

Fall | 16

Pagosa Springs Area Tourism (PSAT)

Consumer Satisfaction and Demographic Information Study

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Executive Summary

Pagosa Springs serves as a final destination for people of all ages to refresh their spirit, restore their sense of fun, and reconnect with family and friends. From its pristine rivers, verdant valleys, and abundant wildlife to its assortment of artisans, historic sites, and art galleries, Pagosa Springs embodies the idyllic vision of what Colorado was always meant to be. With its large variety of attractions it offers much to its visitors – including its national monument, hot springs, outdoor-based recreation, and concerts/festivals.

To increase awareness of these opportunities provided by Pagosa Springs Area Tourism (PSAT), Tourism Board Director, Jennifer Green, utilized the Hillsdale College Marketing Research Class to conduct a research study investigating segmentation variable data (demographic and behavioral) and provide consumer information. The research team created an online questionnaire to determine consumer rationale for visiting Pagosa Springs, visitor preferences and satisfaction. This will provide PSAT with information that will allow it to more effectively market toward tourists – potentially increasing primary conversion rates and bringing in more visitors between the months of November and April.

To achieve this end, 27,624 surveys were successfully sent to an email list provided by PSAT; emails were sent through the online survey database Qualtrics. As an incentive, PSAT offered a \$5 Amazon e-gift card to the first 50 respondents. A grand prize including the following will also be gifted to one lucky respondent who enters in the drawing: a 3 night stay at High Country Lodge & Cabins, 3 dinners of his/her choosing from participating restaurants, passes to 3 different hot springs facilities with 2 additional activities he/she may choose, and \$200 Shell gas card. In total, 2,132 surveys were completed. This resulted in a 7.7 percent gross response rate. With the 2,132 completed surveys, the calculated sampling error was 2.1 percent.

Data suggests most respondents visited southwest Colorado with just one other person on their most recent trip (51.8 percent), 39.4 percent staying 1-3 days at their primary town destination, closely followed by 4-6 days (34.1 percent) – only 4.5 percent stayed longer than 14 days. Overnight visitors were most likely to stay in a hotel or motel (35.5 percent), but some stayed in a vacation rental or cabin (26.9 percent). The main reason for visiting Pagosa Springs was for rest and relaxation (36.8 percent), the next reason was outdoor adventure (21.4 percent), and only 15.8 percent said the main reason was hot springs.

With regards to PSAT's activities and lodging options, respondents felt quality was "very good" (on a scale from 1-5, 5 being "Excellent"). Outdoor adventure had highest average quality (4.4), followed closely by hot springs (4.3) – variety of recreational activities, Pagosa Springs' accommodation, and Chimney Rock National Monument were all rated "Very Good" as well (4.2, 4.2, 4.1 respectively). When asked to compare Pagosa Springs to other destinations, Pagosa Springs came up short. On a scale from 2-5, with 5 being "I Completely Agree," 4.4 was the highest average level of agreement reached (price of lodging, and price of activities). Respondents did not feel Pagosa Springs' prices for accommodations and activities were more reasonable than other destinations, and did not feel booking a hotel in Pagosa Springs was easier than in other destinations.

Pertaining to PSAT's off-season, only 19.7 percent of respondents said they had visited Pagosa Springs between the months of November and April, meaning that the majority of respondents have not visited during Pagosa Springs' off-season (80.3 percent). Of those who did not visit Pagosa Springs between November and April, 47.5 percent said their primary reason for not visiting was "Not our normal vacation time". Surprisingly, only 14.9 percent said they did not visit due to the seasonal climate (heavy snowfall) and a mere 2.5 percent gave the reason of road conditions.

After analyzing the data, the research team developed three recommendations. First, PSAT should establish a relationship with local vacation rentals/cabins. If PSAT could create this relationship with the owners of these rentals with the inclusion of an incentive for those respondents staying – including an incentive pertaining to visitors within this age range who are likely to have children – not only would PSAT benefit with more visitors between the months of November and April, but also create long term benefits with local businesses. Second, PSAT should create a competitive edge through its attractions. PSAT should market to its potential visitors based on its high quality and variety of activities. With this, PSAT can then further influence potential visitors to choose Pagosa Springs over other comparable destinations. Third, focus on increasing visitor satisfaction, as this will encourage visitors to return to Pagosa Springs. A relationship was discovered between a respondent's overall level of satisfaction and his or her likelihood of returning. The more satisfied the individual was, the more likely he or she was to return. PSAT could increase the return rate to Pagosa Springs by always striving to better satisfy its visitors. One way PSAT could do this is by offering a discount to first time visitors, as there was also a statistically significant relationship between a respondent's feelings towards pricing and their overall satisfaction. This discount could include lodging or activities (such as Pagosa Springs' top activities: outdoor adventure, hot springs, or spas). The idea would be to give first time visitors motivation to return. If they are given a discount on certain highly rated activities, they

will be more satisfied with their trip, and therefore more likely to return to Pagosa Springs in the future. Taking these steps will help PSAT flourish as a tourist destination.

Background

Pagosa Springs serves as a final destination for people of all ages to refresh their spirit, restore their sense of fun, and reconnect with family and friends. From its pristine rivers, verdant valleys, and abundant wildlife to its assortment of artisans, historic sites, and art galleries, Pagosa Springs embodies the idyllic vision of what Colorado was always meant to be. With its large variety of attractions it offers to its visitors – including its national monument, hot springs, outdoor-base recreation, and concerts/festivals.

Research Objectives

Through an online questionnaire, this analysis seeks to assess segmentation variable data (demographic and behavioral) and provide consumer information, which will provide PSAT a more effective way to market to its tourists.

1. Determine consumer rationale for visiting Pagosa Springs over its surrounding communities.
2. Rank Pagosa Springs' attractions in an effort to discover how PSAT can better cater to consumer preferences to increase satisfaction in a more effective way.
3. Identify a way to advance PSAT's primary and secondary conversion rates. PSAT's primary conversion rate is an over-night stay, while its secondary conversion rate is a brochure request.
4. Identify possible options to increase PSAT's overnight stays in April, November, and midweek.

Secondary Research Executive Summary

Secondary research involves the investigation of secondary sources of data and precedes primary data research. For this study, it is used in establishing the context and parameters for primary research. Below is the summary of secondary research findings.

Southwestern Colorado is an adventurer's paradise. The region boasts an array of activities that draw in people who love the outdoors from all over the country. The tourist attraction-filled towns of southwestern Colorado have been taking on projects to increase tourism in their areas. From "facelift" projects like ice parks and miniature golf courses to the introduction of new trails and national monuments, southwestern Colorado has been making a fervent effort to garner more attention from vacationers. The Animas River disaster has caused some damage to those efforts and led to legislation surrounding the involvement of environmentally active organizations in places like southwestern Colorado. This disaster has prompted the institution of even more attractions to affected communities to compensate, resulting in renewed marketing strategies and tourism efforts.

The full report can be found in the appendix.

Limitations

Limitations are any conditions that restrain the study.

The following represent limitations encountered within the study:

- Of the 27,624 surveys sent out, 1,879 opted out, 2,298 were started and 2,132 were completed. The survey was not administered to an additional 1,385 respondents as their email address either bounced back or failed.
- Non-respondent bias. Answers of respondents may differ from the potential answers of those who did not respond to the survey.
- Respondent bias, as the email list contained those visitors who had requested tourist information on Pagosa Springs
- Some of the questions included an "Other", "Not Applicable", or "Prefer Not to Respond" option, which could have produced respondent bias, or skewed data

Method

This section describes the method used to obtain data used in the research study.

Definition of the Population and Sample Plan

The research team constructed a primary research study sampling visitors who had requested travel information about Pagosa Springs. These individuals are of all age ranges, lifestyles, and income levels. The common denominator between the sampled

individuals is their previous travel request about Pagosa Springs within the last 5 years. The survey population provided their emails to PSAT in the past, and the list of those individuals in the population were groomed to remove duplicates and against other towns in the study. This list was provided to the research team through PSAT.

Questionnaire Development

The research team sent out a 27 question, undisguised questionnaire through Qualtrics Survey Software (QSS): an online survey platform provided by Hillsdale College. The email included a cover letter specifying the purpose of the survey and further instruction for survey completion. The questionnaire was developed using QSS, and designed to address the research objectives and provide beneficial feedback for the client.

As one of the qualities for completing the survey was having visited southwest Colorado in the last 5 years, a screening question at the beginning of the survey was designed to determine which individuals had visited. Categorical questions were expressed in dual choice or multiple choice formats in addition to metric questions in natural and synthetic forms.

Data Collection

The questionnaire was delivered to the recipients through the use of QSS. An email with an explanation of the survey purpose was sent prior to an email containing the link to the survey. Emails were distributed to 27,624 individuals taken from PSAT's email list. The survey was distributed on Wednesday, November 4, 2015 with a response deadline of Sunday, November 8, 2015. A reminder email was sent to recipients on Saturday, November 7, 2015 before the survey was closed on Sunday, November 8, 2015.

To incentivize participants' completion of the survey, PSAT offered a \$5 Amazon e-gift card to the first 50 respondents. A grand prize including the following will also be gifted to one lucky respondent who enters in the drawing: a 3 night stay at High Country Lodge & Cabins, 3 dinners of his/her choosing from participating restaurants, passes to 3 different hot springs facilities with 2 additional activities he/she may choose, and \$200 Shell gas card.

Non-sampling and Sampling Error Reduction

The survey resulted in 2,298 responses overall (this number is prior to excluding the incomplete surveys). In order to avoid respondents potentially exiting the survey before completion, survey settings were adjusted to accommodate skip questions. Skip questions resulted in incomplete surveys. All questions were also marked as force response, requiring respondents to answer all questions.

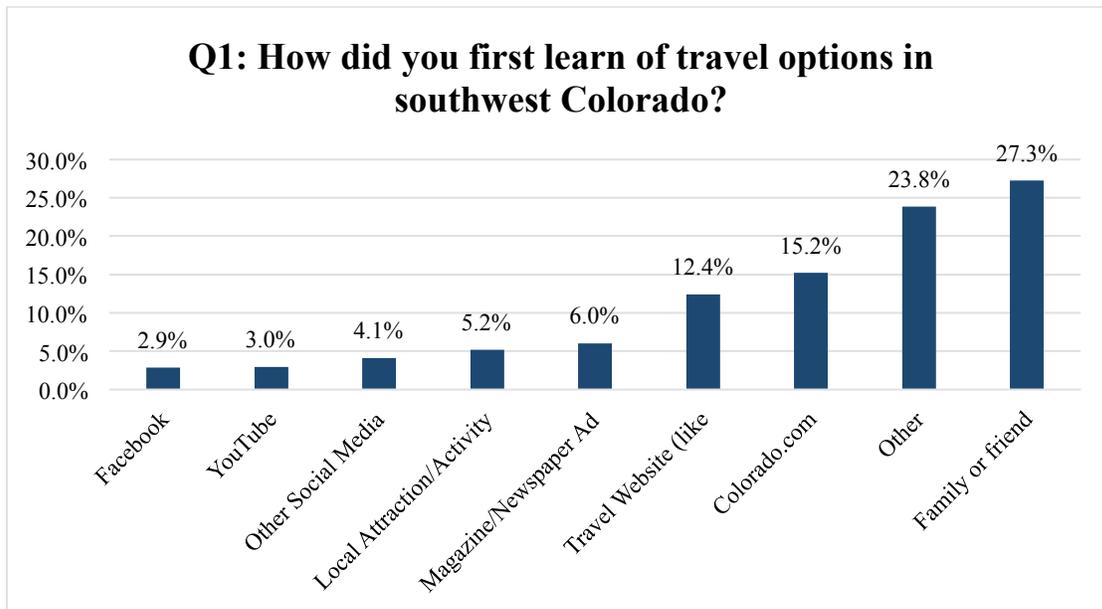
Sample Error

The research team calculated the sample error to be 2.1 percent.

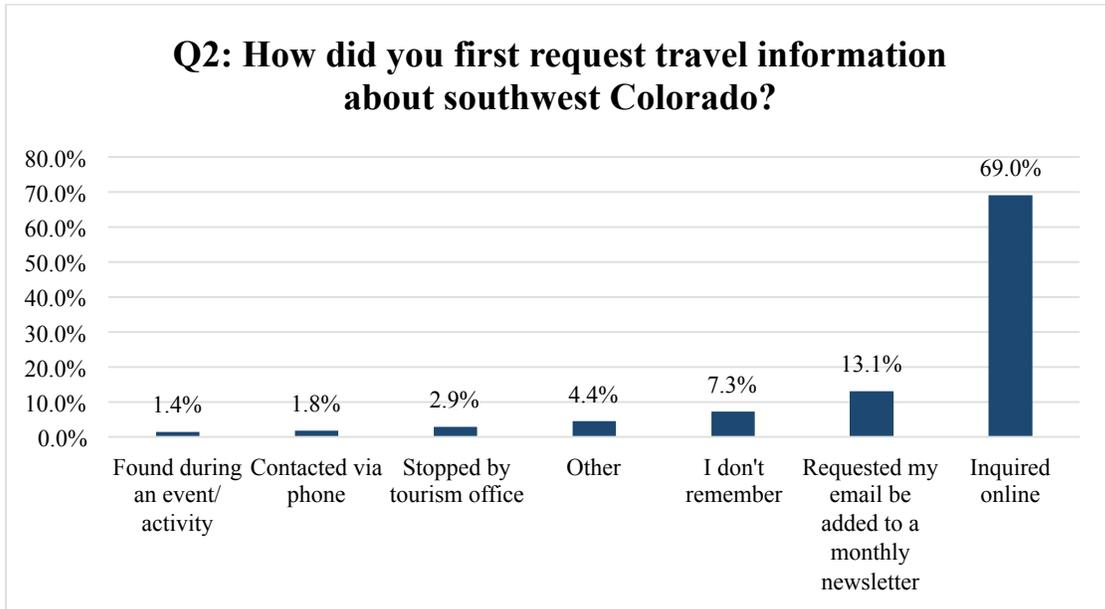
Findings and Questionnaire Analysis**Response Rate**

Of the 27,624 surveys emailed, 2,132 were completed. The survey was not administered to 27.4 percent of the candidates, as they had not visited southwest Colorado within the last five years. The gross response rate was 7.7 percent.

