE OF INTERVIEW: \_\_\_\_\_

# APPENDIX A

## INTERVIEW SCHEDULE FOR RESORT OPERATORS

NAME OF THE RESORT: \_\_\_\_\_

LOCATION OF THE RESORT: \_\_\_\_\_

NAME OF THE OPERATOR: \_\_\_\_\_

DATE OF INTERVIEW: \_\_\_\_\_

TIME OF INTERVIEW: \_\_\_\_\_

PLACE OF INTERVIEW: \_\_\_\_\_

NAME OF THE OPERATOR: \_\_\_\_\_

DATE OF INTERVIEW: \_\_\_\_\_

TIME OF INTERVIEW: \_\_\_\_\_

PLACE OF INTERVIEW: \_\_\_\_\_

NAME OF THE OPERATOR: \_\_\_\_\_

DATE OF INTERVIEW: \_\_\_\_\_

TIME OF INTERVIEW: \_\_\_\_\_

PLACE OF INTERVIEW: \_\_\_\_\_

NAME OF THE OPERATOR: \_\_\_\_\_

DATE OF INTERVIEW: \_\_\_\_\_

TIME OF INTERVIEW: \_\_\_\_\_

PLACE OF INTERVIEW: \_\_\_\_\_



GUEST PREFERENCES FOR FACILITIES AND ROOM DESIGN OF RESORTS IN  
NORTHERN WISCONSIN

Thesis Research: Ardala E. Littlefield, Turtle Lake, Wisconsin

INTERVIEW SCHEDULE--RESORT OWNERS OR OPERATORS

NAME OF THE RESORT \_\_\_\_\_

INFORMATION ON THE RESORT

Age of the resort \_\_\_\_\_

Number of units \_\_\_\_\_

Maximum guest capacity \_\_\_\_\_

Dining room capacity \_\_\_\_\_

Does each unit have its own bathroom? \_\_\_\_\_

Does each unit have hot and cold water? \_\_\_\_\_

How long have you managed this resort? \_\_\_\_\_

Months open each year \_\_\_\_\_

Do you plan any major refurnishing, remodeling, or new additions  
in the next two years? If yes, describe briefly.

COMPARISON OF FACILITIES AVAILABLE AND THOSE THE OPERATOR BELIEVES  
GUESTS CONSIDER IMPORTANT

(Note: "Very Important" means the guest would not stay at a resort  
without that item, "Important" means he prefers to have it,  
"Rarely Important" means that at times he may want it, and  
"Not Important" means he would give that item no consideration.  
"Unit" refers to the room or rooms normally occupied by a party  
or family.)

| Features Being Considered                                       | Do you have the<br>feature in your<br>resort units? |    | How important do<br>you think the<br>feature is to guests |           |                     |                  |
|---|---|----|---|-----------|---------------------|------------------|
|   | Yes   | No | Very<br>Important   | Important | Rarely<br>Important | Not<br>Important |
| A. GENERAL FEATURES   |   |    |   |           |                     |                  |
| 1. Attractive appearance of<br>the exterior of the<br>buildings |   |    |   |           |                     |                  |

| Features Being Considered   | Do you have the feature in your resort units? |            | How important do you think the feature is to guests? |                |                  |                  |               |
|---|---|------------|--|----------------|------------------|------------------|---------------|
|   | Yes   | No         | Very Important                                       | Important      | Rarely Important | Not Important    |               |
| 2. Grounds well cared for   |   |            |  |                |                  |                  |               |
| 3. Theme carried out in the decor of the entire resort (consistency, or plan of design) |   |            |  |                |                  |                  |               |
| 4. Pets allowed   |   |            |  |                |                  |                  |               |
|   | All Units                                     | Some Units | No Units   | Very Important | Important        | Rarely Important | Not Important |
| 5. Parking space near unit  |   |            |  |                |                  |                  |               |
| 6. Buildings constructed for year round use (winterized)                                |   |            |  |                |                  |                  |               |
| 7. Separate cabins  |   |            |  |                |                  |                  |               |
| 8. Adjoining units  |   |            |  |                |                  |                  |               |
| 9. Rooms in the lodge   |   |            |  |                |                  |                  |               |
| 10. Sound-proof walls between adjoining units and/or the outdoors                       |   |            |  |                |                  |                  |               |

