2000

A Marketing Research Study for Snowbird / Prepared by Wasatch Marketing Research

Robert Dean
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A MARKETING RESEARCH STUDY

FOR

SNOWBIRD

Prepared for:
Larry Jackstien
&
Liz McDonald

Prepared by:
Robert Dean
Chelsea Green
Todd Hillstead
Sharah Smith
April 4, 2000

Mr. Larry Jackstien
Managing Director
Sales & Marketing
Snowbird Resort

Dear Mr. Jackstien,

Wasatch Marketing Research appreciates the opportunity we have had to work with Snowbird in performing this marketing research study.

The purpose of our research was to help you and other marketing managers at Snowbird gain a better understanding of the restaurant patronage and how guests are learning about them.

This report contains the following sections:

- Executive Summary
- Problem Statement
- Research Objectives
- Methodology
- Findings
- Conclusions
- Recommendations

We are confident that this research will provide you with useful information concerning your customers. We also want to thank you for the experience we have had. This project has provided us the opportunity to gain valuable work experience. This experience will benefit us as we search for employment and start our careers. We thank you again.

Sincerely,

Wasatch Marketing Group

Robert Dean

Chelsea Green

Todd Hillstead

Sharah Smith
EXECUTIVE SUMMARY

Introduction

Snowbird resort offers year-round activities catering to the winter and summer recreationalists. As part of its service, Snowbird has 12 restaurants that provide a variety of food and atmospheres that resort patrons can choose from. Snowbird seeks to increase its revenues by finding ways to attract more guests to any of its 12 restaurants. Snowbird and WMR identified three target groups from which data could be collected. These three groups were the following: condominium owners/timeshare guests, rental guests, and skier/rider. Both parties set research objectives and then questionnaires were created to obtain the desired data from the three target groups.

Methodology

WMR used exploratory, secondary, and primary research to gather data from the three-target groups. Exploratory and secondary research was conducted on site through conversations with the Research Director, reading of resort promotional material, and a tour of resort restaurant locations. Questionnaires were the main tool used to conduct primary research. WMR group members visited different resort locations and asked resort guests to respond to questions from one of the three questionnaires. In addition to these personal interviews, WMR placed questionnaires in the guestrooms of all four lodges.

Conclusions

Based on the collected data, WMR drew conclusions for each of the three target groups. The data suggest that most resort guests will eat at one of the resort restaurants once they are at the resort. However, many guests expressed a concern about the discrepancy between prices and the service or “perceived” service they received in return. The guest’s questioned indicated that the two top influential factors in making their dining choices were convenience and then food selection. The data also showed that guests were learning about the restaurants mainly through seeing them, in-room brochures, and friends and family.

Recommendations

Wasatch Marketing Research recommends that Snowbird take the following actions:

- Place a ‘Daily Specials’ sign in front of the Forklift restaurant
- Keep the Grille’s barbecue open until 4:30 p.m.
- Consider lowering the cost of a hamburger at the grille to $4.50 and adding grilled chicken to the menu
- Post signs near the ski lifts indicating the busiest time at the Mid-Gad restaurant
• Reduce the price of hamburgers at the Mid-Gad and provide pre-wrapped sandwiches

• Provide a food discount for season-pass holders

• Closely monitor the food service employees to ensure that the best quality of service continues at Snowbird

• Train lodge receptionists to provide more information and recommendations about resort restaurants to lodge guests at check in

• Build a walkway from the Snowbird Center to The Cliff Lodge

• Design and implement a website that allows for online lift ticket sales and reservations

• More research is needed to make conclusions about the addition of a grocery store.
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Introduction
INTRODUCTION

Wasatch Marketing Research, a student research group at Brigham Young University, met with the Director of Marketing and Sales of Snowbird Corporation to discuss conducting market research for the company. After some discussion, it was determined that the company would like research conducted on its on-site restaurants and how it could increase restaurant patronage by resort guests.

Four target groups were identified from which Snowbird wanted to obtain information. These three groups were the following:

1. Condominium Owners/Timeshare Guests
2. Rental Guests
3. Local/Day Skiers

The objectives of the proposed study were to determine what factors influence condo owners/timeshare guests, rental guests, and local skiers to patronize resort restaurants. Some of the questions that were used to investigate the situation include the following:

1. Which of the resort restaurants have you dined at?
2. On a scale of 1-10 (1 being the lowest), how would you rate the quality of your dining experience?
3. What could Snowbird do to encourage you to dine more often at the resort restaurants?
4. How did you learn about Snowbird restaurants?

(Copies of the three questionnaires are included in an appendix of this report.)

The purpose of this research project was to answer the above questions and provide Snowbird management with information and recommendations that could be used to make informed decisions regarding the future marketing plans of resort restaurants.
METHODOLOGY

In order to meet the research objectives, WMR conducted exploratory, secondary, and primary research. Exploratory research provided WMR with background on the resort restaurant business and customers’ perceptions of Snowbird’s restaurant services. The primary research provided WMR with data from which conclusions and recommendations could be drawn.