Questionnaire Results

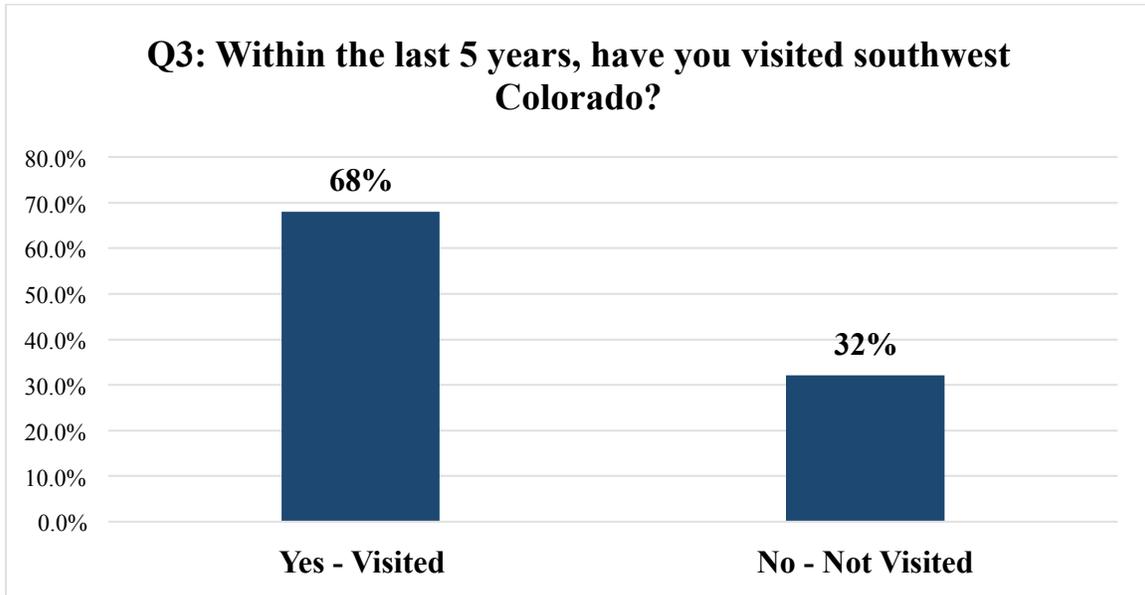


The team opened the survey with a categorical, multiple-choice question to discover where respondents first heard of travel options in Southwest Colorado. Results showed 23.8 percent listed they learned from other sources and that the greatest amount at 27.3 percent were referred by family or friends.

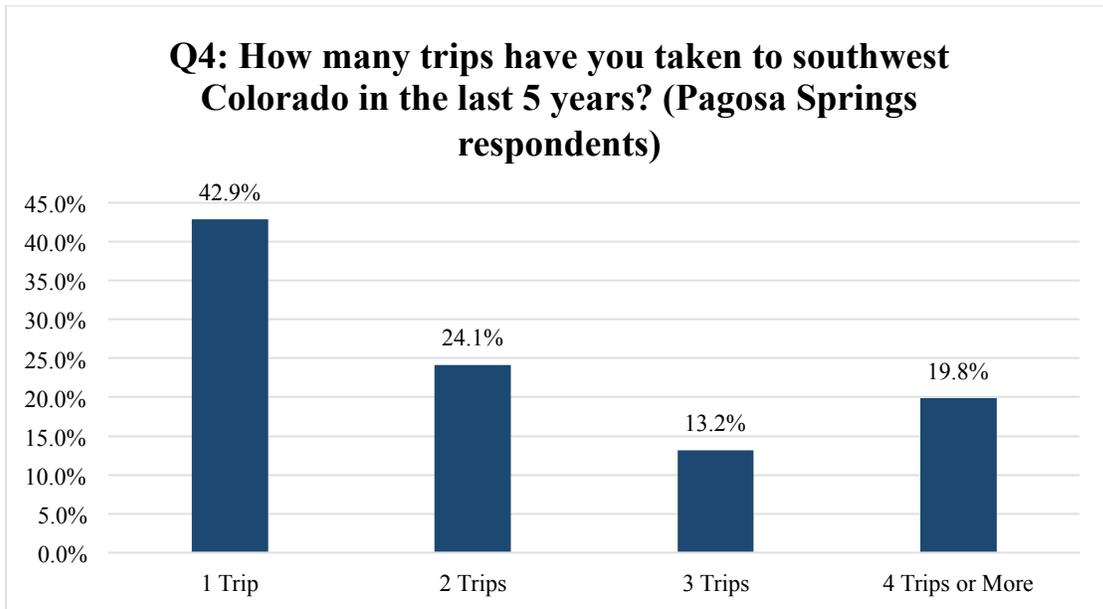


A categorical, multiple-choice question used percent summarization to uncover that the majority (69.0 percent) inquired online about travel information. Of those who did not inquire online, 13.1 percent requested their emails to be added to a monthly newsletter. Of the respondents, 7.3 percent did not remember how they first requested travel information. The vast majority of respondents (69.0 percent) inquired online to request travel information about southwest Colorado.

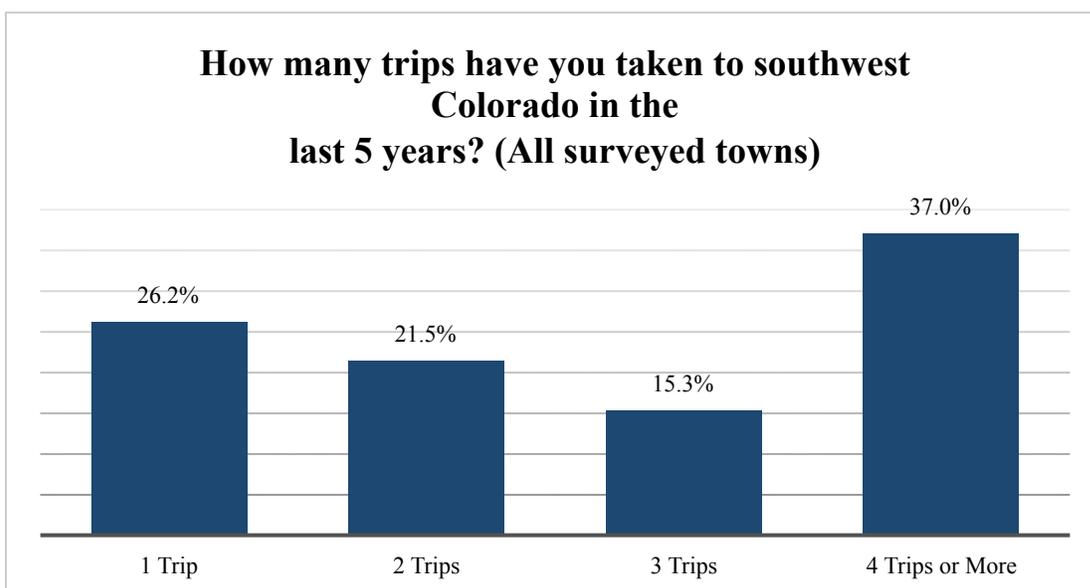
Note there is bias in this question. Since this was an online survey, it is reasonable to expect respondents may have a preference to online resources such as those listed in the categorical responses.

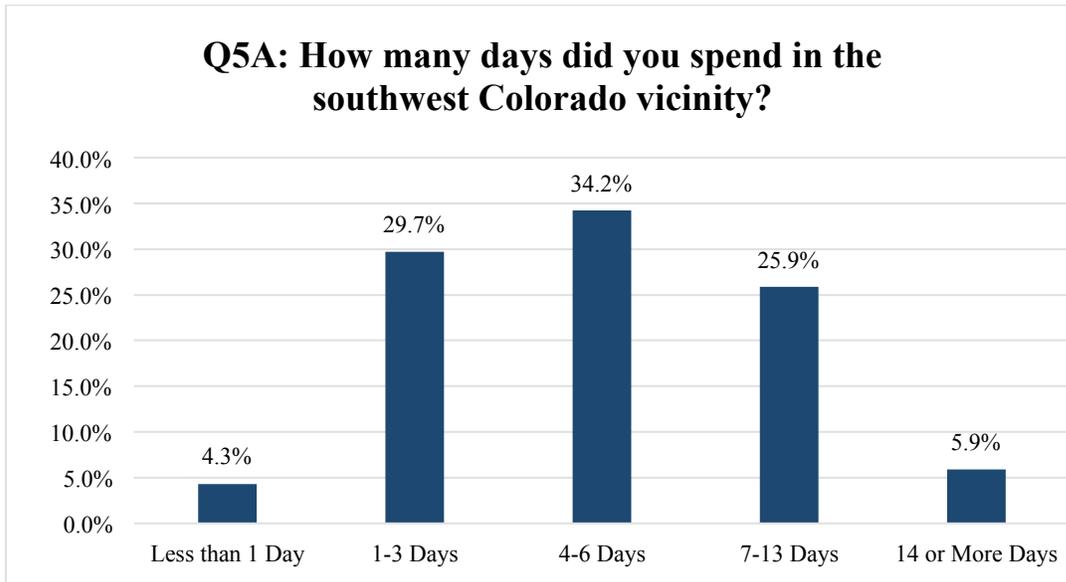


This categorical, multiple-choice question was asked in order to determine Pagosa Springs' conversion rate. Of respondents who had requested travel information from PSAT (PSAT's entire email list), 68 percent of them ended up visiting southwest Colorado in the last 5 years.

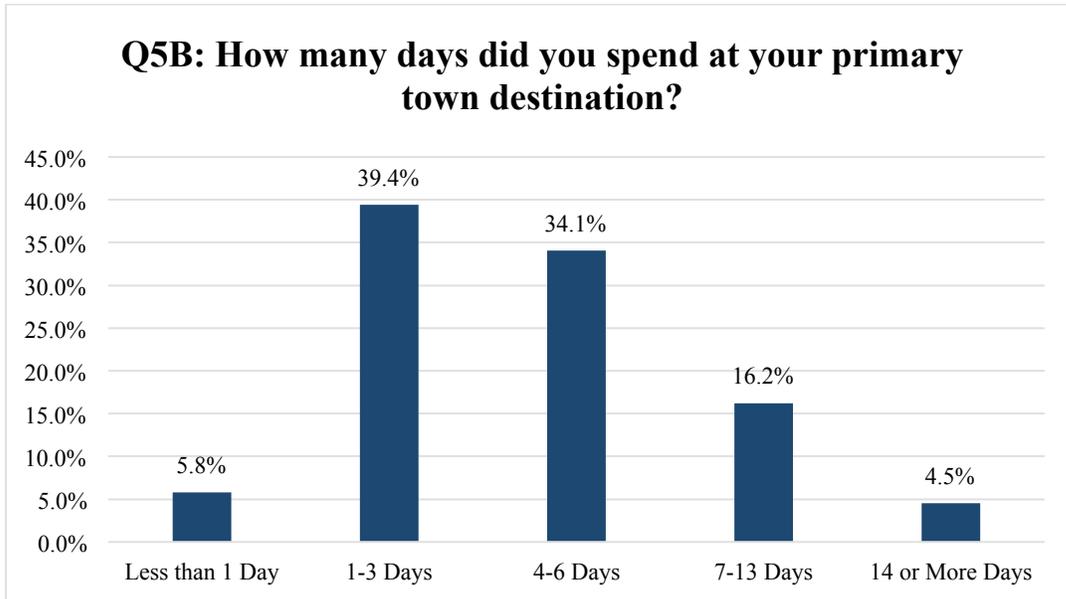


The team implemented a categorical, multiple-choice question requiring the use of percent summarization. The majority (42.9 percent) have taken one trip to Colorado in the last five years, while 24.1 percent have taken two trips, 13.2 percent have taken three trips, and 19.8 percent have taken four or more trips in the last five years. The graph below contains data corresponding with all surveyed towns. It is interesting to note Pagosa Springs' respondents were more likely to have only visited once in the last 5 years, whereas when looking at all surveyed towns, most respondents had taken 4 or more trips (37.0 percent).