| Features Being Considered                              | Do you have the feature in your resort units? |            | How important do you think the feature is to guests? |                |                  |                  |               |
|--|---|------------|--|----------------|------------------|------------------|---------------|
|  | Yes   | No         | Very Important                                       | Important      | Rarely Important | Not Important    |               |
| B. RECREATION FACILITIES                               |   |            |  |                |                  |                  |               |
| 1. Children's playground                               |   |            |  |                |                  |                  |               |
| 2. Swimming beach                                      |   |            |  |                |                  |                  |               |
| 3. Swimming pool                                       |   |            |  |                |                  |                  |               |
| 4. Wading pool   |   |            |  |                |                  |                  |               |
| 5. Indoor recreation facilities                        |   |            |  |                |                  |                  |               |
| 6. Facilities for launching and mooring boats          |   |            |  |                |                  |                  |               |
|  | All Units                                     | Some Units | No Units   | Very Important | Important        | Rarely Important | Not Important |
| C. COMFORTS PROVIDED IN YOUR SITTING AND SLEEPING AREA |   |            |  |                |                  |                  |               |
| 1. Connecting rooms for families                       |   |            |  |                |                  |                  |               |
| 2. View from the window                                |   |            |  |                |                  |                  |               |
| 3. Fireplace in each unit                              |   |            |  |                |                  |                  |               |
| 4. Sitting area in each unit                           |   |            |  |                |                  |                  |               |
| 5. Sleeping area separated from sitting area           |   |            |  |                |                  |                  |               |
| 6. Carpeting in sitting and sleeping areas             |   |            |  |                |                  |                  |               |
| 7. Comfortable bed                                     |   |            |  |                |                  |                  |               |

| Features Being Considered                                 | Do you have the feature in your resort units? |            |          | How important do you think the feature is to guests? |           |                  |               |
|---|---|------------|----------|--|-----------|------------------|---------------|
|   | All Units                                     | Some Units | No Units | Very Important                                       | Important | Rarely Important | Not Important |
| 8. Single beds  |   |            |          |  |           |                  |               |
| 9. Double beds  |   |            |          |  |           |                  |               |
| 10. Roll-aways that can be brought into the units         |   |            |          |  |           |                  |               |
| 11. Surface by the bed for clock, reading materials, etc. |   |            |          |  |           |                  |               |
| 12. Temperature controls in each unit                     |   |            |          |  |           |                  |               |
| 13. Air conditioning                                      |   |            |          |  |           |                  |               |
| 14. Telephone in each unit                                |   |            |          |  |           |                  |               |
| 15. Extension phone in the bathroom                       |   |            |          |  |           |                  |               |
| 16. Coffee makers in each unit                            |   |            |          |  |           |                  |               |
| 17. Radio in each unit                                    |   |            |          |  |           |                  |               |
| 18. TV in each unit                                       |   |            |          |  |           |                  |               |
| 19. Color TV in each unit                                 |   |            |          |  |           |                  |               |
| 20. Refrigerator in each unit                             |   |            |          |  |           |                  |               |
| 21. Installed general lighting in each room               |   |            |          |  |           |                  |               |

| Features Being Considered                       | Do you have the feature in your resort units? |            |          | How important do you think the feature is to guests? |           |                  |               |
|---|---|------------|----------|--|-----------|------------------|---------------|
|   | All Units                                     | Some Units | No Units | Very Important                                       | Important | Rarely Important | Not Important |
| 22. Light for reading in the sitting room       |   |            |          |  |           |                  |               |
| 23. Light for reading in bed                    |   |            |          |  |           |                  |               |
| 24. Writing desk in each unit                   |   |            |          |  |           |                  |               |
| 25. Light at desk                               |   |            |          |  |           |                  |               |
| 26. Method to darken room and shut out sunlight |   |            |          |  |           |                  |               |

#### D. FEATURES AND FACILITIES OF THE BATHROOM AND DRESSING AREA

|   |  |  |  |  |  |  |  |
|---|--|--|--|--|--|--|--|
| 1. Bathroom facilities designed to allow private use by two at a time |  |  |  |  |  |  |  |
| 2. Two sinks--one in the bathroom and one in the dressing area        |  |  |  |  |  |  |  |
| 3. Both tub and shower in each unit                                   |  |  |  |  |  |  |  |
| 4. Tub in each unit   |  |  |  |  |  |  |  |
| 5. Shower in each unit  |  |  |  |  |  |  |  |
| 6. Safety features such as non-slip surfaces and safety bars          |  |  |  |  |  |  |  |