EXPLORATORY & SECONDARY RESEARCH

WMR met with Larry Jackstien and discussed the current marketing efforts and the three target audiences to research. WMR also met with Liz McDonald, Research Director at Snowbird, to gain a better understanding of Snowbird’s services and marketing efforts. Liz took the group on a quick tour of a few of the main resort attractions and she provided Snowbird Resort promotional material for WMR team members. This visit provided WMR with a greater familiarity of Snowbird, its restaurants, and current advertising methods.

PRIMARY RESEARCH

The questionnaire was our primary data collection tool. The questionnaires were designed to gather data pertaining to the research objectives and were tailored to each of the three target groups.

WMR used the on-site questionnaires to gather data from all three target groups. Team members approached skiers while on the mountain and in the Snowbird Center. We also talked with the guests at all four of the lodges, the Cliff, the Inn, the Iron Blossom, and the Lodge to discuss their eating preferences at the resort. We were able to collect data on the following topics:

• Eating habits while at the resort—dining on-site or through other means
• Perceptions of Snowbird’s restaurants—price, food selection, and convenience
• How they learned about the restaurants—saw them, advertising, word of mouth

WMR also placed questionnaires in the guests’ rooms of all four of the lodges. We used data from these questionnaires in addition to the personal interviews conducted at various locations throughout Snowbird.

Respondents for the questionnaires were chosen on a convenience basis. WMR group members randomly selected guests to interview as they ate lunch or walked around the resort. WMR members visited Snowbird eight times to collect data. A total of 158 questionnaires were completed over a period of two months. The total number of questionnaires for each group is as follows:

• Skier/Riders — 104
• Rental Guests — 40
• Owners and Timeshare Guests — 14
We entered the data from the questionnaires into SPSS 8.0, a statistical analysis program. From this program, we were able to run statistic frequencies, which provided us with information from which conclusions and recommendations were made.

LIMITATIONS

Marketing Research is not an exact science and therefore has inherent limitations such as lack of precision, cost, time, and difficulty in measuring research benefits, research bias, and technological limitations. Wasatch Marketing Research has worked hard and to identify and to minimize error bias. The possible errors and biases that WMR has identified in relation to this project are as follows:

- A non-probability sample was used in the data collection process. The respondents were not randomly selected; therefore, research finding should not be projected to the population.

- A response error occurred because some respondents did not answer all of the questions on the questionnaires.

- A non-response error occurred because many of the questionnaires placed in the guest’s rooms were not completed; this may be attributed to the lack of incentive to complete and turn in the questionnaire.

- Unequal sample data between the three groups may have resulted from location of group members filling out questionnaires, time constraints, and the days and times group members were able to visit Snowbird.

- Anytime human judgement is used; human error is a possibility and may be a biasing factor. Attempts were made to minimize human error in the design, implementation, and analysis of the survey; but this fact should still be taken into consideration.
Findings

Snowbird Research Analysis
FINDINGS

The following is a summary of the data collected from the questionnaires. The findings are divided according to the three types of questionnaires. The data is organized under the same title, and in the same order, as found in the questionnaire.

DAY SKIER/RIDER

1. **Where is your home?**
   The purpose of this question was to get a sense of where most skier/riders come from. The data showed that most day skier/riders were visiting Snowbird from outside Utah. The data showed that 68.3 percent of the Snowbird’s day skiers were from states outside of Utah, while 27.9 percent of those questioned were from inside the state. The remaining 3 percent came from countries outside the United States.

2. **If you are not from Utah, how many days will you be staying at Snowbird?**
   Forty percent of the day skier/riders plan on visiting the resort 1-2 days. The remaining 60 percent of respondents planned to ski at Snowbird anywhere from 3 to 7 times.

3. **If you are from Utah, how many times do you usually visit Snowbird each year?**
   The data from this question did not reveal any significant trends in the number of times Utah residents visit the resort each year. The number of visits ranged from 1 to 120 times per year.

4. **Do you eat or plan to eat at one of the resort restaurants today, or have you already eaten at one?**
   Of the respondents, 84.6 percent had eaten or planned to eat at the resort during their stay at Snowbird. Of the remaining respondents, 8.7 percent brought food, 4.8 percent said they would eat elsewhere, and 1.9 percent had other plans for eating.

   Of the 84.6 percent who ate at the resort, the majority (58.7 percent) of them ate at the Grille, the Forklift, the Rendezvous, and Mid-Gad restaurants.

5. **One a scale of 1 to 10 (10 being the highest), what is your opinion about the food quality and selection at Snowbird?**
   Respondents’ opinions ranged from 2 to 10 with a mean of 7. The standard deviation from the mean was 1.75.

6. **One a scale of 1 to 10 (10 being the highest), what is your opinion about the food prices at Snowbird?**
   The range of answers varied from 1 to 10 with a mean of 6.83 percent. The standard deviation was 1.95.
6. **How did you learn about Snowbird's restaurants?**

This question was to help Snowbird determine how and if resort guests were learning about Snowbird's resort restaurants. An overwhelming percentage of day skier/riders, 63.5 percent, learned about the restaurants simply by being at the resort and seeing them. Another 10.6 percent of day skier/riders learned about the restaurants through friends and family members.