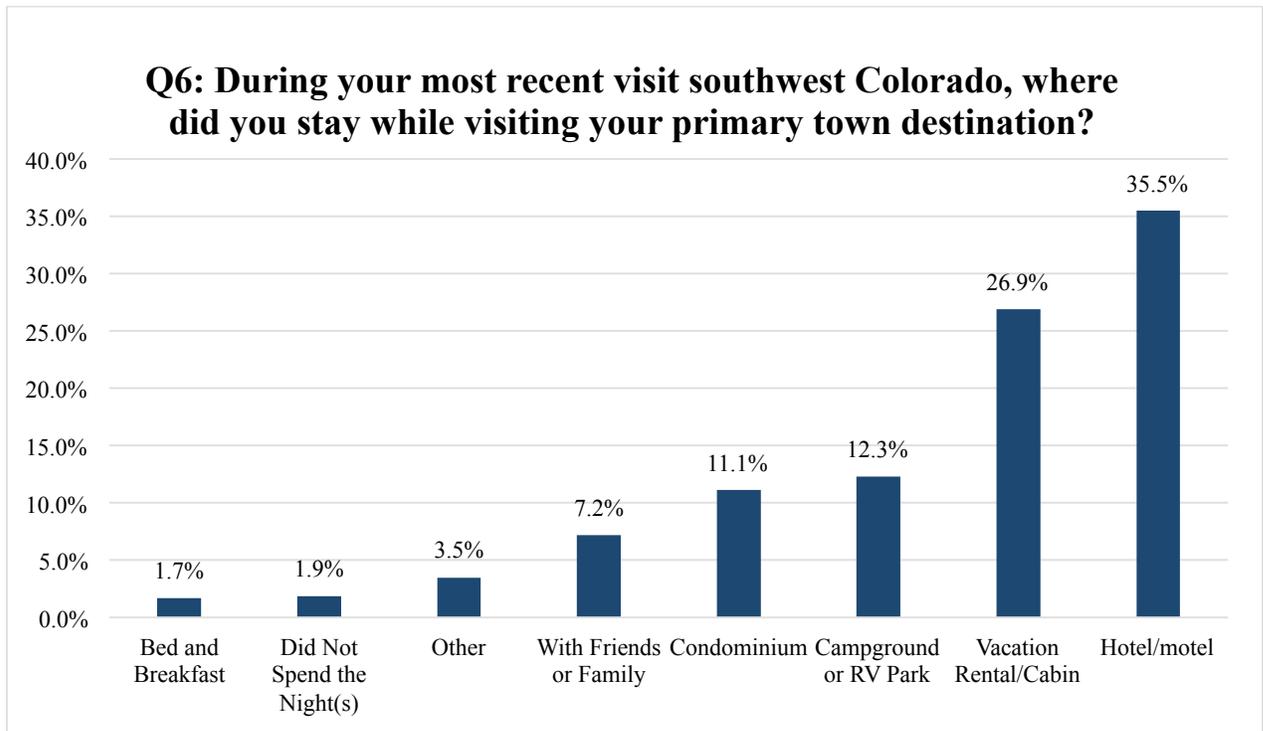




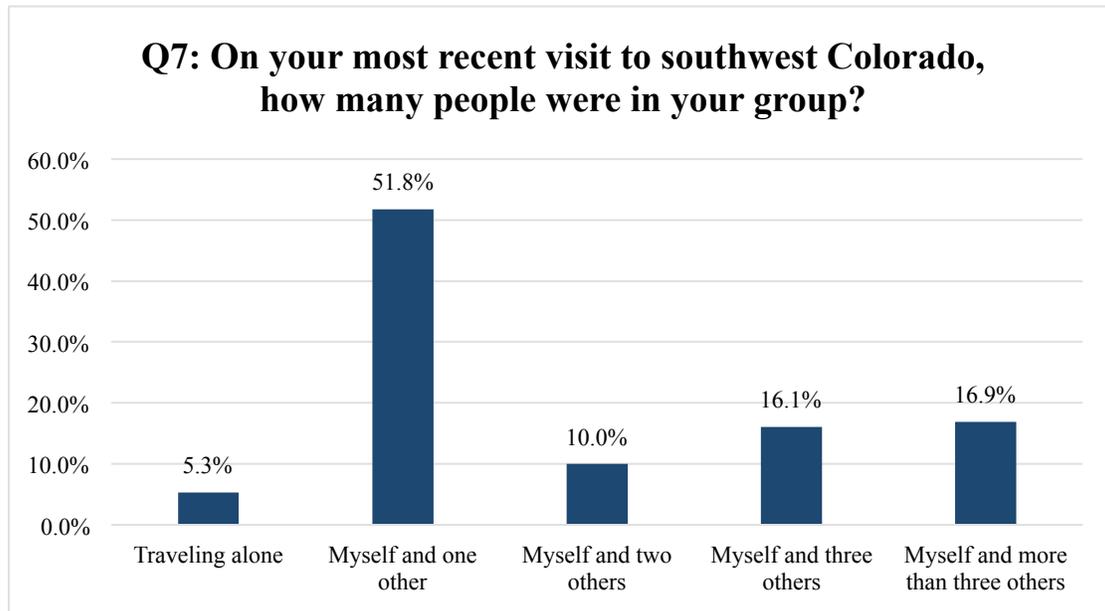
To determine how many days respondents spent in the southwest Colorado area, the team used a multiple-choice, categorical question that utilizes percent summarization. Those that spent one to three days totaled 29.7 percent, 34.2 percent spent four to six days, and 25.9 percent spent seven to thirteen days in southwestern Colorado. The majority (34.2 percent) spent four to six days.



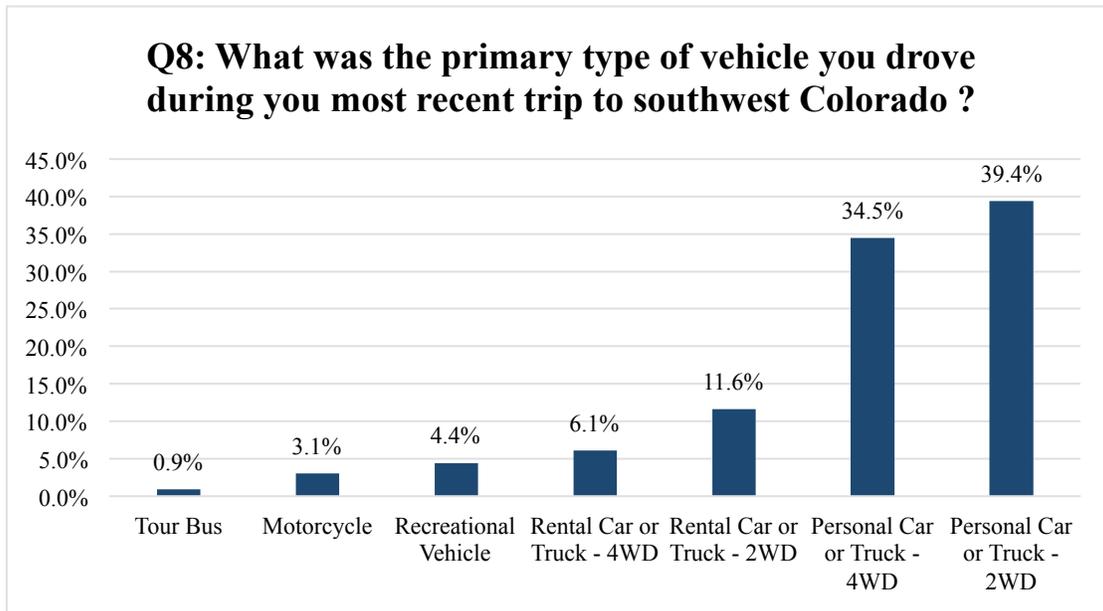
Of all respondents, the majority, 39.4 percent, spent one to three days at their primary destination, 34.1 percent spent four to six days, and 16.2 percent spent seven to thirteen days.



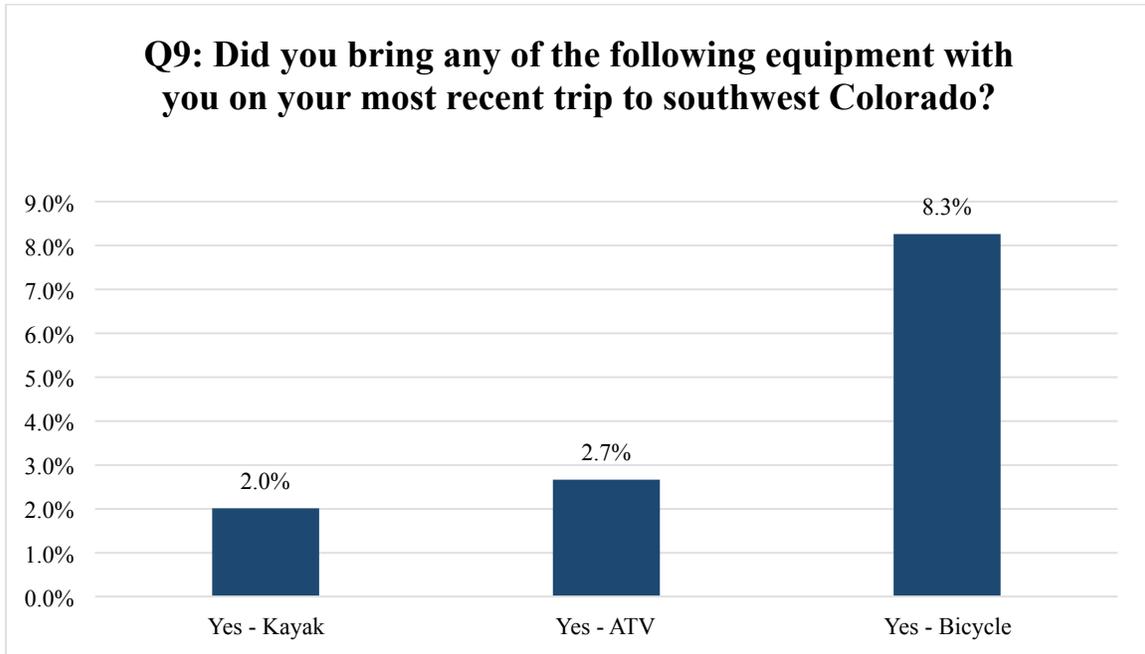
A categorical, multiple-choice question was asked regarding respondents' choice of stay during their trips to southwest Colorado. The percentage summarization represented a majority of 35.5 percent of respondents stayed at a hotel or motel, while 26.9 percent stayed at a vacation rental or cabin, and another 12.3 percent stayed at a campground or RV park.



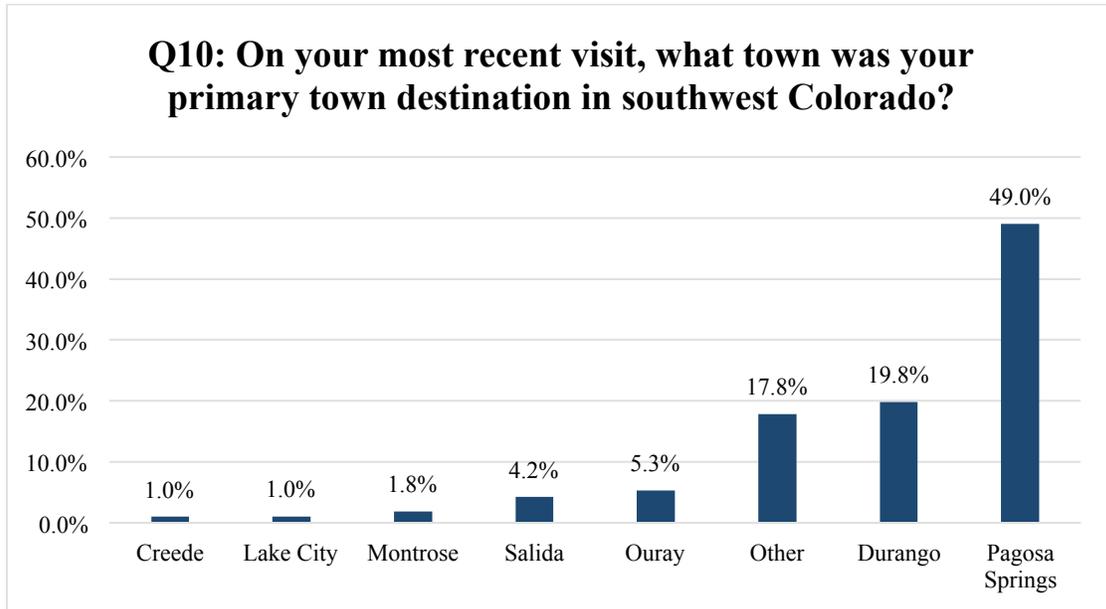
In order to identify what size groups tourists were most likely to be traveling in, the team categorically asked this question. It was discovered that the majority of people, 51.8 percent, traveled with one other person. Interestingly, 33 percent of respondents traveled in groups of four or more. The lowest percentage, 5.3 percent, was traveling alone.



The team requested respondents provide information about the type of vehicle they drove during their most recent trip to southwest Colorado in this categorical multiple-choice question. It was found the majority utilized their personal vehicles: 39.4 percent used a personal car or truck that was two-wheel drive, 34.5 percent traveled in a personal four-wheel drive car or truck. Far fewer respondents rented a vehicle, rode a motorcycle, drove a RV, or toured in a bus.

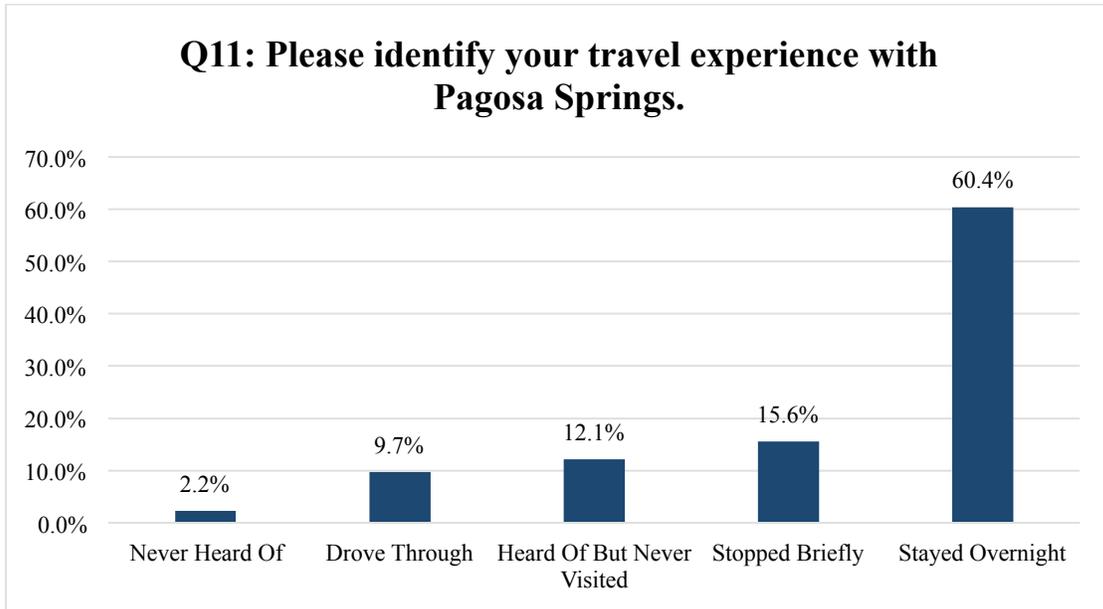


To discover what type of activities respondents participate in, this categorical multiple-choice question used percent summarization and found that 8.3 percent of respondents who have visited southwest Colorado in the last 5 years brought a bicycle, 2.0 percent brought kayaks, and 2.7 percent brought ATVs with them on their trip. The majority brought bicycles with them on their visit; but overall most respondents did not bring any of the recreational equipment listed.