| Features Being Considered                      | Do you have the feature in your resort units? |            |          | How important do you think the feature is to guests? |           |                  |               |
|--|---|------------|----------|--|-----------|------------------|---------------|
|  | All Units                                     | Some Units | No Units | Very Important                                       | Important | Rarely Important | Not Important |
| 7. Shelves in the bathroom for toilet articles |   |            |          |  |           |                  |               |
| 8. Place to hang clothes in the bathroom       |   |            |          |  |           |                  |               |
| 9. Extra heat source in the bathroom           |   |            |          |  |           |                  |               |
| 10. Exhaust fan in the bathroom                |   |            |          |  |           |                  |               |
| 11. Both luggage racks and dressers            |   |            |          |  |           |                  |               |
| 12. Dressers only                              |   |            |          |  |           |                  |               |
| 13. Good supply of luggage racks only          |   |            |          |  |           |                  |               |
| 14. Enclosed closet                            |   |            |          |  |           |                  |               |
| 15. Open hanging space                         |   |            |          |  |           |                  |               |
| 16. Iron and ironing board available           |   |            |          |  |           |                  |               |



| Features Being Considered                               | Do you have the feature in your resort units? |    | How important do you think the feature is to guests? |           |                  |               |
|---|---|----|--|-----------|------------------|---------------|
|   | Yes   | No | Very Important                                       | Important | Rarely Important | Not Important |
| E. FEATURES OF THE MAIN LODGE                           |   |    |  |           |                  |               |
| 1. Dining room large enough to serve all guests at once |   |    |  |           |                  |               |
| 2. Provide family style meal service                    |   |    |  |           |                  |               |
| 3. Provide plate style meal service                     |   |    |  |           |                  |               |
| 4. Snack bar open until midnight                        |   |    |  |           |                  |               |
| 5. Resort has beer license                              |   |    |  |           |                  |               |
| 6. Resort has liquor license                            |   |    |  |           |                  |               |
| 7. Ice machines on premise                              |   |    |  |           |                  |               |
| 8. Fireplace in main lodge                              |   |    |  |           |                  |               |
| 9. Meeting rooms and banquet facilities                 |   |    |  |           |                  |               |
| 10. Display rooms available                             |   |    |  |           |                  |               |

IV. COMMENTS:

Whether you are now staying at home or have recently moved to one of our resorts, we hope you are enjoying the beautiful scenery and the excellent food and service. We are very interested in hearing from you about your stay at the resort.

As a graduate student at the University of North Carolina at Greensboro, I am doing my thesis on the importance of the University of North Carolina at Greensboro as a center for the study of the history and development of the resort industry in the United States.

#### APPENDIX B

#### COVER LETTER AND QUESTIONNAIRE FOR RESORT GUESTS

The purpose of this study is to determine the importance of the resort industry in the United States. The questionnaire you are asked to complete will provide information on the following topics:

The first section of the questionnaire is simply a matter of identifying and checking the responses. It is very important that you fill out this section carefully and accurately. The second section of the questionnaire is a matter of providing information on the following topics:

Your response is confidential, please do not write the name of the resort where you are staying or the name of the person who is asking you to complete the questionnaire.

Thank you for your cooperation. I hope you will find this study interesting and helpful.

Sincerely,

James W. Hargrave

Turtle Lake, Wisconsin 54889

Because you are now staying or have recently stayed at one of Northern Wisconsin's resorts, you no doubt have some ideas on what is presently good about resorts and how they can be improved to better meet your needs in the future.

As a graduate student at the University of North Carolina at Greensboro (on leave of absence from University Extension, The University of Wisconsin), I am doing my thesis on guest preferences for facilities and room design of resorts in Northern Wisconsin.

I am interested in knowing how you select a resort and what features you consider important.

The enclosed questionnaire is in no way intended to evaluate the resort where you stay. Rather, I am interested in the importance you place on certain design features and facilities. The answers you give can serve as a guide for future expansion or remodeling of resorts.

The major portion of the questionnaire is simply a matter of selecting and checking the response. Please read each question carefully and answer it with respect to your feelings as to its importance. Use the enclosed envelope to return the questionnaire by September 1, 1970.

Your response is confidential; please do not sign the blank. Only the compiled results of all questionnaires will be shared with report operators.

Thank you for your cooperation. I wish you many more happy trips to Northern Wisconsin.

Sincerely,

Ardala E. Littlefield

GUEST PREFERENCES FOR FACILITIES AND ROOM DESIGN OF RESORTS IN  
NORTHERN WISCONSIN

Thesis Research: Ardala E. Littlefield, Turtle Lake, Wisconsin

QUESTIONNAIRE--RESORT GUESTS

This questionnaire is in no way intended to be an evaluation of the resort at which you stay. Rather, it is intended to determine what you, as a guest, consider important in a resort. The results of this survey will serve as a guide for future improvements and expansion of resorts in Northern Wisconsin.