7. **What can Snowbird do to get you to eat more at one of its restaurants?**

Guests' responses to this question can be found in Appendix C.

**RENTAL GUESTS**

1. **What brings you to Snowbird?**

Of the rental guests questioned, 50 percent were staying at Snowbird for the purpose of skiing or snowboarding. The next 30 percent were at the resort attending a conference or meetings with the remaining 20 percent attending Snowbird for general vacationing purposes.

2. **Which of the resort restaurants have you dined at?**

The majority of respondents, 67.5 percent, had eaten at multiple resort restaurants during their stay at Snowbird. A more detailed break down of which restaurants were patronized can be found in Appendix D.

3. **One a scale of 1 to 10 (with 10 being the highest), how would you rate the quality of your dining experience?**

Opinions ranged from 2 to 10 with a mean of 7.06. The standard deviation was 1.92.

4. **Which of the following factors most influence your eating choices at Snowbird?**

The data from this question revealed that 45 percent of rental guest's chose convenience as the most influential factor in their eating decisions. The second most influential factor in eating choice was food selection.

5. **How did you learn about Snowbird's restaurants?**

Thirty one percent of rental guests learned about resort restaurants from just in-room brochures. Of the remaining 69 percent, 17 percent learned solely from friends and family, 11.4 percent saw the restaurants, and 40 percent learned about them through multiple ways.
6. **Where do you eat the majority of your meals while at Snowbird?**
   Of those who answered, 89.4 percent of rental guests ate at resort restaurants during their stay. The remaining number of respondent ate in the city or at other locations.

7. **What could Snowbird do to encourage you to dine more often at the resort restaurants?**
   Respondents’ answers to this question can be found in Appendix C.

8. **What are other services you would like to see at the resort?**
   Answers to this question can be found in Appendix C.

9. **Comments**
   Guests’ general comments about their experience at Snowbird can be found in Appendix C.

**OWNERS AND TIMESHARE GUESTS**

1. **Are you a condominium owner or a timeshare owner or guest in a condominium?**
   64.3 percent of respondents were owners of a condominium and 35.7 percent were timeshare guests.

2. **What brings you to Snowbird today?**
   64.3 percent of respondents were at Snowbird to ski/board with the remaining 35.7 percent at Snowbird for general vacationing purposes.

3. **Which of the resort’s restaurants have you dined at?**
   An overwhelming percentage, 64.3 percent, of respondents had dined at multiple resort restaurants. A detailed break down of the most commonly visited restaurants is given in Appendix D.

4. **On a scale of 1 to 10 (with 10 being the highest), how would you rate the quality of your dining experience?**
   Answers ranged from 2 to 9 with a mean of 6.79. The standard deviation was 1.93.

5. **What factors most influence your eating choices at Snowbird?**
   Convenience was ranked as the single most influential factor by 28.6 percent of respondents with food selection ranked number 2 by 14.3 percent of respondents. 14.3 of respondents ranked convenience and food selection as equal factors in making eating decisions.

6. **How did you learn about Snowbird’s restaurants?**
   The majority of condo owners/timeshare guests, 28.6 percent, learned about Snowbird’s restaurants simply by seeing the restaurants once at the
resort. The next 21.4 percent learned of them through in-room brochures and 14.3 percent remembered the restaurants from prior visits.

7. Where do you eat the majority of your meals while at Snowbird?
   Of the respondents, 50 percent eat their meals at resort restaurants while 42.9 percent prefer to prepare their meals in their condominium.

8. What could Snowbird do to encourage you to dine more often at the resort restaurants?
   The comments/suggestions of respondents may be found in Appendix C.

9. What would you think of the idea of Snowbird adding a small grocery store at the resort?
   Only 12 of the 14 respondents answered this question. Of the twelve that responded, 66.7 percent think a small grocery store is a good idea.

10. What are other services you would like to see at the resort?
   Guests’ comments may be found in Appendix C.
Conclusions
CONCLUSIONS

The following conclusions are based on the data collected from the three questionnaires used in the research project.

1. The data shows that once guests are at the resort, they will most likely purchase food at 1 of the 12 resort restaurants.

2. Most guests rate the quality of dining experience between a 6 and a 7. While the rating of an individual restaurant may be higher than this, guest’s experiences at other restaurants often negatively influenced their overall rating of the Snowbird dining experience. Guests surveyed frequently mentioned the inconsistency of service between the different restaurants at Snowbird. Many guests notice a discrepancy between the prices they are paying and the service and value they are receiving in return.

3. Many of the guests, mostly in the day skier/rider group, complained about the food prices at Snowbird. However, this complaint was mainly given in connection with food ordered at the Grill and the Mid-Gad. From customer’s comments, it appears that there is a connection between the customer’s price sensitivity and the type of food being ordered. If a guest goes to the sit-down, more up-scale restaurants, he/she expects to pay a higher price for increased service and a nicer dining experience.

   However, when a guest is simply purchasing a hamburger at the Grill or Mid-Gad, he/she feels like the $6.50 price tag is excessively expensive. While guests may pay the $6.50 or more for a hamburger, many expressed the feeling of not receiving a comparable value for the price they paid for food.