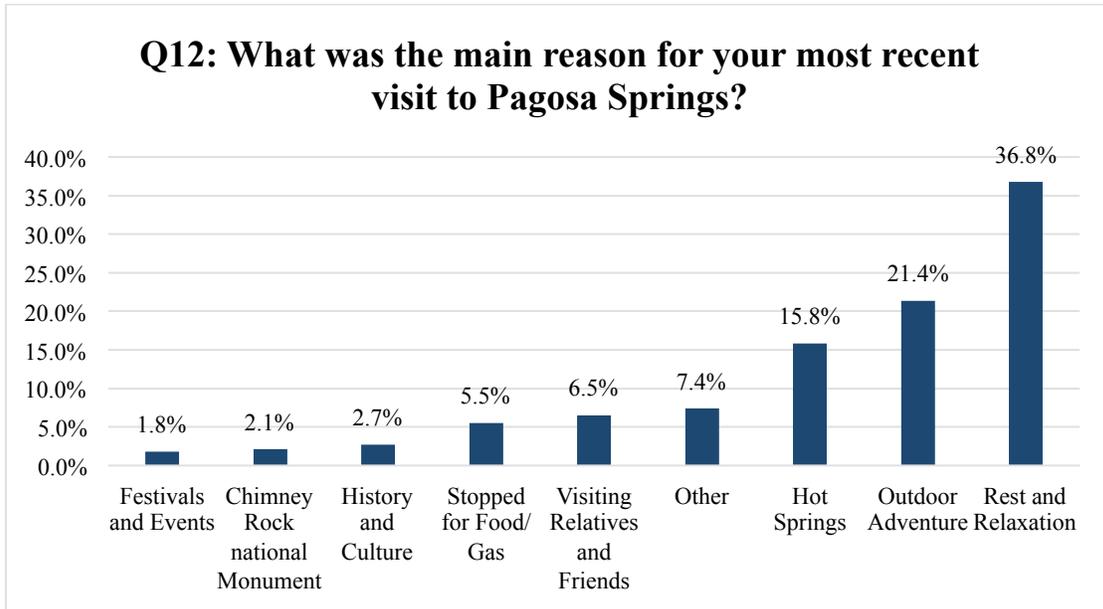


A categorical, multiple-choice question uncovered which destination in southwest Colorado was respondents' main destination by using percent summarization. Pagosa Springs was the main destination of 49.0 percent of respondents, 19.8 percent chose Durango, 17.8 percent chose an unlisted destination, and 5.3 percent went to Ouray.

Note there is also bias in this question. Since this survey was offered to individuals who had requested tourism information from Pagosa Springs, it is reasonable to expect respondents will have a greater likelihood of considering Pagosa Springs their main destination.



A multiple-choice, categorical question discussed participants' travel experiences with Pagosa Springs to learn more about PSAT's conversion rates. Percent summarization revealed 60.4 percent of respondents stayed overnight, 15.6 percent stopped briefly, 12.1 percent had heard of but not visited Pagosa Springs, 9.7 percent drove through, and 2.2 percent had never heard of Pagosa Springs.



To learn why respondents visited Pagosa Springs and what type of activities interest them, the team asked a categorical multiple-choice question. Usage of percent summarization found that 36.8 percent of respondents' main reason for visiting was rest and relaxation; followed by 21.4 percent for outdoor adventure, and 15.8 percent for Hot Springs.

Q13: Based on your most recent visit to Pagosa Springs, how would you rate the quality of the following features?

Variable	Average	Standard	Minimum	Maximum	Sample
		Deviation			
Outdoor Adventure	4.4	0.8	2	5	948
The Hot Springs	4.3	0.9	1	5	769
The variety of recreation activities	4.2	0.8	1	5	981
The accomodation	4.2	0.9	1	5	922
The Chimney Rock National Monument	4.1	0.9	1	5	533
Festivals and events	3.8	0.9	1	5	455
Arts and live theatre	3.4	1.0	1	5	359

1: Poor 2: Fair 3: Good 4: Very Good 5: Excellent

A synthetic symmetric, intensity continuum required use of average summarization to discover respondents' quality ratings of various activities in/aspects of Pagosa Springs – which have influence over consumer satisfaction, and could potentially impact PSAT's conversion rates.

Outdoor Adventure had highest average quality (4.4), followed closely by Hot Springs (4.3) – variety of recreation activities, Pagosa Springs' accommodation, and Chimney Rock National Monument were all rated "Very Good" as well (4.2, 4.2, 4.1 respectively).

Overall, respondents felt Pagosa Springs' offerings are of very good quality: highest being quality of Outdoor Adventure (4.4) and lowest being Arts and live theater (3.4). (Note: The average was adjusted due to the "Not Applicable" option, but was removed from the overall findings).

Q14: Please indicate your level of agreement with the following statements regarding your most recent visit to Pagosa Springs.

Variable	Average	Standard Deviation	Minimum	Maximum	Sample
The price of lodging in Pagosa Springs was more reasonable compared to other destinations	4.4	0.9	2	6	865
The prices of activities in Pagosa Springs was more reasonable than at other destinations	4.4	0.7	2	6	1003
Booking a hotel at Pagosa Springs was easier than at other destinations	4.3	0.7	2	6	691

2: I Completely Disagree 3: I Disagree 4: I Neither Disagree nor Agree 5: I Agree 6: I Completely Agree

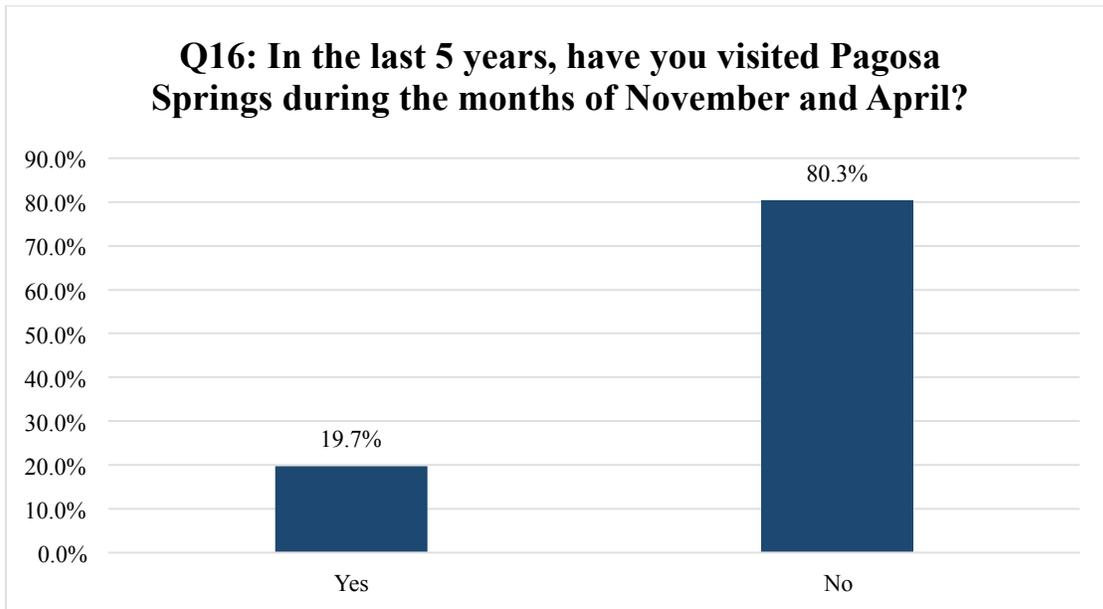
For the next question, respondents' levels of agreement were measured with a synthetic, symmetric likert scale to determine possible rational for visiting Pagosa Springs over other communities, as well as what could be preventing possible primary conversions. Average summarization unearthed that participants had no strong feelings on any of the proposed statements (highest being 4.4, lowest being 4.3). Respondents did not feel Pagosa Springs' prices for accommodations and activities were more reasonable than other destinations, and did not feel booking a hotel in Pagosa Springs was easier than other destinations. (Note: The scale for this summarization starts at 2, excluding the "Not Applicable" option from the overall findings).

Q15: On your most recent trip to Pagosa Springs, how satisfied were you with your overall visit?

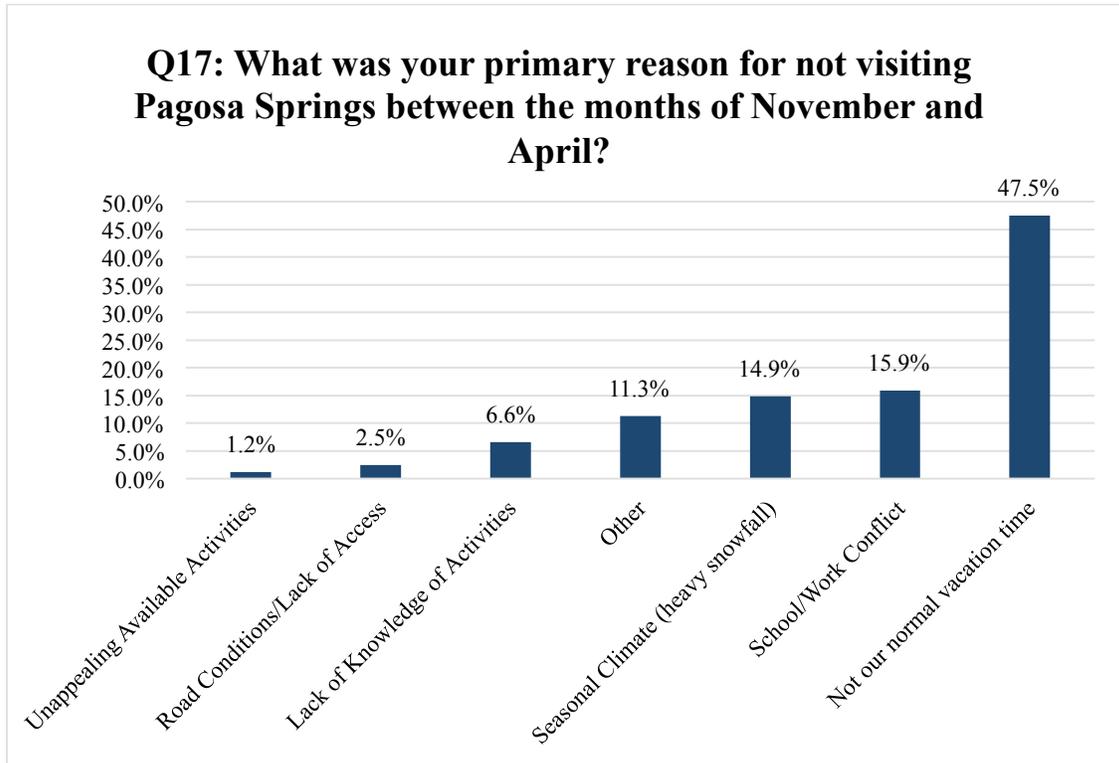
Variable	Average	Standard Deviation	Minimum	Maximum	Sample
On your most recent trip to Pagosa Springs, how satisfied were you with your overall visit?	4.5	0.8	1	5	1136

1: Very Dissatisfied 2: Dissatisfied 3: Neutral 4: Satisfied 5: Very Satisfied

The team measured overall satisfaction through a symmetric synthetic, intensity continuum, which spoke to respondents' view of Pagosa Springs compared with other destinations, as well as potential conversions. Average summarization revealed most respondents were satisfied with their visit to Pagosa Springs (4.5).



A categorical, multiple-choice question was asked to discover whether participants had visited Pagosa Springs during the months of November and April (addressing the off-season occupancy issues). Percent summarization found that 80.3 percent had not visited.



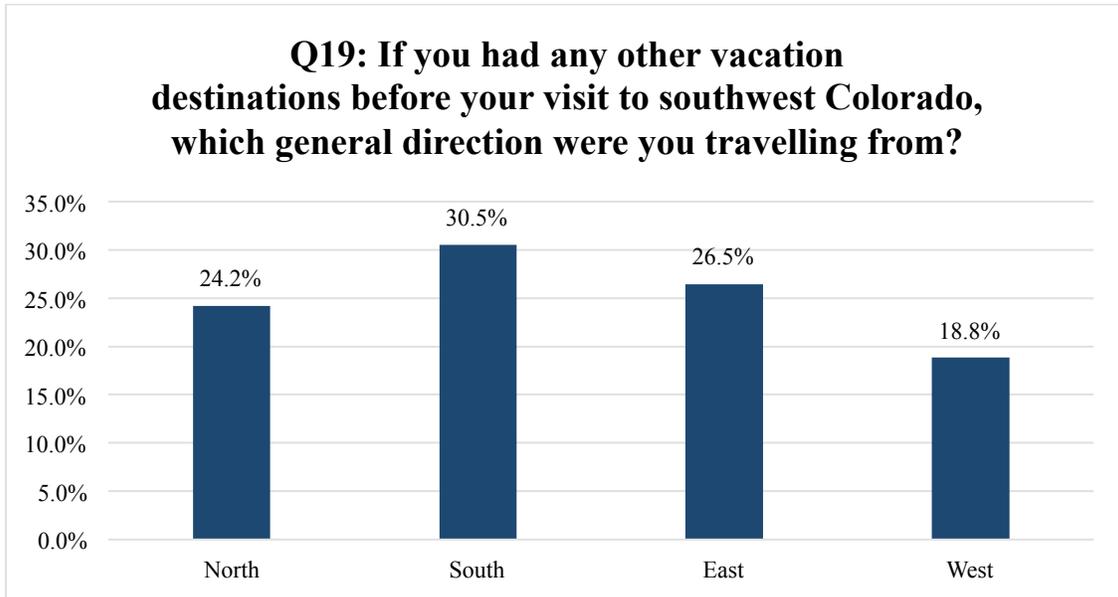
This multiple-choice, categorical question exposed reasons as to why respondents did not visit Pagosa Springs between the months of November and April. Percentage summarization revealed the majority (47.5 percent) of visitors did not normally vacation at this time, and 15.9 percent with a school/work conflict. Seasonal climate was an issue for 14.9 percent, and 6.6 percent did not know of any activities going on at this time.

Q18: If you had the opportunity, how likely would you be to return to Pagosa Springs?