I. SELECTING THE RESORT

1. What do you consider the three most important factors in the selection of a resort: (list the most important first)

a. \_\_\_\_\_  
b. \_\_\_\_\_  
c. \_\_\_\_\_

2. Why did you select the particular resort that you did? (check all that apply)

|                         |                                   |
|-------------------------|-----------------------------------|
| _____ a. advertisements | _____ g. prior visit              |
| _____ b. appearance     | _____ h. recommendation of others |
| _____ c. guide books    | _____ i. resort brochure          |
| _____ d. highway signs  | _____ j. sign on location         |
| _____ e. location       | _____ k. other (explain           |
| _____ f. price          |                                   |

II. INFORMATION ABOUT YOUR TRIP

1. How many miles is the resort from your home?

\_\_\_\_\_ a. less than 500                      \_\_\_\_\_ b. 500-1,000  
\_\_\_\_\_ c. over 1,000

2. Number in your party: \_\_\_\_\_ adults      \_\_\_\_\_ children under 12

3. Length of stay: \_\_\_\_\_ a. less than 1 week      \_\_\_\_\_ b. 1-2 weeks  
\_\_\_\_\_ c. over 2 weeks

4. Purpose of the trip: \_\_\_\_\_ a. business \_\_\_\_\_ b. pleasure  
 \_\_\_\_\_ c. both
5. Mode of travel: \_\_\_\_\_ a. auto \_\_\_\_\_ b. private plane  
 \_\_\_\_\_ c. public transportation
6. You or members of your family usually vacation in  
 \_\_\_\_\_ a. spring \_\_\_\_\_ b. summer  
 \_\_\_\_\_ c. fall \_\_\_\_\_ d. winter (check all that apply)
7. The person filling out this questionnaire is  
 \_\_\_\_\_ male \_\_\_\_\_ female

### III. RATING OF FEATURES

When you select a resort, how important is the provision of the following facilities? (Note: "Very Important" means you would not stay at a resort without that item, "Important" means you prefer to have it, "Rarely Important" means that at times you may want it, and "Not Important" means you would give that item no consideration. "Unit" refers to the room or rooms normally occupied by a party or family.)

| Features Being Considered   | Very<br>Important | Important | Rarely<br>Important | Not<br>Important |
|---|-------------------|-----------|---------------------|------------------|
| A. GENERAL FEATURES   |                   |           |                     |                  |
| 1. Attractive appearance of the exterior of the buildings                               |                   |           |                     |                  |
| 2. Grounds well cared for   |                   |           |                     |                  |
| 3. Theme carried out in the decor of the entire resort (consistency, or plan of design) |                   |           |                     |                  |
| 4. Pets allowed   |                   |           |                     |                  |
| 5. Parking space near unit  |                   |           |                     |                  |
| 6. Buildings constructed for year round use (winterized)                                |                   |           |                     |                  |

| Features Being Considered   | Very Important | Important | Rarely Important | Not Important |
|---|----------------|-----------|------------------|---------------|
| 7. Separate cabins  |                |           |                  |               |
| 8. Adjoining units  |                |           |                  |               |
| 9. Rooms in the lodge   |                |           |                  |               |
| 10. Sound-proof walls between adjoining units and/or the outdoors |                |           |                  |               |
| B. RECREATION FACILITIES  |                |           |                  |               |
| 1. Children's playground  |                |           |                  |               |
| 2. Swimming beach   |                |           |                  |               |
| 3. Swimming pool  |                |           |                  |               |
| 4. Wading pool  |                |           |                  |               |
| 5. Indoor recreation facilities                                   |                |           |                  |               |
| 6. Facilities for launching and mooring boats                     |                |           |                  |               |
| C. COMFORTS PROVIDED IN YOUR SITTING AND SLEEPING AREA            |                |           |                  |               |
| 1. Connecting rooms for families                                  |                |           |                  |               |
| 2. View from the window   |                |           |                  |               |
| 3. Fireplace in each unit   |                |           |                  |               |
| 4. Sitting area in each unit                                      |                |           |                  |               |
| 5. Sleeping area separated from sitting area                      |                |           |                  |               |
| 6. Carpeting in sitting and sleeping areas                        |                |           |                  |               |
| 7. Comfortable bed  |                |           |                  |               |
| 8. Single beds  |                |           |                  |               |
| 9. Double beds  |                |           |                  |               |