4. Both the rental guest group and the condo owner/timeshare guest group ranked convenience as the number one influential factor in making eating choices. The second most influential factor was food selection.

5. Data from the questionnaires reveals that most resort guests learn about the restaurants via being at the resort and seeing them, in-room brochures, and by talking with friends and family.
Recommendations
RECOMMENDATIONS

The following recommendations to Snowbird are based on an analysis of the data gathered from the questionnaires and from the subjective observations of Wasatch Marketing team members. The information collected from the survey, together with subjective observations, were reviewed closely for significant patterns and trends that could help to give insights into possible improvements for Snowbird's food services. Wasatch Marketing has endeavored to apply effective marketing principles in making these recommendations and it is the opinion of our marketing team that Snowbird management should consider the following recommendations.

SNOWBIRD CENTER

1. **Place a 'Daily Specials' sign in front of the Forklift restaurant**—Placement of a chalkboard sign listing three or four daily menu specials outside of the Forklift restaurant should provide easier menu access to Snowbird guest. The restaurant name gives no indication of the type of food served inside and thus makes the decision process more difficult for the customer. A chalkboard sign, designed effectively, could help tired and sweaty skiers/riders more aware of the Forklift's menu and could in turn make them feel more inclined to purchase from the restaurant.

2. **Keep the Grille's barbecue open until 4:30 p.m.**—Many of Snowbird's guests indicated they would have purchased food from the Grille if it were still operating. Keeping the grille open a bit longer could increase sales volume of the popular barbecue by reaching those guests who just like to sit and relax for a time at the Snowbird Center—enjoying a few beers, the music, the sunshine—just the whole ambiance of being at a world-class resort. The feeling is that many skiers/riders are hungry at that time of day, but don't exactly feel like going into a fancier type restaurant when they are all wet and tired. However, the grille would still close early enough that resort guest would be hungry later on in the evening, but they would have the opportunity of getting cleanup and resting a bit before going to one of Snowbird's upscale restaurants.

3. **Consider lowering the cost of a hamburger at the grille to $4.50 and adding grilled chicken to the menu**—The majority of those guests who were surveyed expressed that they knew resort prices would be higher, but not $6.50 for a cheeseburger. Guests generally enjoyed their meal at the Grille, but they didn't feel the price matched the value they received—in a sense, they felt ripped off. The reasoning behind the recommendation to reduce the hamburger price has to do with guest perceptions. Since hamburgers are considered a common meal to many guests, they have a general feel for about how much they will usually pay. The problem arises when they see the high hamburger prices and their minds automatically register—overpriced. Reducing the price on hamburgers could help change cost perceptions among guests and give them an overall better feel about their stay at Snowbird; this recommendation is about passing value on to valued customers. Additionally, adding chicken to the menu
could induce more female guests to purchase from the grille. The general feel is that women prefer chicken and lean away from eating red meat.

MID-GAD

1. Post signs near the ski lifts indicating the busiest time at the Mid-Gad restaurant:
   Since the Mid-Gad is the only restaurant on the mountain, many skiers/riders who wish to eat lunch up on the hill go and eat at the only restaurant available for purchasing food. The problem is that many guests rush to the restaurant at the same time of day and cause a mass crowding that some skiers described as “a shouting match for food.” Signs indicating the busiest times may help Snowbird guests to plan ahead and avoid the long lines and crowds.

2. Reduce the price of hamburgers at the Mid-Gad and provide pre-wrapped sandwiches: The reasoning behind the price reduction is the same as the Snowbird Center’s recommendation, except in this case, guests are willing to pay a little more than they would at the Grille for the convenience of getting hamburgers on the hill. Pre-wrapped sandwiches would be beneficial for those guests who prefer to grab a quick bite to eat rather than spend time waiting for a cooked meal.

SNOWBIRD FOOD SERVICES IN GENERAL

1. Provide a food discount for season-pass holders: A discount of 5-10% on food purchases could encourage Snowbird’s most frequent visitors to dine more at resort restaurants. Additionally, advertising the food discount advantage provided to season pass holders could help to boost season ticket sales and retain existing season pass holders. Passing this value onto Snowbird’s most loyal customers would act to increase their commitment and positive attitude toward the resort.

2. Closely monitor the food service employees to ensure that the best quality of service continues at Snowbird: A general feeling from resort guests is that restaurant service is good, with maybe the exception of inconsistent portion sizes and occasional bad service from a restaurant employee. One guest did also mention the unsanitary handling of food at the Birdfeeder. However, to maintain a commitment to quality, Snowbird should continue in the regulation and training of restaurant employees.

3. Train lodge receptionists to provide more information and recommendations about resort restaurants to lodge guests at check in: Training lodge receptionist to introduce and to make recommendations on food services at Snowbird should help to increase awareness of the resort’s many dining choices. Guests should be made aware of restaurants at check in and shown how they can find out more information about the restaurants in a Snowbird brochure.
More research is needed to make any conclusions about the addition of a grocery store: Many guests expressed that they would use the store, however, their comments reflected that high prices would deter them from shopping there. WMR feels that Snowbird should explore the possibilities of establishing a grocery delivery service for condo owners and timeshare guests.