Variable	Average	Standard Deviation	Minimum	Maximum	Sample
If you had the opportunity, how likely would you be to return to Pagosa Springs?	1.6	1.1	1	6	860

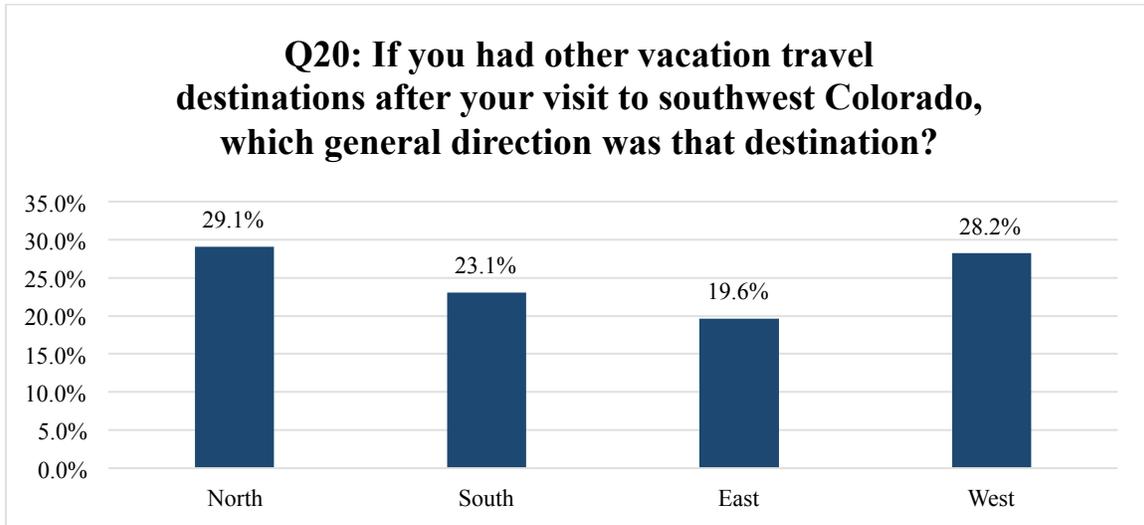
1: Very Likely 2: Somewhat Likely 3: Undecided 4: Somewhat Unlikely 5: Unlikely 6: Very Unlikely

To learn more about respondents' thoughts on returning to Pagosa Springs, which could impact future conversion rates, the following synthetic symmetric metric intensity continuum question was asked. With average summarization, the research team found respondents were either very or somewhat likely to return to Pagosa Springs.



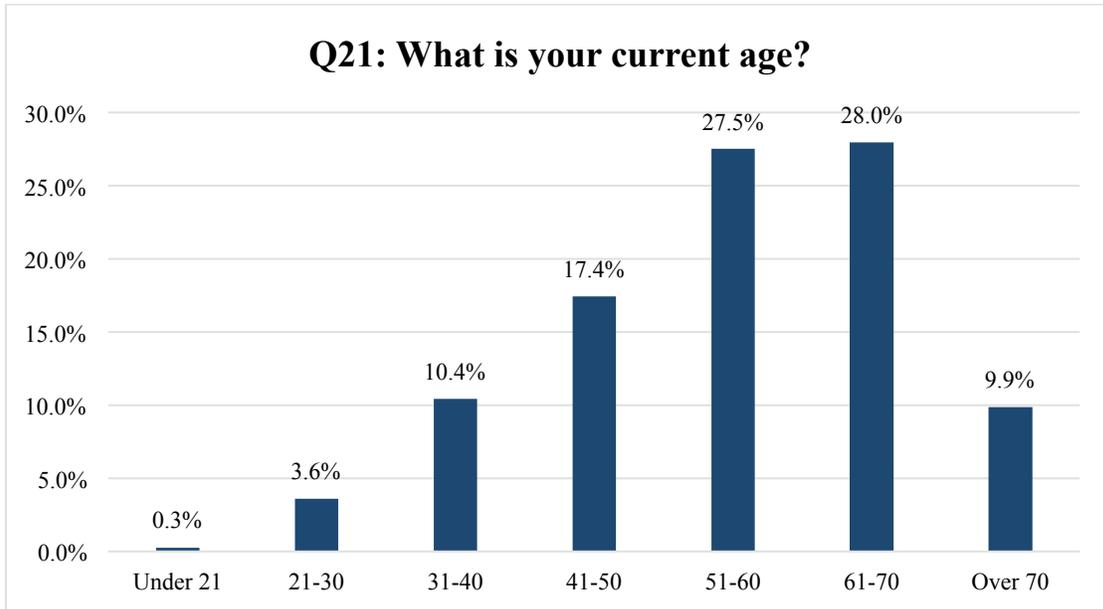
In this categorical question, the team searched to find out what direction tourists were traveling from before reaching their destination in southwest Colorado. It was discovered that of those who had previous vacation destinations, most were traveling from the South (30.5 percent) or East (26.5 percent).

Note: The option “Did not have any other vacation destination” was removed from the results.

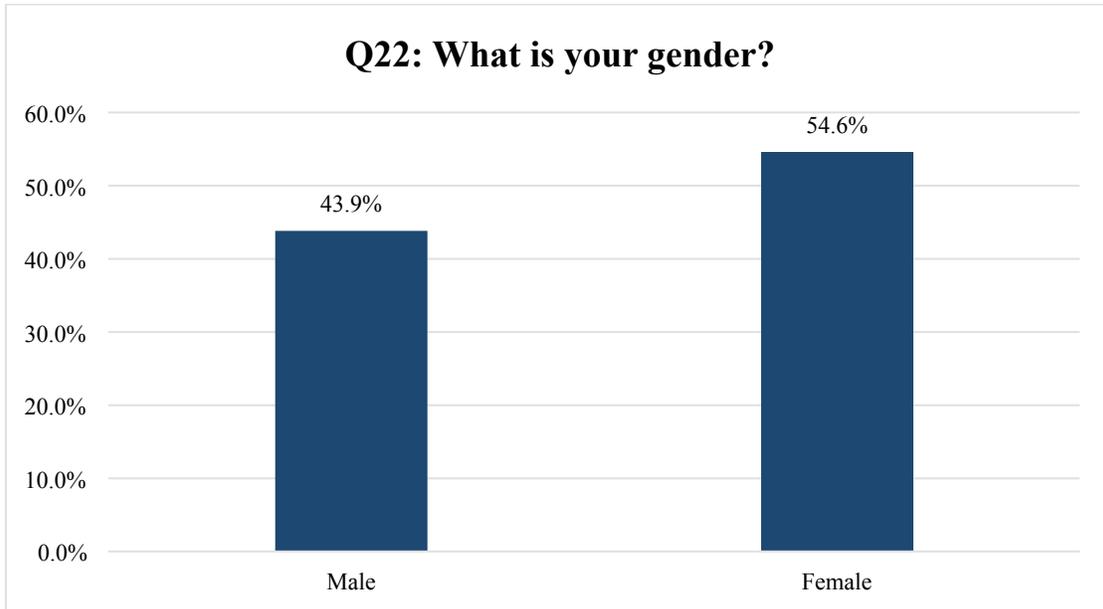


This multiple-choice, categorical question was used to find out what direction tourists were traveling to after visiting their destination in southwest Colorado. It was discovered that of those who had previous vacation destinations, most were traveling to the North (29.1 percent) or West (28.2 percent).

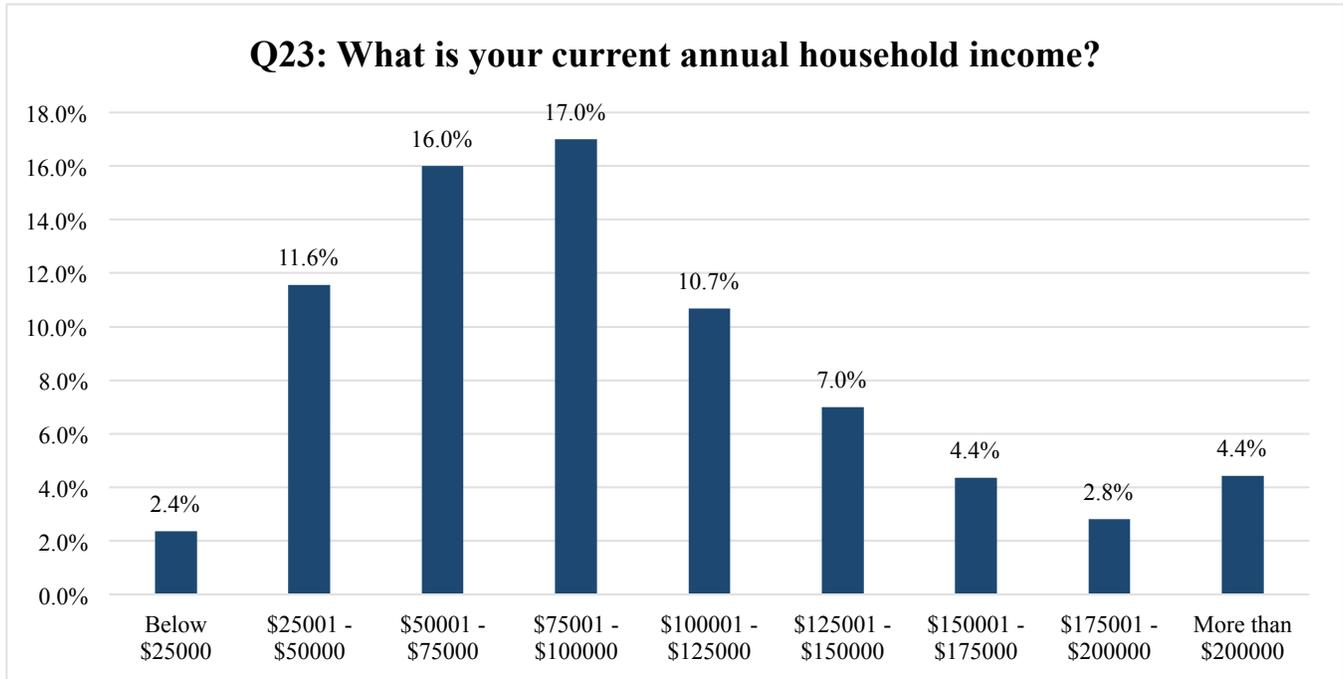
Note: The option “Did not have any other vacation destination” was removed from the results.



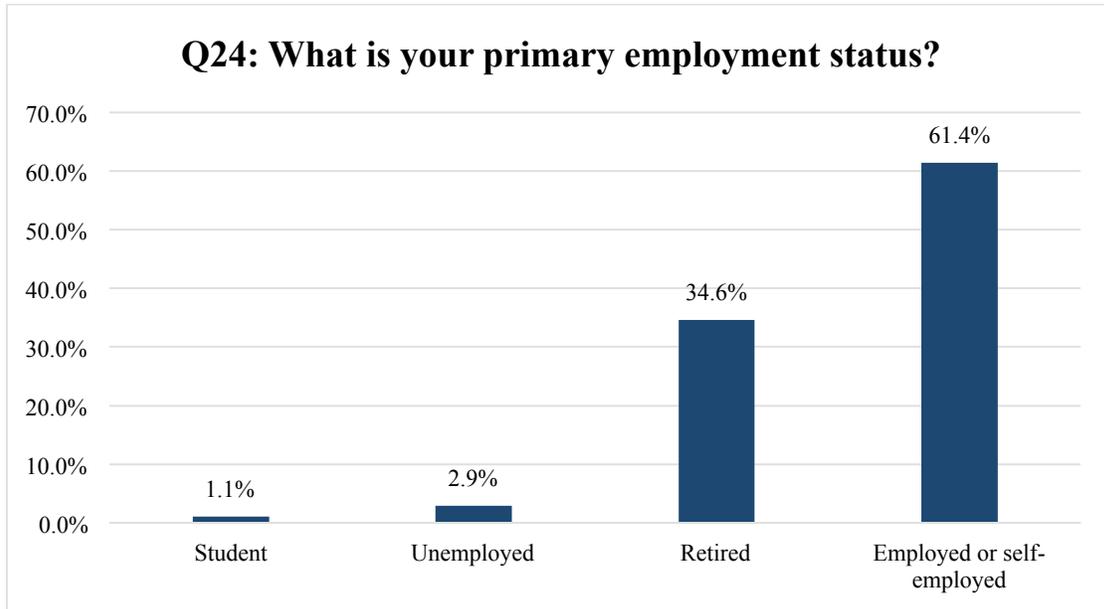
To identify the demographic of a typical visitor of Pagosa Springs, the team asked this categorical, multiple-choice question. Percentage summarization found over half (55.5 percent) of Pagosa Springs' respondents between the ages of 51-70 (27.5 percent for 51-60 and 28 percent for 61-70). Very few (3.9 percent) respondents were 30 years old or younger (3.6 percent for 21-30 and 0.3 percent for under 21) (Note: The overall summarization does not equal 100 percent due to the exclusion of the "Prefer Not to Respond" option).



The team asked the respondents about their gender for this multiple-choice, categorical question to also describe the Pagosa Springs visitor. Percent summarization informed the research team the majority (54.6 percent) of respondents were females, while 43.9 percent were male. (Note: The overall summarization does not equal 100 percent due to the exclusion of the “Prefer Not to Respond” option).

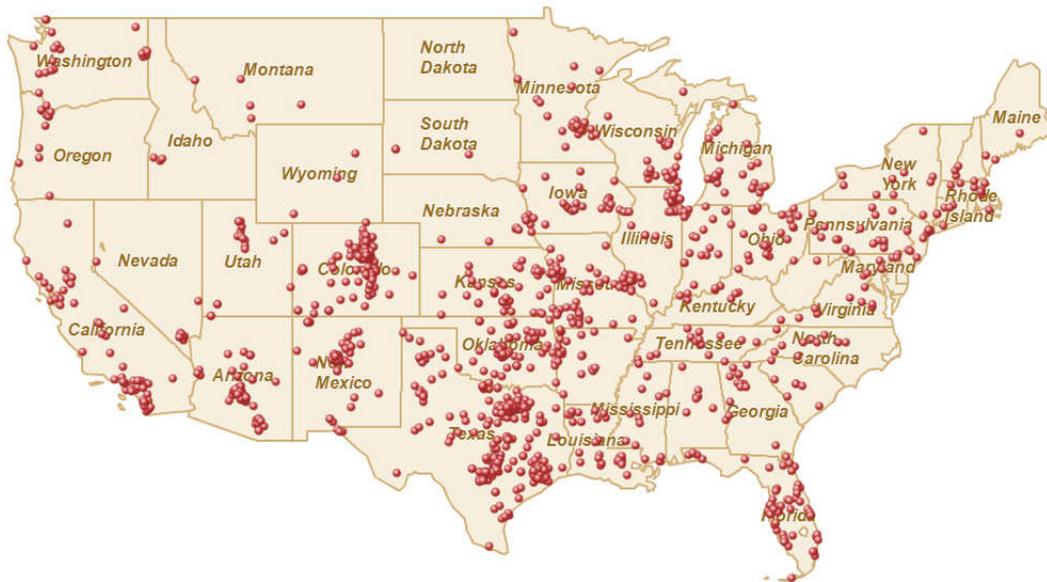


To further determine the demographics of a Pagosa Springs visitor, respondents were asked to answer this categorical, multiple-choice question. With percent summarization, the research team discovered one-third (33 percent) of respondents with an income between \$50,001-100,000 (16 percent with \$50,001-75,000 and 17 percent with \$75,001-100,000) while another third's (29.3 percent) income was \$100,001 or more. (Note: The overall summarization does not equal 100 percent due to the exclusion of the "Prefer Not to Respond" option).