| Features Being Considered                                 | Very<br>Important | Important | Rarely<br>Important | Not<br>Important |
|---|-------------------|-----------|---------------------|------------------|
| 10. Roll-aways that can be brought into units             |                   |           |                     |                  |
| 11. Surface by the bed for clock, reading materials, etc. |                   |           |                     |                  |
| 12. Temperature controls in each unit                     |                   |           |                     |                  |
| 13. Air conditioning                                      |                   |           |                     |                  |
| 14. Telephone in each unit                                |                   |           |                     |                  |
| 15. Extension phone in bathroom                           |                   |           |                     |                  |
| 16. Coffee makers in each unit                            |                   |           |                     |                  |
| 17. Radio in each unit                                    |                   |           |                     |                  |
| 18. TV in each unit                                       |                   |           |                     |                  |
| 19. Color TV in each unit                                 |                   |           |                     |                  |
| 20. Refrigerator in each unit                             |                   |           |                     |                  |
| 21. Installed general lighting in each room               |                   |           |                     |                  |
| 22. Light for reading in sitting area                     |                   |           |                     |                  |
| 23. Light for reading in bed                              |                   |           |                     |                  |
| 24. Writing desk in each unit                             |                   |           |                     |                  |
| 25. Light at desk   |                   |           |                     |                  |
| 26. Method to darken room and shut out sunlight           |                   |           |                     |                  |

D. FEATURES AND FACILITIES OF THE BATHROOM AND DRESSING AREA

|   |  |  |  |  |
|---|--|--|--|--|
| 1. Bathroom facilities designed to allow private use by two at a time |  |  |  |  |
| 2. Two sinks--one in the bathroom and one in the dressing area        |  |  |  |  |
| 3. Both tub and shower in each unit                                   |  |  |  |  |
| 4. Tub in each unit   |  |  |  |  |
| 5. Shower in each unit  |  |  |  |  |

| Features Being Considered                                | Very<br>Important | Important | Rarely<br>Important | Not<br>Important |
|--|-------------------|-----------|---------------------|------------------|
| 6. Safety features such as non-slip surfaces             |                   |           |                     |                  |
| 7. Shelves in the bathroom for toilet articles           |                   |           |                     |                  |
| 8. Place to hang clothes in the bathroom                 |                   |           |                     |                  |
| 9. Extra heat source in the bathroom                     |                   |           |                     |                  |
| 10. Exhaust fan in the bathroom                          |                   |           |                     |                  |
| 11. Both luggage racks and dressers                      |                   |           |                     |                  |
| 12. Dressers only  |                   |           |                     |                  |
| 13. Good supply of luggage racks only                    |                   |           |                     |                  |
| 14. Enclosed closet                                      |                   |           |                     |                  |
| 15. Open hanging space                                   |                   |           |                     |                  |
| 16. Iron and ironing board available                     |                   |           |                     |                  |
| E. FEATURES OF THE MAIN LODGE                            |                   |           |                     |                  |
| 1. Dining room large enough to serve all guests at once. |                   |           |                     |                  |
| 2. Provide family style meal service                     |                   |           |                     |                  |
| 3. Provide plate style meal service                      |                   |           |                     |                  |
| 4. Snack bar open until midnight                         |                   |           |                     |                  |
| 5. Resort has beer license                               |                   |           |                     |                  |
| 6. Resort has liquor license                             |                   |           |                     |                  |
| 7. Ice machines on premise                               |                   |           |                     |                  |
| 8. Fireplace in main lodge                               |                   |           |                     |                  |
| 9. Meeting rooms and banquet facilities                  |                   |           |                     |                  |
| 10. Display rooms available                              |                   |           |                     |                  |

IV. COMMENTS

ONE GUEST'S RANKING OF IMPORTANCE OF RESORT FEATURES FOR  
A FISHING TRIP AND FOR A FAMILY VACATION TRIP

ONE GUEST'S RANKING OF IMPORTANCE OF RESORT FEATURES FOR A  
FISHING TRIP AND FOR A FAMILY VACATION TRIP

One male guest showed how the desire for accommodations varies with the type of trip. He takes a spring fishing trip in one area of northern Wisconsin and a family vacation trip in a different area of northern Wisconsin. He checked Part III to show his desires for each trip.