ADDITONAL RECOMMENDATIONS

1. **Build a walkway from the Snowbird Center to The Cliff Lodge**: This recommendation involves the design of a walkway that doesn’t interfere with the Chickadee, but provides a much-needed pedestrian access to The Cliff Lodge. While at the resort, WMR team members saw many guests slipping in the snow, gasping for breath, and trying to avoid out-of-control beginners on the ski hill that provided support for guest’s comments about the recommendation for a walkway. The added walkway would also increase the ease and access to the Snowbird Center’s many shops and restaurants.

2. **Design and implement a website that allows for online lift ticket sales and reservations**: Online purchasing of lift tickets and reservations would place Snowbird on the cutting edge of consumer buying trends. Allowing future guests to purchase online provides them with an added convenience and in turn provides for advanced ticket sales for Snowbird. In addition, online lift ticket sales would allow Snowbird to advertise Internet specials that could encourage customers to patronize the resort.
Appendix A
research proposal

Snowbird Research Analysis
INTRODUCTION

Snowbird resort offers year-round activities catering to the winter and summer recreationalists. Ski ticket sales, hotel accommodations, and restaurant services are all a source of revenue for Snowbird. Snowbird seeks to increase its revenues by finding ways to attract more guests to any of its 12 restaurants. Snowbird would like to obtain information from four target groups: condo owners, rental guests, destination guests, and local skiers. From this population, Snowbird wants to find out if and how the guests are responding to the marketing of its resort activities and restaurant services.

RESTAURANT SITUATION

Snowbird wishes to increase the number of guests visiting its on-site restaurants by obtaining information about its guests’ dining preferences. Snowbird would also like to know how members of each target group learn about its restaurant services and if its current advertising methods are effective in influencing them to patronize the resort restaurants.

RESEARCH OBJECTIVES

The objectives of the proposed study will be to determine what factors influence condo owners, rental guests, destination skiers, and local skiers to patronize on-site restaurants. As a part of this study, AMR will conduct market research to answer the following questions:

- Do owners/guests eat at the restaurants or bring their own food?
- What are the determinants of restaurant patronage?
- Are owners/guests aware of Snowbird’s restaurants?
- If so, how do they learn about the restaurants?
- How effective are current advertising methods?
METHODOLOGY

In order to meet the research objectives, WMR will conduct exploratory, secondary, and primary research. Exploratory research will provide WMR with background on the resort restaurant business and customer’s perceptions of Snowbird’s restaurant services.

EXPLORATORY RESEARCH

Larry Jackstein, Managing Director Sales & Marketing, met with WMR to discuss current marketing strategies and three possible target audiences to research. WMR will also meet with Liz McDonald, Research Director at Snowbird, and Rob Goldberg, Food Services Director, to gain a better understanding of Snowbird’s operations and marketing strategies. WMR will contact Ski Utah in order to obtain data from prior research about Utah’s food service industry. Our team will also visit The Canyons, Sundance, and Alta to investigate their methods of attracting patrons to their restaurants. These visits will provide a basis for comparison with Snowbird’s food services.

SECONDARY RESEARCH

WMR will gather secondary data from studies previously done for Snowbird. We will search for articles in recreation and travel publications in order to evaluate other methodologies used and to obtain any other information that might assist the purpose of this project.

PRIMARY RESEARCH

This phase of the research is dependent upon WMR obtaining a list of Snowbird patrons’ mailing addresses. With this list, WMR will obtain client’s name and addresses in order to send them questionnaires. WMR will also conduct primary research through on-site questionnaires to people from all four target groups. Team members will approach skiers while on the mountain, whether on the ski lifts or waiting in line, in the Snowbird Center, and at the Cliff Lodge and Spa to discuss their eating preferences at the resort. Anticipated results from the questionnaires will provide the following information:

- Eating habits while at the resort
- Perceptions of Snowbird’s restaurants
- Awareness of Snowbird’s restaurants
- How they learned about the restaurants

RESULTS OF RESEARCH

The information gathered from the questionnaires, mailings, and on-site interviews will be analyzed and presented to Snowbird in both written and oral formats. Based on the findings, WMR will provide recommendations and suggestions to assist Snowbird’s management in developing their upcoming marketing strategy.
SCHEDULE

Proposal to Client .......................................................... February 4, 2000

Questionnaires Completed and Mailed ................................ February 24, 2000

On-site Research ............................................................. 3 Decided Dates

Responses Compiled ......................................................... March 13, 2000

Project Completed ............................................................ March 31, 2000

Presentation ................................................................. April 4, 2000

BUDGET

Questionnaire Mailing ....................................................... $0
(Snowbird will provide postage for 1500 questionnaires) (Return: 375 x .41)

Printing of Questionnaires ............................................... $0
(1800 questionnaires)

Transportation ............................................................... $60
($15 per trip to Snowbird)

Printing of Report ........................................................... $90
(350 copies @ $.05)(10 color copies @ $1/page) x 7 reports

Binding of Report .......................................................... $96
(6 books @ $16)

Food for Presentation ..................................................... Provided by Snowbird

Contingency Fund ........................................................... $150

TOTAL ................................................................. $340

*Does not include $500 donation to the Marriott School of Management
(Will be billed for actual costs, not to exceed this amount)
AGREEMENT STATEMENT

Wasatch Marketing Research agrees to prepare the outlined project and to provide Snowbird with conclusions and recommendations derived from collected data. WMR will present its findings to Snowbird on April 4, 2000 at 3:30 p.m. at Brigham Young University.