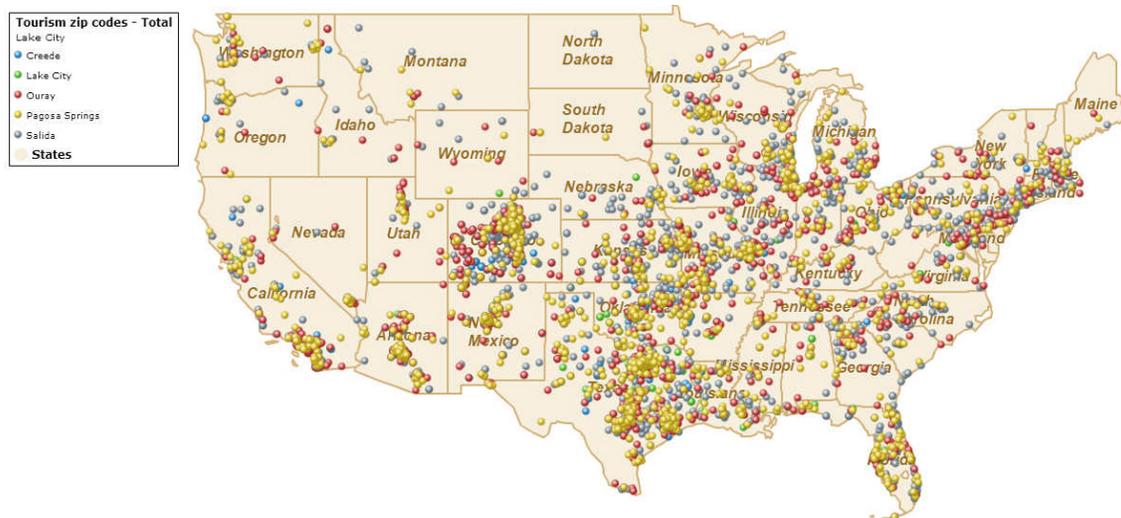


This multiple-choice, categorical question asked about respondents' employment status to also pinpoint Pagosa Springs' visitor demographic. Percent summarization revealed over half (61.4 percent) of respondents were either employed or self-employed, while one-third (34.6 percent) were retirees.

Q25: What is the Zip Code of your primary residence?



This map represented the zip codes of respondents from the survey. It indicates respondents are heavily skewed toward the Midwest United States and East United States. It is also interesting to note that many responses came from big cities and busier areas in certain states (in Texas, primarily from Dallas, Austin, San Antonio, and Houston; and in New Mexico, primarily Albuquerque), and many respondents are from the front range of Colorado. The map below shows results from all surveyed towns, revealing that Pagosa Springs is drawing from similar locations as the other towns.

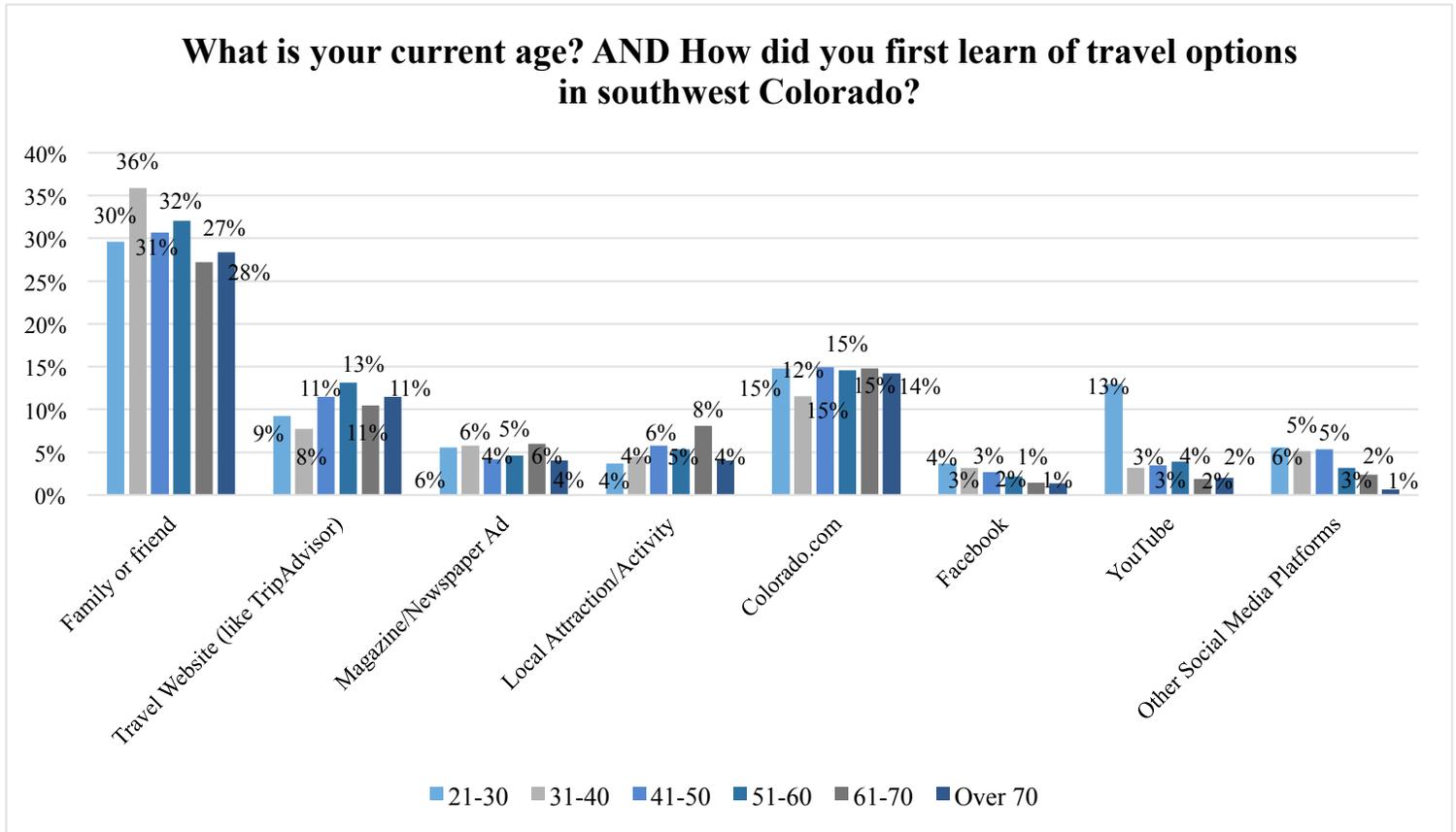


Significance Tests

The following tests are done within a 95 percent confidence interval.

Chi Square Analysis

The examination of frequencies for two categorical variables and a cross tabulation table to determine whether the variables have a significant relationship.

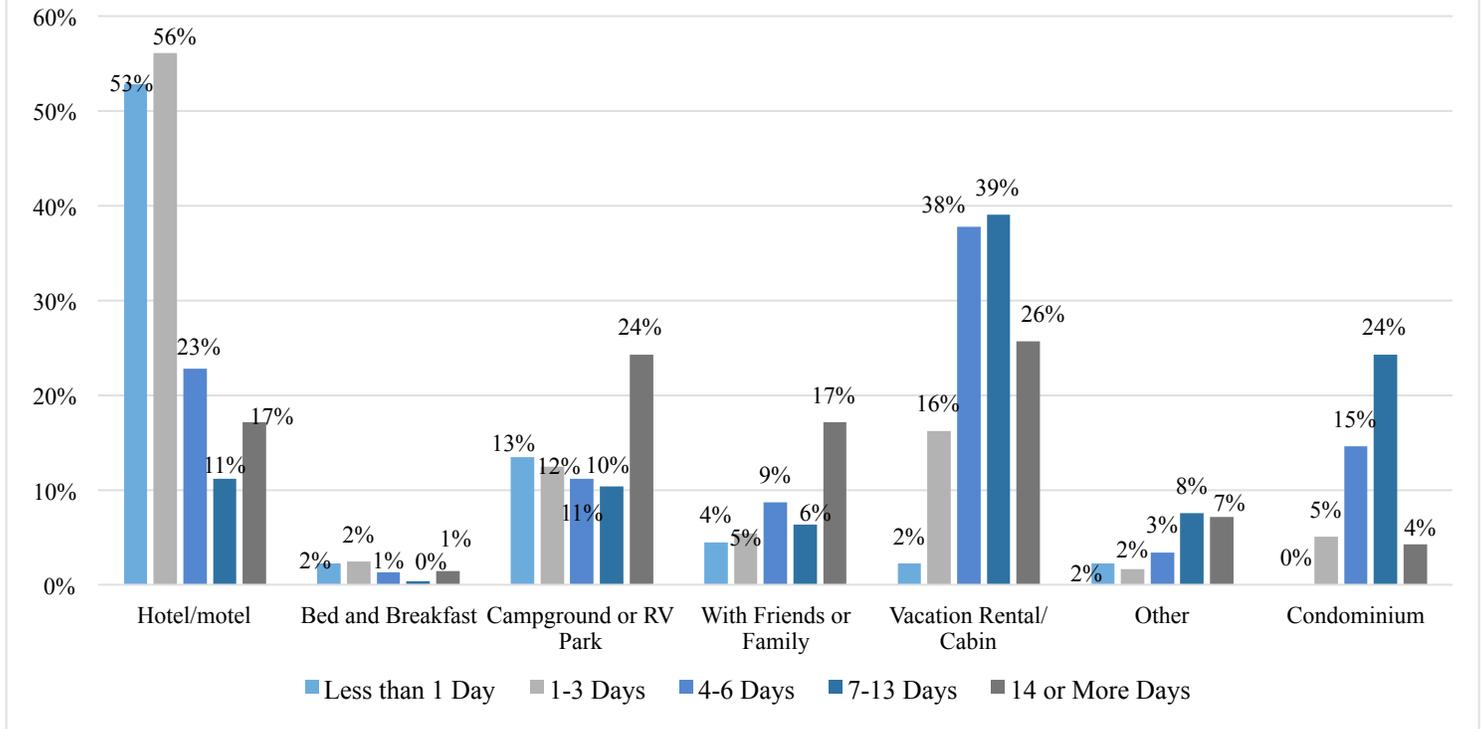


A chi-square analysis was conducted to determine if there was a statistically significant relationship between a respondent's age and how he or she first learned of travel options in southwest Colorado.

A majority of respondents (from all age groups) first learned of travel options in southwest Colorado from family or friends, with the 31-40 years old learning from them the most (36 percent). In addition, Colorado.com was another source used by many respondents to learn about southwest Colorado.

Chi Square Analysis

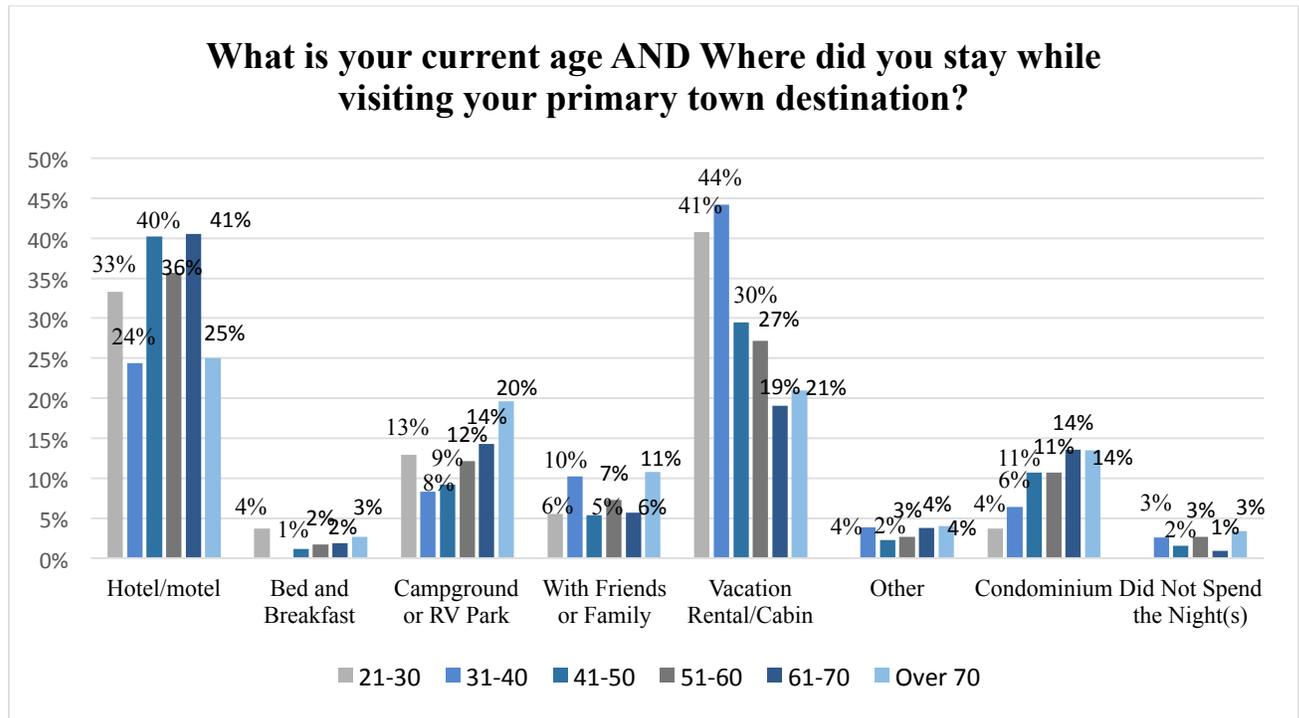
Where did you stay while visiting your primary town destination? AND How many days did you spend at your primary town destination?



To determine if there was a significant relationship between where the respondent stayed while visiting his or her primary town destination and the number of days spent at the primary destination, a chi-square analysis was used – and a statistically significant relationship was found.

Most respondents preferred to stay in a hotel/motel when staying for 3 days or less (53 percent for less than 1 day and 56 percent for 1-3 days), but would stay in a vacation rental/cabin when their trip was 4 days or more (38 percent for 4-6 days, 39 percent for 7-13 days, and 26 percent for 14 or more days).