Key: a = fishing trip  
b = family vacation

| Features Being Considered   | Very<br>Important | Important | Rarely<br>Important | Not<br>Important |
|---|-------------------|-----------|---------------------|------------------|
| A. GENERAL FEATURES   |                   |           |                     |                  |
| 1. Attractive appearance of the exterior of the buildings                               |                   | b         | a                   |                  |
| 2. Grounds well cared for   |                   |           | b                   | a                |
| 3. Theme carried out in the decor of the entire resort (consistency, or plan of design) |                   |           |                     | a b              |
| 4. Pets allowed   |                   |           |                     | a b              |
| 5. Parking space near unit  | a b               |           |                     |                  |
| 6. Buildings constructed for year-round use (winterized)                                | a                 | b         |                     |                  |

| Features Being Considered  | Very<br>Important | Important | Rarely<br>Important | Not<br>Important |
|--|-------------------|-----------|---------------------|------------------|
| 7. Separate cabins   | ab                |           |                     |                  |
| 8. Adjoining units   |                   |           |                     | ab               |
| 9. Rooms in the lodge  |                   |           |                     | ab               |
| 10. Sound-proof walls between adjoining<br>units and/or the outdoors |                   |           |                     | ab               |
| B. RECREATION FACILITIES   |                   |           |                     |                  |
| 1. Children's playground   | b                 |           |                     | a                |
| 2. Swimming beach  | b                 |           |                     | a                |
| 3. Swimming pool   |                   |           |                     | ab               |
| 4. Wading pool   |                   |           |                     | ab               |
| 5. Indoor recreation facilities                                      |                   |           | b                   | a                |
| 6. Facilities for launching and<br>mooring boats                     |                   |           |                     | ab               |

## C. COMFORTS PROVIDED IN YOUR SITTING AND SLEEPING AREA

|  |   |   |  |    |
|--|---|---|--|----|
| 1. Connecting rooms for families             | b |   |  | a  |
| 2. View from the window                      | b |   |  | a  |
| 3. Fireplace in each unit                    |   |   |  | ab |
| 4. Sitting area in each unit                 | b | a |  |    |
| 5. Sleeping area separated from sitting area | b |   |  | a  |
| 6. Carpeting in sitting and sleeping areas   | b |   |  | a  |
| 7. Comfortable bed                           | b | a |  |    |
| 8. Single beds                               | b | a |  |    |
| 9. Double beds                               | b |   |  | a  |



| Features Being Considered                                 | Very<br>Important | Important | Rarely<br>Important | Not<br>Important |
|---|-------------------|-----------|---------------------|------------------|
| 10. Roll-aways that can be brought into units             | b                 | a         |                     |                  |
| 11. Surface by the bed for clock, reading materials, etc. | b                 | a         |                     |                  |
| 12. Temperature controls in each unit                     |                   |           | ab                  |                  |
| 13. Air conditioning                                      |                   |           |                     | ab               |
| 14. Telephone in each unit                                |                   |           |                     | ab               |
| 15. Extension phone in bathroom                           |                   |           |                     | ab               |
| 16. Coffee makers in each unit                            |                   |           |                     | ab               |
| 17. Radio in each unit                                    |                   |           |                     | ab               |
| 18. TV in each unit                                       | b                 |           |                     | a                |
| 19. Color TV in each unit                                 | b                 |           |                     | a                |
| 20. Refrigerator in each unit                             | ab                |           |                     |                  |
| 21. Installed general lighting in each room               | ab                |           |                     |                  |
| 22. Light for reading in sitting area                     | b                 |           | a                   |                  |
| 23. Light for reading in bed                              |                   |           | ab                  |                  |
| 24. Writing desk in each unit                             |                   |           | ab                  |                  |
| 25. Light at desk   |                   |           | ab                  |                  |
| 26. Method to darken room and shut out sunlight           |                   |           |                     | ab               |

D. FEATURES AND FACILITIES OF THE BATHROOM AND DRESSING AREA

|   |    |  |    |    |
|---|----|--|----|----|
| 1. Bathroom facilities designed to allow private use by two at a time |    |  |    | ab |
| 2. Two sinks--one in the bathroom and one in the dressing area        |    |  |    | ab |
| 3. Both tub and shower in each unit                                   |    |  | ab |    |
| 4. Tub in each unit   |    |  | ab |    |
| 5. Shower in each unit  | ab |  |    |    |