WMR agrees that all information gathered during the course of research will be held in strict confidence and will become the property of Snowbird upon completion of the project. All other uses of the research material will be limited to education purposes at Brigham Young University. Any other expression of the research material contained in this project must receive written approval from Snowbird.

WMR accepts full responsibility for all research performed and all recommendations made. WMR will not be held responsible for the use of information of the implementation of recommendations. Neither Dr. Ray Andrus, Brigham Young University, nor the Marriott School of Management, will be held responsible for the research or its results.

Snowbird in return agrees to pay the budgeted expenses listed on a schedule agreed upon by both parties and to have at least one representative at the scheduled presentation.

Any alterations to this agreement, proposal, or budget, will be made only with full agreement of all undersigned parties. Alterations are to be signed and submitted as amendments and attached to the back of this statement.

Wasatch Marketing Research and the Marriott School of Management thanks Snowbird Resort for their $500 donation.

Snowbird Ski Resort

Larry Jackstien, Managing Director
Sales and Marketing

Aspen Marketing Research

Chelsea Green

Robert A. Dean

S. Todd Hillstead

Sharah Smith

Proposal approved by:
Dr. Ray Andrus, Marketing Professor
GROUP PROFILE

Robert Dean
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Chelsea Green
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Todd Hillstead
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Sharah Smith
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Senior, Business Management, International Marketing Emphasis
Sales experience
Enjoys running, reading, and the arts
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Appendix B
code sheet and questionnaires
“WHERE DID YOU EAT TODAY?” QUESTIONNAIRE

Rider’s Market Research department wants to make your stay more enjoyable. We appreciate you filling out this short questionnaire about the resort’s restaurants.

Where is your home?
_Utah _U.S. (zip) _Canada _Latin America _Asia _Europe _Other

You are not from Utah, how many days will you be staying at Snowbird? __
You are from Utah, how many times do you usually visit Snowbird each year? __

If you eat or plan to eat at one of the resort restaurants today, or have you already?
_Yes At which restaurant(s)? __
_No Brought food _Ate/will eat elsewhere _Other __

On a scale of 1-10, what is your opinion about the food quality and selection at Snowbird?
(1) (2) (3) (4) (5) (6) (7) (8) (9) (10)

On a scale of 1-10, what is your opinion about food prices at Snowbird?
(1) (2) (3) (4) (5) (6) (7) (8) (9) (10)

Comments: ___________________________

How did you learn about Snowbird’s restaurants?
_Saw them _Friends _Magazines _Billboards _Internet _Newspapers _Radio _Other __________________________

What can Snowbird do to get you to eat more at one of its restaurants?

______________________________
RENTAL GUEST QUESTIONNAIRE

Snowbird's Market Research department wants to make your stay more enjoyable. We would appreciate you filling out this short questionnaire about the resort's restaurant services.

1. What brings you to Snowbird?
   - Conference or Meetings
   - Skiing/Boarding
   - General Vacationing
   - Other

2. Which of the resort restaurants have you dined at?
   - Aerie
   - Summit Café
   - Sushi Bar
   - Forklift
   - Keyhole Junction
   - Lodge Club Bistro
   - Wildflower
   - Steak Pit
   - The Atrium
   - Birdfeeder
   - The Rendezvous
   - General Gritts Deli
   - Pier 49
   - Mid-Gad Restaurant
   - None (Skip to question 8)

3. On a scale of 1-10, how would you rate the quality of your dining experience?
   - (1) (2) (3) (4) (5) (6) (7) (8) (9) (10)

4. Which of the following factors most influence your eating choices at Snowbird?
   - Price
   - Food Selection
   - Convenience
   - Dining Hours
   - Other

5. How did you learn about Snowbird's restaurants?
   - Saw them
   - In-room brochures
   - Friends
   - Other Guests
   - Selling Agents
   - Hotel or Restaurant Personnel
   - Magazine
   - Don't Know about them
   - Other

6. Where do you eat the majority of your meals while at Snowbird?
   - Resort's restaurants
   - In the city
   - Alta
   - Other

7. What could Snowbird do to encourage you to dine more often at the resort restaurants?

8. What are other services you would like to see at the resort?

Comments:
OWNERS AND TIMESHARE GUEST QUESTIONNAIRE

Snowbird’s Market Research department wants to make your stay more enjoyable. We would appreciate you filling out this short questionnaire about the resort’s restaurant services.