Chi Square Analysis

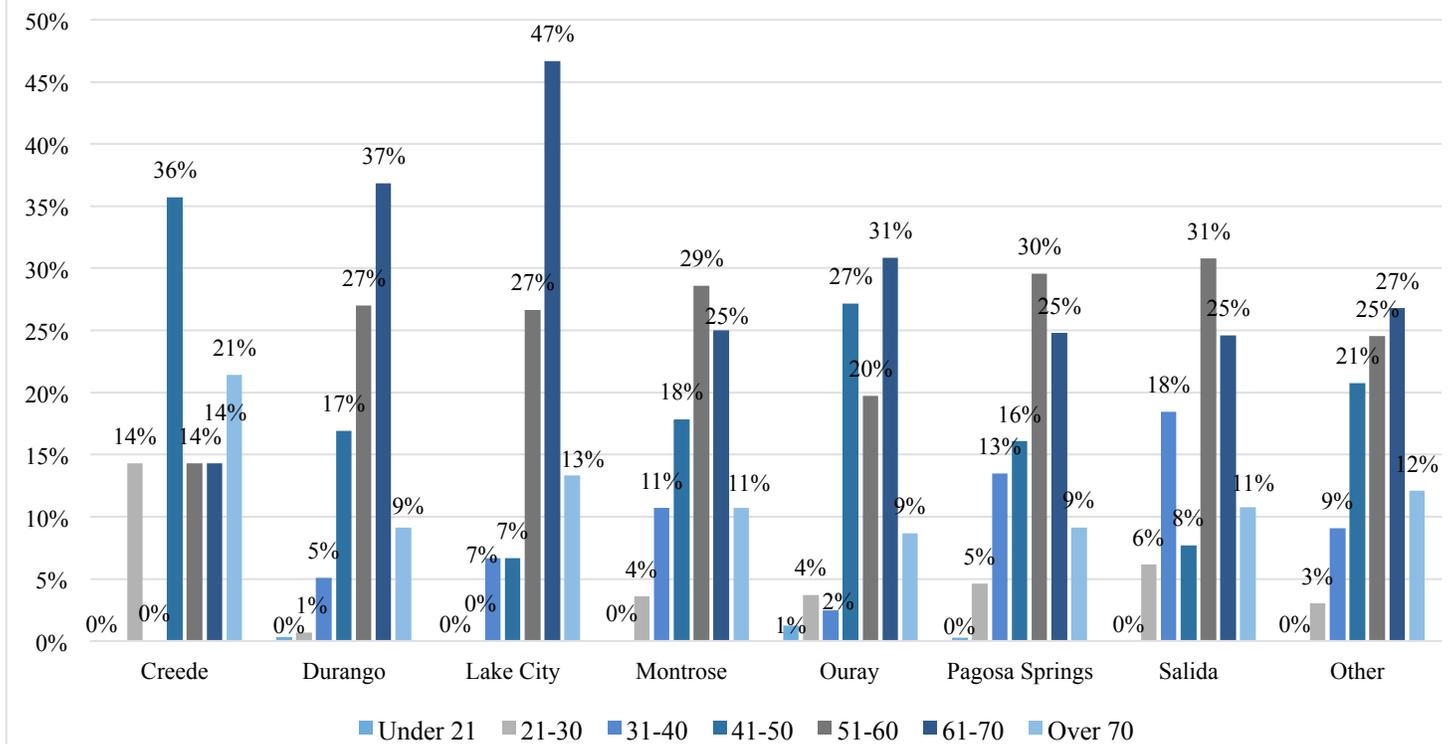


A chi-square analysis was conducted to determine if there was a relationship between the respondent's age and where he or she stayed while visiting their primary town destination.

Findings demonstrated a majority of respondents either stayed at a hotel/motel or vacation rental/cabin. Those ages 21-40 favored vacation rentals/cabins (41 percent for 21-30 year olds and 44 percent for 31-40 year olds), while 41-70 year olds preferred hotels/motels (40 percent for 41-50 year olds, 36 percent for 51-60 year olds, and 41 percent for 61-70 year olds).

Chi Square Analysis

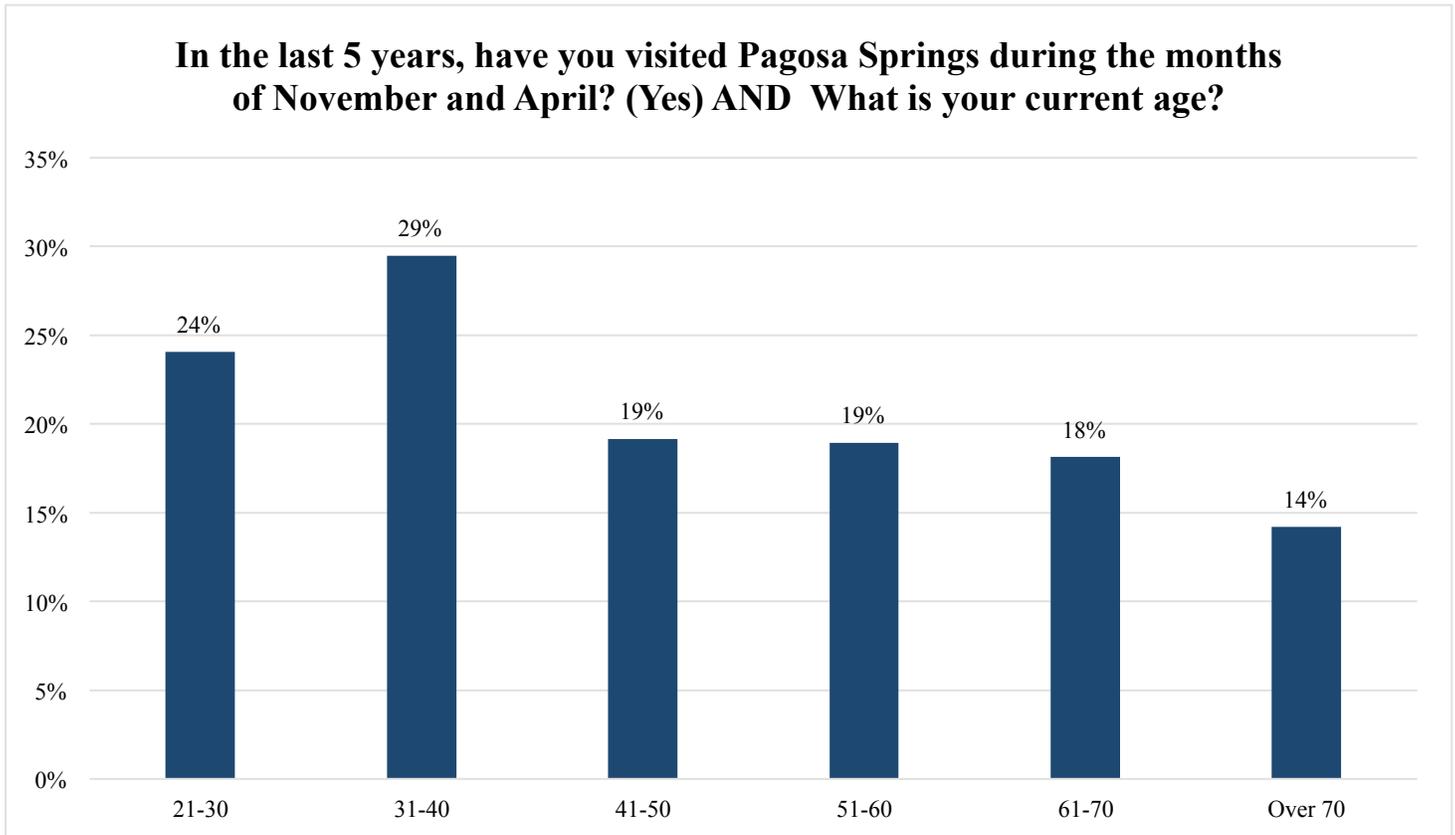
What is your current age? AND what was your main destination in southwest Colorado?



To determine if a relationship existed between the age of the respondent and his or her main destination, a chi-square analysis was used.

Respondents ages 51-60 (30 percent) and 61-70 (25 percent) visit Pagosa Springs as their main destination the most. Those over the age of 70 (9 percent) and under the age of 30 (5 percent) were less prevalent in Pagosa Springs.

Chi Square Analysis



A chi-square analysis was conducted to determine if there was a relationship between whether a respondent had visited Pagosa Springs between the months November and April and the respondent's age.

Findings suggested a statistically significant relationship between a respondent's current age and if he or she had visited Pagosa Springs between the months of November and April. The relationship showed visitors between the ages of 31-40 were more likely to visit Pagosa Springs between the months of November and April (29 percent), and that visitors over the age of 70 were unlikely to visit Pagosa Springs between these months (14 percent).

Regression Analysis

The examination of independent and dependent variables to determine whether the variables have a linear relationship.

Dependent Variable	Total Cases		
On your most recent trip to Pagosa Springs, how satisfied were you with your overall visit?	1136		
Independent Variable(s)	Coefficient	Standardized	Significant?*
The prices of activities in Pagosa Springs was more reasonable than at other destinations	0.10	0.16	Yes
The price of lodging in Pagosa Springs was more reasonable compared to other destinations	0.05	0.10	Yes
Intercept	3.96		Yes
*95% level of confidence			

A regression analysis was conducted to determine if there was a statistically significant relationship between respondents' overall satisfaction, and if respondents agreed the price of activities and the price of lodging in Pagosa Springs was more reasonable than at other destinations.

A statistically significant positive relationship between respondents' overall satisfaction and their level of agreement with "prices of activities in Pagosa Springs being more reasonable than at other destinations" and "price of lodging in Pagosa Springs was more reasonable compared to other destinations" was revealed in the findings. Due to this positive relationship, it is implied that the more a respondent agreed with both these statements, the higher their overall satisfaction was with their visit.

It is important to note the R squared value was slightly low, 0.05. Due to this low value, caution should be used when analyzing this relationship, since the strength of the relationship was relatively weak.

Regression Analysis

Dependent Variable Total Cases 860

If you had the opportunity, how likely would you be to return to Pagosa Springs?

Independent Variable(s)	Coefficient	Standardized	Significant?*
On your most recent trip to Pagosa Springs, how satisfied were you with your overall visit?	-0.21	-0.15	Yes
Intercept	2.58		Yes

*95% level of confidence

If found, variables with zero variance are not included

To determine a relationship between overall satisfaction and likelihood a respondent would return to Pagosa Springs, a regression analysis was used.

Not surprisingly, the analysis found a significant relationship, meaning higher overall satisfaction level suggests a higher likelihood of returning to Pagosa Springs. (Note: the relationship is negative due to the scale wording).

The R squared value was low for this regression analysis as well, 0.02. Therefore caution should be used when interpreting this analysis because the strength of this relationship was quite weak.

Conclusions

The research team determined from the data 27 percent of respondents heard of travel options to southwest Colorado from family and friends. Most respondents first requested travel information online (69.0 percent), and have taken just one trip to southwest Colorado in the last five years (42.9 percent). It is interesting to note, however, that while Pagosa Springs' visitors made just one trip, the majority of respondents from all surveyed towns have made 4 or more trips. This could suggest that respondents who visited Pagosa Springs were less likely to return, possibly hurting potential conversions. Pagosa Springs was the majority of participants' primary destination for their most recent trip to southwest Colorado (49.0 percent), of which 60.4 percent stayed overnight. On average the overall level of satisfaction of a visit to Pagosa Springs was 4.5 (on a scale with 5 being "Very Satisfied"), and most respondents said they were very likely to return to Pagosa Springs (1.6 – on a scale from 1-6, 1 being "Very Likely", and 6 being "Very Unlikely"). Most people who visited Pagosa Springs were satisfied with their time there, and felt Pagosa Springs' offerings were of high quality, but when asked to compare Pagosa Springs with other destinations, participants did not feel Pagosa Springs' offerings were cheaper and/or easier.

Of the 2,132 individuals who completed the survey, 54.6 percent were female, and majority fell in the 51-70 age range (55.5 percent), indicating that visitors are older individuals. Only 3.9 percent of respondents were below 30 years of age. Income of respondents fell within a normal distribution; most have an annual income between \$50,000 and \$100,000 (33 percent). The geographic locations offered a wide range of results, but the majority of respondents were from Colorado, Texas, New Mexico, Arizona, and some from Florida. There was also a large cluster from the Midwest, and East Coast. The majority of respondents marked their employment status as employed – including self-employment (61.4 percent).

Most respondents said they visited southwest Colorado with just one other person on their most recent trip (51.8 percent), 39.4 percent staying 1-3 days at their primary town destination, closely followed by 4-6 days (34.1 percent) – only 4.5 percent stayed longer than 14 days. Overnight visitors were most likely to stay in a hotel or motel (35.5 percent), but some stayed in a vacation rental or cabin (26.9 percent). The main reason respondents visited Pagosa Springs was for rest and relaxation (36.8 percent), next was outdoor adventure (21.4 percent), and 15.8 percent said the main reason was hot springs.

Respondents felt quality of Pagosa Springs' offerings was on average "very good" (on a scale from 1-5, 5 being "Excellent"). Outdoor adventure had highest average quality (4.4), followed closely by hot springs (4.3) – variety of recreational activities, Pagosa Springs' accommodation, and Chimney Rock National Monument were all rated "Very Good" as well (4.2, 4.2, 4.1 respectively). Pagosa Springs' Arts and Live Theater

had the lowest rated quality of 3.4 – which still rates it as “good” quality. This indicates that activities offering outdoor adventure would likely be the top choice of visitors to participate in, as well as the hot springs.

When asked to compare Pagosa Springs to other destinations, Pagosa Springs came up short. On a scale from 2-6, with 6 being “I Completely Agree,” 4.4 was the highest average level of agreement reached (price of lodging, and price of activities). Respondents felt Pagosa Springs’ prices for accommodations and activities were neither more nor less reasonable than other destinations, and did not feel booking a hotel in Pagosa Springs was easier or more difficult than at other destinations. If Pagosa Springs is trying to outdo surrounding areas, it has room to grow.