| Features Being Considered                                | Very Important | Important | Rarely Important | Not Important |
|--|----------------|-----------|------------------|---------------|
| 6. Safety features such as non-slip surfaces             |                |           |                  | ab            |
| 7. Shelves in the bathroom for toilet articles           | ab             |           |                  |               |
| 8. Place to hang clothes in the bathroom                 |                |           |                  | ab            |
| 9. Extra heat source in the bathroom                     |                |           |                  | ab            |
| 10. Exhaust fan in the bathroom                          | ab             |           |                  |               |
| 11. Both luggage racks and dressers                      |                |           |                  | ab            |
| 12. Dressers only  | ab             |           |                  |               |
| 13. Good supply of luggage racks only                    |                |           |                  | ab            |
| 14. Enclosed closet                                      |                |           |                  | ab            |
| 15. Open hanging space                                   |                | ab        |                  |               |
| 16. Iron and ironing board available                     |                |           |                  | ab            |
| E. FEATURES OF THE MAIN LODGE                            |                |           |                  |               |
| 1. Dining room large enough to serve all guests at once. | a              |           |                  | b             |
| 2. Provide family style meal service                     | a              |           |                  | b             |
| 3. Provide plate style meal service                      |                |           |                  | ab            |
| 4. Snack bar open until midnight                         | a              |           |                  | b             |
| 5. Resort has beer license                               | a              |           |                  | b             |
| 6. Resort has liquor license                             | a              |           |                  | b             |
| 7. Ice machines on premise                               |                |           |                  | ab            |
| 8. Fireplace in main lodge                               |                |           |                  | ab            |
| 9. Meeting rooms and banquet facilities                  |                |           |                  | ab            |
| 10. Display rooms available                              |                |           |                  | ab            |

# THE NATURE OF THE TWENTY RESORTS INCLUDED IN THE STUDY

Resort A is owned and operated by a couple who have had the business for thirty years. The resort dates back to earlier than 1910. There are twelve units with a kitchen and bathroom. One of the units have their own bathroom with hot and cold water. The dining room will hold thirty persons all at once. The resort is open all year but February.

Resort B has been owned and operated by the present owner for the past five years. The resort is a four-unit resort. There are three units and one room in the lodge. The lodge has kitchen, bathroom, and hot and cold water. The room in the lodge has two bathrooms. The present capacity is twenty-eight and the dining room will hold thirty persons. This resort is open from May to September.

## APPENDIX D

### INFORMATION ON THE TWENTY RESORTS INCLUDED IN THE STUDY

Resort C is owned and operated by a couple who have had the business for thirty years. The resort dates back to earlier than 1910. There are twelve units with a kitchen and bathroom. One of the units have their own bathroom with hot and cold water. The dining room will hold thirty persons all at once. The resort is open all year but February.

Resort D was purchased by the present owner in January 1960. The building was acquired by him as the other buildings had been sold separately. They acquired the building for fifty-two units of resort but found after acquiring it that there was already been talked for the building. There were no other rooms of resort. The present owner has acquired in the building the family room. One of the units has bathroom. They are in the family room and have the use of the family living room. The six units have their own bathroom. The resort is in operation year-round.

Resort E is owned and operated by a couple who have had it for ten years. The resort is a four-unit resort. There are three units and one room in the lodge. The lodge has kitchen, bathroom, and hot and cold water. The room in the lodge has two bathrooms. The present capacity is twenty-eight and the dining room will hold thirty persons. This resort is open from May to September.

## INFORMATION ON THE TWENTY RESORTS INCLUDED IN THE STUDY

Resort A is owned and operated by a couple who have had the business for thirteen years. The resort dates back to earlier than 1918. There are twelve units with a maximum guest capacity of 60-65. Ten of the units have their own bathrooms with hot and cold water. The dining room will hold thirty persons at a time. The resort is open all months but December.

Resort B has been owned and operated by the present owners for the past five years. The resort is fifty-five years old. There are three cabins and nine rooms in the lodge. The cabins have private bathrooms with hot and cold water. The rooms in the lodge share two bathrooms. The guest capacity is twenty-eight and the dining room will hold thirty-six persons. This resort is open from mid-May to mid-October.

Resort C is owned and operated by a middle-aged couple. He operated it alone for five years and the past two years she has been involved in the business too. The resort is over thirty years of age. There are eighteen buildings on the grounds including a dining hall and recreation hall. There are seven cabins, some of which are duplex, and five rooms in the lodge. The cabin units all have private bathrooms with hot and cold water. The rooms in the lodge share one and one-half baths. The maximum guest capacity is fifty and the dining room will accommodate eighty persons. The resort opens in mid-May and closes mid-October.

When Resort D was purchased by the present owners in June of 1969, only one building was acquired by them as the other buildings had been sold separately. They acquired the building for purposes other than a resort but found after acquiring it that guests had already been booked for the coming season. This was now their second summer of operation. The guest rooms are upstairs in the building the family lives in. Most of the guests are fishermen. They eat in the family dining room and have the use of the family living room. The six guest rooms share two bathrooms. The resort is in operation year-round.