1. Are you a condominium owner or a timeshare owner or guest in a condominium?  
   _ Condominium Owner _ Timeshare Guest

2. What brings you to Snowbird today?  
   Conference or Meetings Skiing/Boarding General Vacationing  
   Other ------

3. Which of the resort’s restaurants have you dined at?  
   _ Aerie _ Summit Café Sushi Bar _ Forklift _ Keyhole Junction  
   _ Lodge Club Bistro _ Wildflower _ Steak Pit _ Birdfeeder  
   _ The Rendezvous _ General Gritts Deli _ Pier 49 _ Atrium  
   _ Mid-Gad Restaurant _ None (Skip to question 8)

5. On a scale of 1-10, how would you rate the quality of your dining experience?  
   (1) (2) (3) (4) (5) (6) (7) (8) (9) (10)

6. What factors most influence your eating choices at Snowbird?  
   _ Price _ Food Selection _ Convenience _ Dining Hours  
   _ Other ------

7. How did you learn about Snowbird’s restaurants?  
   _ Saw them _ In-room brochures _ Friends _ Selling Agents  
   _ Other Guests _ Bird Magazine _ Hotel or Resort Personnel  
   _ Don’t Know About Them _ Other ------

8. Where do you eat the majority of your meals while at Snowbird?  
   _ Resort restaurant _ Alta _ In the city _ Prepare yourself in condo  
   _ Other ------

9. What could Snowbird do to encourage you to dine more often at the resort restaurants?  

10. What would you think of the idea of Snowbird adding a small grocery store at the resort?  
   _ Good idea _ I’d use it _ I’d probably not use it _ Bad idea  
   Comments: ------

11. What are other services you would like to see at the resort?  

   ------
Appendix C
comments from questionnaires

Snowbird Research Analysis
SKIER/RIDER COMMENTS

QUESTION NO. 8
(What can Snowbird do to get you to eat more at one of its restaurants?)

PRICE

1. Common statement: $6.50 for a hamburger!!!
2. Lower prices, more tables - Lower prices – usually bring own food
3. Forklift was 20% overpriced; we ordered a beer, it took too much time then the beer was bad and they were charged for 2 pitchers
4. More affordable
5. Lower prices, more tables
6. Lower the price
7. Likes the grill idea’ but 7 bucks for a burger is high
8. Prices are high, but willing to pay the price at Snowbird
9. Price double that of McDonald’s is reasonable, but these prices are unreasonable
10. Prices are reasonable but advertising stinks
11. Case of 30 hamburgers can be bought for $10.80
12. Prices don’t match quality
13. Food is great, but price way too high
14. Prices at Mid Gad were crazy, will never eat there again!
15. Prices at Birdfeeder not bad
16. $4 is reasonable for a hamburger
17. 10-20% discount for season pass holders would be great
18. Drop prices considerably!
19. Lower prices, Lower prices, Lower prices!!!
20. Deer Valley had great food deals; a huge plate of pasta for $7
21. More food for your money
22. $8.50 for a hamburger is a bit much

SERVICE

1. Open sign at Birdfeeder when it was really closed; had to wait in line with skiers for coffee
2. Don’t like paying first at the Wasatch Grille
3. Catering for patrons, but willing to pay for services
4. Liked services; liked valet parking; like lift chairs system; well-groomed mountains; courteous ski patrol
5. Nothing open at the time wanted; more convenient hours
6. Liked the valet parking, chair lifts and employees
7. Promotion is horrible
8. Would like to have seen some advertisements for the cafeteria
9. Buses insane, after 9:30 UTA stops
10. Fireplace, good atmosphere; outdoor bar; live band after skiing, free drinks
11. Like outdoor seating
12. Live band and fire at the base; keep them there for Apres – ski activity; that will get more of your money
13. More seating
14. Lots of outdoor seating and entertainment
15. More seating; covered seating
16. Faster line service
17. More organized lines up at Mid-Gad
18. Very crowded, slow at Mid-Gad; break up lines
19. Keep the Grille open longer, would’ve gotten a hamburger if it was open

QUALITY

1. Better food, free beer
2. Portion size not consistent
3. Better quality; soup was good but the sandwich was mediocre
4. More like Deer Valley would be nice
5. Warm, toasted buns
6. Didn’t care much for the quality; went downtown and had a better experience
7. Mid Gad quality stunk, but Forklift quality is good, prices still too high

SELECTION

1. Another deli; General Gritts is too packed. Want to be able to have restaurants where you can go in and order a sandwich and then take it out – don’t have to stay in.
2. Looking for diabetic food
3. Want regular hot chocolate at Mid Gad, not just gourmet
4. More variety, bigger portions
5. Get more restaurants on the mountain
6. Better selection, more variety
7. More selection, better prices; combo – burger, chips, soda
8. More restaurants on the mountain
9. Love the variety at the cafeteria and salad bar
10. Need kids portions, too much food for kids to eat
11. Grilled chicken at the grill instead of just hamburgers
12. More upscale sandwiches (foccacia bread)
13. Food court; Blimpies, Taco Bell, Pizza Hut, etc/we’d pay 30-40% more
14. More upscale restaurants

OTHER

1. Deal with ticket; Meal and ski ticket
2. Signs telling hours – telling which hours the restaurants are opened
3. Large billboard on mountain
4. 2 for 1 hamburgers
5. For season pass holders, discount for drinks and stuff
6. Coupons
7. Sign with specials out front of the restaurant
8. Gad 2 seating; bring back music at chair lifts—loved the music