Resort E is owned and operated by a young couple who have had it for one year. The resort is sixty-nine years old. There are six cabins and eight rooms in the lodge. The cabins have private bathrooms and the rooms in the lodge share a bath. The resort can accommodate thirty-five guests. The dining room capacity is twenty-five. The resort is open all year.

Resort F has been owned and operated by the present owners since 1951 with the exception of the years from 1962 to 1965. The resort began in 1926. There are three housekeeping cabins and two modern lodges. Lodge 1 is on two floors, and has eight bedrooms and two bathrooms. Lodge two has five bedrooms, two bathrooms, and a porch. The maximum guest capacity is forty and the dining room will hold fifty persons. The resort is in operation year-round.

Resort G is fifty years old and has been owned and operated by the present owners for seven years. There are ten units including both cabins and motel units. All but one unit has its own bathroom. The guest capacity is forty-one and the dining room will hold twenty-four. The season is May to mid-October.

Resort H is approximately twenty-five years old. The present owners have operated it for ten years. There are five cabins, each having its own bathroom. The resort capacity is thirty guests. The dining room can accommodate thirty-six persons. The resort is open from May through deer hunting season in November.

Resort I is nineteen years old and was begun by the present owners who are now in the business jointly with their son and daughter-in-law. The resort has four cabins and three rooms in the lodge. Each unit has its own bathroom with hot and cold water. The resort has a guest capacity of twenty-six and a dining room capacity of sixteen. The season is now from May to mid-September but the owners plan to remain open later in the future.

At Resort J the original guest register from 1915 is still in use. It is presently owned by two young couples and operated by a woman. The resort has four cabins. One cabin has bathroom facilities. The other three cabins have half-baths and the guests share a central shower house. The maximum guest capacity is twenty-seven and the dining room will accommodate sixteen persons. The present manager has been in charge for three years. The season is May to October.

Resort K is owned and operated by an older couple who had only managed it since May. The resort originated around 1913. There are twelve cabins with a capacity of sixty persons. The dining room can accommodate seventy to seventy-five persons. Each unit has its own bathroom with hot and cold water. The resort is open all year.

Resort L has been managed by the present owners since 1957. Prior to that time it was owned by the parents of the young man now owning it. The resort dates back to 1900. There are twenty-three units. Seven of the units have hot and cold water and the rest have only cold water. The resort and dining room both have a capacity of 100. The resort is presently in operation from May to October.

Resort M is sixty years old and the present owners have operated it for the past fourteen years. There are eighteen units, none of which have private bathrooms. Central rest rooms are shared by all guests. All of the units have wood stoves. Many of the guests are retired people. The operators say that their guest register includes two millionnaires and a number of doctors and lawyers. The resort can accommodate seventy but the operators prefer to have thirty there at a time. The dining room accommodates sixty. The resort is open from mid-May to the first of October.

Resort N is forty years old and has been managed for the past eight years by the present manager. There are eleven cabins and five rooms in the lodge. Each unit has its own bathroom with hot and cold water. The capacity of the resort and the dining room is fifty-two. In the past the resort has been open from May to December. In 1970 it would be open all year.

Resort O is fifteen years old and the present owners have had it for fourteen years. There are ten units, including both rooms and cabins. The guest capacity is thirty-five and the dining room capacity is the same. All units have their own bathrooms with hot and cold water. It is open all year.

Resort P is thirty-five years old and the present managers have been there for only two years. There are eighteen units, each of which has its own bathroom with hot and cold water. The guest capacity is sixty-seven and the dining room will hold sixty-five. The season is May to October.

Resort Q is about thirty or thirty-five years old. There are sixteen cottages; each has its own bathroom and some of the larger units have two bathrooms. The guest capacity is sixty and the dining room can accommodate 110. The present operators have been there for two years. The season is mid-May to mid-October.

Resort R is forty years old. The present owners have had it for nine years. It was formerly owned by her parents. There are ten cabins and one new housekeeping cabin. Each unit has its own bathroom with hot and cold water. The resort and dining room capacity is thirty. The season is May to October.



Resort S is forty-five or fifty years old. The present owners have been there for three years. The seven cabins will accommodate thirty persons. The dining room can accommodate thirty-five persons. Each cabin has its own bathroom with hot and cold water. The resort is in operation all year.

Resort T is twenty-two years old and for that time has been owned by the present owners. Prior to being a resort it was a private club. There are three cottages and eight units in the building housing the recreation room. Each unit has its own bathroom with hot and cold water. The resort can accommodate seventy-five persons. The dining room capacity is forty. The resort opens in May and closes in September or October, depending on the weather.