**RENTAL GUEST COMMENTS**

**QUESTION NO. 7**

(*What could Snowbird do to encourage you to dine more often at the resort restaurants?*)

**PRICES**

1. Lower prices!!!
2. Lower price with more regular food—regular Italian food, good hamburger at night
3. Lower price—too expensive. More expensive than dining in a NYC restaurant. The price factor is an impediment to our returning to Snowbird
4. Better prices, too expensive, too fancy—need average/everyday food
5. Lower price and home style
6. We prefer to cook our own food because it’s more economical

**SERVICE**

1. Friendly staff and servers
2. Have more restaurants and better hours
3. More places to eat breakfast
4. Choice, Availability, Convenience
5. Mid-Gad grille to stay open longer
6. Workers at Forklift didn’t handle food well; not very sanitary at all—handling food and money without washing hands.
7. Cater more to children
8. Room service from the restaurants and menu’s in guest information notebook
9. Better descriptions of each restaurant and menus for each
10. We would have preferred to eat dinner at the cafeteria if it would’ve been open

**QUALITY**

1. Better quality food at Keyhole
2. Better quality overall and more consistent
3. Better food
1. Liked the lockers at the Cliff Lodge
2. Great ski lessons
3. Add the cost of the health spa into the room so that the guests don’t feel like they have to pay extra — free use of health spa
4. Better service; better trained servers — sometimes very rude
5. Friendlier employees — just to say hello or smile as they walk by
6. The rental store was not helpful to the first time skiers. They did not spend the time personally help the customer. Did not even show them how to use the skies
7. Connect all buildings with heated walkways
8. Better on-mountain meals; too expensive for quality
9. Day time babysitting, organized babysitting and eating area next to restaurant
10. Fast food restaurants
11. More accessible Jacuzzis and room service
12. Continental breakfast at the Inn
13. Shuttle service between all hotels and Snowbird center
14. Everyone here is helpful, friendly, and informative. I will come back because of the great service. It was the best from the hotel’s front office to the valet attendant. The skiing was incredible, but the people make you want to stay as long as you can.
OWNERS AND TIMESHARE GUESTS

QUESTION NO. 9
(What could Snowbird do to encourage you to dine more often at the resort restaurants?)

1. Good thorough cleaning of the restaurants – they are filthy!
2. Employee training. Most are rude and do not acknowledge your existence. Their demeanor is sloppy and unkempt. No hustle, no manners.
3. More kids restaurants
4. Better availability of baby-sitters
5. Rendezvous is very poor
6. Better selection
7. Better hours
8. Liked paying for the salad by the ounce
9. Don’t have weird hours – Don’t arbitrarily change dining hours
10. Lower prices, better food
11. Provide microwave dinners
12. Get a real quality chef and lease one location to a non-Snowbird restaurant

QUESTION NO. 10
(What would you think of the idea of Snowbird adding a small grocery at the resort?)

1. Perfect idea! That would save us the trip of going into Salt Lake for groceries
2. Excellent! Either a store or a grocery delivery service
3. Will store draw business away from restaurants and other businesses? Store might keep them in their rooms
4. Thought Gritts was a small grocery store
5. Probably would be better to co-create one with the town of Alta with more variety and less price gouging than currently goes on at Snowbird

QUESTION NO. 11
(What are other services you would like to see at the resort?)

1. Covered walkway from the Cliff Lodge to the Snowbird Center
2. A grocery store
3. Combine the lodging with some sort of ski school/lift ticket deal – rent a room and get a discount on ski school, etc
4. Have conferences at the Snowbird Center
5. Have brunch offered at the Snowbird Center – use advertising to get more business
6. Make dining hours and restaurants more accessible
7. Ski bus connection is so bad for skiers who come from other countries because they don’t have a car
8. How about ski movies at the center instead of the Cliff
9. Full service grocery badly needed
10. More Ski Patrol monitoring slow areas. We had one good meal at Lodge Club and one terrible one—the striped bass was skimpy and the quesadilla was supposed to have chicken added but it was barely there. Rib eye steak was inferior. Had salmon at Lodge Club—excellent. Need to get consistent. Aerie was OK—prime rib disappointing. Forklift—breakfasts are a ten! Do need to get meals to the table hot. On some days the restaurants closed earlier than advertised.

11. An independent Starbucks franchise. It would be very helpful to put the restaurant and lounge hours of operation in both the summer and winter guest guide pages that describe the restaurants. Sample menus might also help people decide where they would like to dine.
Appendix D
graphs
HOW DID YOU LEARN ABOUT THE RESTAURANTS?

- SAW THEM 52%
- IN-ROOM BROCHURES 11%
- PRIOR VISITS 2%
- PERS 11%
- OTHER GUESTS 3%
- SAW THEM/OTHER 6%
- DIDN'T KNOW 2%
- OTHER 6%
INFLUENCES ON DINING CHOICES

TIMESHARE AND RENTAL GUESTS
**RENTAL GUESTS**

- Aerie: 18
- Bistro: 16
- Keyhole: 14
- Junction: 12
- Rendezvous: 10
- Wildflower: 8
DINING EXPERIENCE RATINGS

Low

High