Only 19.7 percent of respondents said they had visited Pagosa Springs between the months of November and April, meaning that the majority of respondents have not visited during Pagosa Springs’ off-season (80.3 percent). Of those that did not visit Pagosa Springs between November and April, respondents said their primary reason for not visiting was “Not our normal vacation time” (47.5 percent). Surprisingly, only 14.9 percent said they did not visit due to the seasonal climate (heavy snowfall), and only 2.5 percent gave the reason of road conditions/lack of access. Based on these results, respondents will need an incentive to drive them to visit Pagosa Springs during its off-season; as road conditions/lack of access, as well as snowfall are not the main reasons deterring visitors.

Recommendations

Based on the survey data and conclusions the marketing research team makes the following recommendations:

1. *Establish a relationship with local vacation rentals/cabins*

When staying 4 or more days at a main destination, respondents favored the vacation rentals/cabins (a chi-square analysis revealed 38 percent of visitors vacationing for 4-6 days stayed at a vacation rental/cabin, 39 percent for those vacationing for 7-13 days, and 26 percent for those vacationing for 14 or more days). Respondents vacationing at these rentals aged between 21-50 years old (findings from a chi-square analysis uncovered 41 percent of respondents were between the 21-30 years old when vacationing at a rental/cabin, 44 percent between 31-40 years old, and 30 percent between 41-50 years old). If PSAT could establish a relationship with the owners of these rentals with the inclusion of an incentive for those respondents staying – especially targeting visitors within this age range (21-50) – not only would Pagosa Springs see an increase in conversions, but also create long term benefits with local businesses.

2. *Create a competitive edge through PSAT's attractions*

Participants felt Pagosa Springs' activity and lodging options were neither cheaper nor easier (Findings from a average summarization with a scale from 2-6, 6 being "I Completely Agree", 4.4 was the highest average level of agreement reached). However, participants felt Pagosa Springs' activity and lodging options were of "very good" quality (Using average summarization with a scale from 1-5, 5 was "Excellent"). Also, the majority of respondents' main reason to visit Pagosa Springs was Rest and Relaxation (36.8 percent), Outdoor Adventure (21.4 percent), and/or Hot Springs (15.8 percent). Based on this information, PSAT can market these high quality activities, and could create a variety of tourist packages to provide tourists with an incentive to visit Pagosa Springs over other destinations. Packages could include these top three activities, maybe creating a spa package, and therefore draw in more visitors – both during their regular season, as well as between the months of November and April.

3. *PSAT should design promotional efforts for attractions and activities aimed towards returning visitors*

A regression analysis had uncovered a statistically significant relationship between respondents' overall level of satisfaction and their likelihood of returning. The more satisfied the individual was, the more likely he or she was to return. Also, the majority of Pagosa Springs' survey's respondents had visited southwest Colorado just once in the last 5 years, whereas the

combined results from all surveyed towns showed a majority have visited 4 or more times within the last 5 years – indicating Pagosa Springs’ visitors may be less likely to return to the area. In order to encourage individuals to return to Pagosa Springs, PSAT could target those individuals who had previously visited Pagosa Springs with a discount on their next trip. This discount could include lodging or activities (such as Pagosa Springs’ top activities: outdoor adventure, hot springs, or spas). The idea would be to give tourists who had previously visited the town incentive to return. If they are given a discount on certain highly rated activities, they will be more likely to return to Pagosa Springs in the future.

Appendices

The appendices contain all pertinent information not included in the body of the report.

Client Proposal

Marketing Research Client: Jennifer Green (970)-903-9728
(sales@visitpagosasprings.com)

Research Team Primary Contact: Kayla Wright (616)-635-9477
(kwright1@hillsdale.edu)

The Pagosa Springs Area Tourism (PSAT) Consumer Satisfaction and Demographic Information Study: Client Proposal

Introduction:

PSAT serves as a final destination for people of all ages to refresh their spirit, restore their sense of fun, and reconnect with family and friends. From its pristine rivers, verdant valleys, and abundant wildlife to its assortment of artisans, historic sites, and art galleries, Pagosa Springs embodies the idyllic vision of what Colorado was always meant to be. With its large variety of attractions it offers to its visitors – including its national monument, hot springs, outdoor-base recreation, and concerts/festivals – the possibilities for fun are endless.

This study seeks to assess segmentation variable data (demographic and behavioral) and provide consumer information, which will provide PSAT a more effective way to market to its tourists.

Problem Statement/Opportunity Identification:

Ms. Jennifer Green, director of PSAT, has requested the Hillsdale College Marketing Research class conduct a research study explaining consumer preferences and demographic information related to its visitors. The goal of this study is to gain insight on specific factors that influence visitors' rationales to visit Pagosa Springs in an effort to better satisfy their visitors and increase traffic during PSAT's slow months.

Research Objectives:

Develop an email survey to discover information about PSAT's audience by distributing a questionnaire to approximately 28,524 individuals who have inquired about southwest (SW) Colorado in the last 5 years.

Objectives:

1. Determine consumer rational for visiting Pagosa Springs over its surrounding communities.
2. Rank Pagosa Springs' attractions in an effort to discover how PSAT can better cater to consumer preferences to increase satisfaction in a more effective way.

3. Identify a way to advance PSAT's primary and secondary conversion rates. PSAT's primary conversion rate is an over-night stay, while its secondary conversion rate is a brochure request.
4. Identify possible options to increase PSAT's overnight stays in April, November, and midweek.

Application:

Research results will provide PSAT with quantitative data providing insight into what type of customers visit Pagosa Springs, and how they can increase their conversion and retention rate.

Research Design:

The research team will design a cover letter and an undisguised questionnaire to be emailed out to inquirers of SW Colorado. The research team will obtain a list of email addresses by utilizing PSAT's inquiry information to email the questionnaire to approximately 28,524 potential respondents. Data will be collected from the surveys returned. The client will provide a \$5 Amazon e-gift card incentive to the first 50 respondents. A grand prize including the following will also be gifted to one lucky respondent who enters in the drawing: a 3 night stay at High Country Lodge & Cabins, 3 dinners of his/her choosing from participating restaurants (Riff Raff Brewing Co, Wolfe Brewing Co, Pagosa Brewing, Kip's, Farrago's, and Pagosa Baking Company), passes to 3 different hot springs facilities with 2 additional activities he/she may choose to participate in depending on the season, and \$200 Shell gas card.

Research Process:

1. Proposal submission and review
2. Development of the survey
3. Approval of the survey
4. Data collection
5. Data tabulation
6. Data analysis
7. Report of findings

Financial Responsibilities:

The team will bill all expenses to Pagosa Springs Area Tourism. When possible, PSAT will be billed directly. When not possible, PSAT will be billed in the form of expense receipts. Anticipated costs include final report printing costs and miscellaneous project expenses. PSAT will be financially responsible for all incentives. Our marketing research team will make financially responsible decisions and foresee no major additional costs not listed above, unless other agreements are made.

Anticipated Timeline:

After the approval and signature of this document, the research of the above objectives and statements will commence. A written and oral presentation will be presented to the client in December 2015 once the research and data analysis is complete.

Research Team Approval:

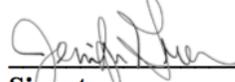
Signature

Date

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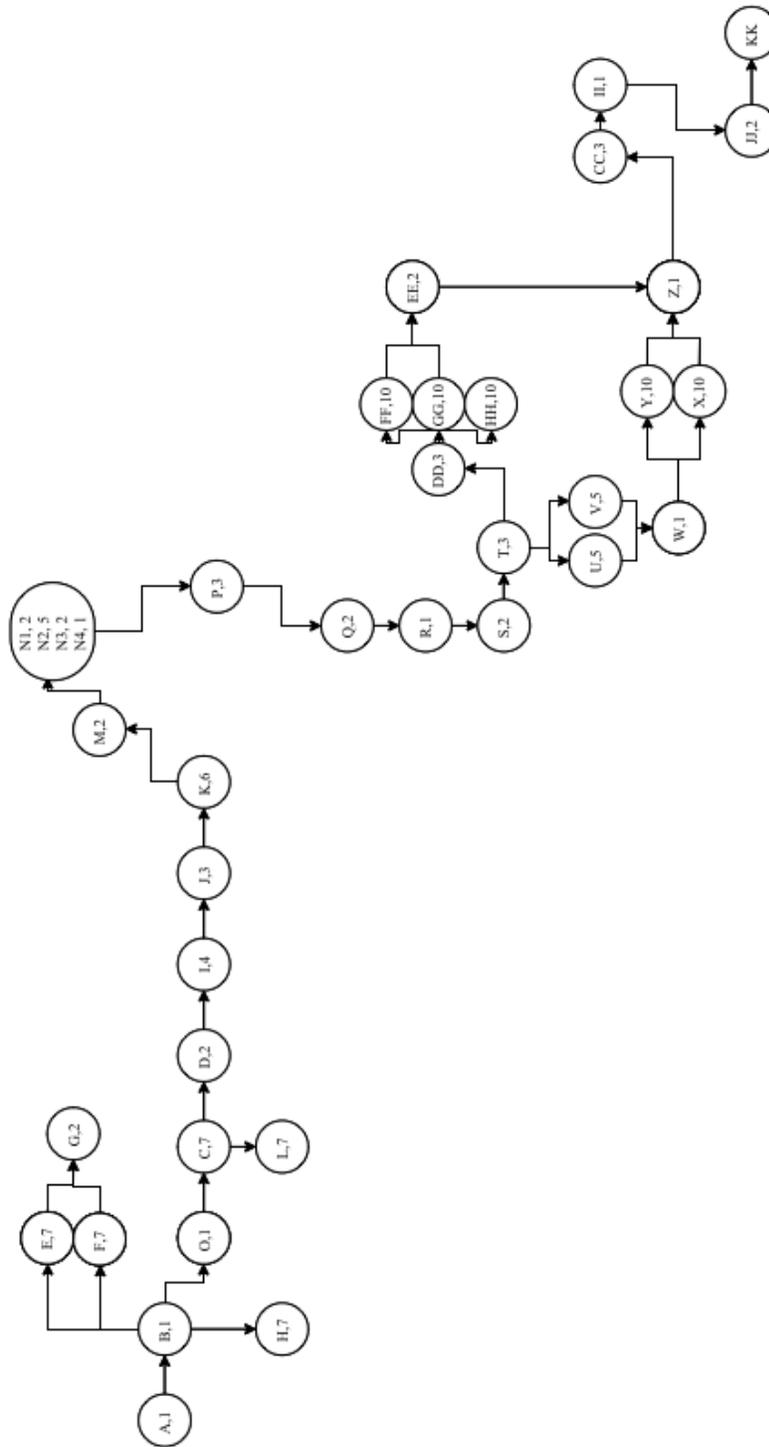
Signature

Date**Client Approval:**

Signature

10/9/2015**Date**

PERT Chart



Pagosa Springs PERT Chart Legend

- A: Start Project/Team Assignments (9/2/2015)
- B: Client Meeting (9/16/15)
- C: Client Proposal, SJK Approval (9/28/15)
- D: Client Approval/Signature (10/5/15)
- E: Secondary Research: Summary of Individual Articles (10/7/15)
- F: Secondary Research: Individual Article Analysis (MLA Citation) (10/7/15)
- G: Printed Copies of Articles & SJK Approval (10/7/15)
- H: PERT Chart Development & SJK Approval (10/7/15)
- I: Develop Second Story Questions (10/9/15)
- J: Develop Second Story Question Format (10/13/15)
- K: Develop Survey Format/Qualtrics, Run Tests & SJK Approval (10/19/15)
- L: Develop Cover Letter/Cover Email & SJK Approval (10/13/15)
- M: Client Approval (10/23/15)
- N1: Send out Initial Survey Email (10/26/15)
- N2: Launch Survey (10/28/15)
- N3: Send out Final Warning Survey Email (11/4/15)
- N4: Close Survey (11/6/15)
- O: Budget Development (Create Invoice) & SJK Approval (9/26/15)
- P: Code File (11/9/15)
- Q: Input Dummy Data & SJK Approval (11/11/15)
- R: Input Results (11/12/15)
- S: Determine Questions to Test/Types of Tests & SJK Approval (11/14/15)
- T: Run Tests/Create Tables or Graphs & SJK Approval (11/17/15)
- U: Develop PowerPoint Template for Graphs (11/22/15)
- V: Develop PowerPoint Presentation (11/22/15)
- W: Submit PowerPoint to SJK/SJK Approval (11/23/15)
- X: Develop Research Report Format/Table of Contents (12/3/15)
- Y: Create Research Report Appendix (12/3/15)
- Z: Prepare Research Report Binder(s) (12/4/15)
- AA: Submit Research Report to SJK/SJK Approval
- BB: Notify Survey Incentive Winner
- CC: Presentation to SJK (12/7/15)
- DD: Schedule Client Presentation (11/20/15)
- EE: Determine Number of Binders (12/3/15)
- FF: Invitations to Client (12/1/15)
- GG: Invitation to EBA Faculty (12/1/15)
- HH: Room Reservation (12/1/15)
- II: Client Thank You Letter (12/10/15)
- JJ: Submit All Electronic Files to SJK (12/12/15)
- KK: Presentation to Client & EBA Faculty (12/15/15)

Questionnaire

Q1 How did you first learn of travel options in southwest Colorado? (Select one)

- Family or friend (1)
- Travel Website (like TripAdvisor) (2)
- Magazine/Newspaper Ad (3)
- Local Attraction/Activity (4)
- Colorado.com (5)
- Facebook (6)
- YouTube (7)
- Other Social Media Platforms (8)
- Other (9)

Q2 How did you first request travel information about southwest Colorado? (Select one)

- Inquired Online (1)
- Contacted via Phone (2)
- Stopped by Tourism Office (3)
- Requested my Email be Added to a Monthly Newsletter (5)
- Found During an Event/Activity (6)
- I Don't Remember (7)
- Other (4)

Q3 Within the last 5 years, have you visited southwest Colorado? (Select one)

- Yes (1)
- No (2)

If No Is Selected, Then Skip To End of Survey

Q4 How many trips have you taken to southwest Colorado in the last 5 years? (Select one)

- 1 (1)
- 2 (2)
- 3 (3)
- 4 or More (4)

Q5 On your most recent visit to southwest Colorado . . . (Select one answer per line)

	Less than 1 day (1)	1-3 Days (2)	4-6 Days (3)	7-13 Days (4)	14 or More Days (5)
How many days did you spend in the southwest Colorado vicinity? (1)	<input type="radio"/>				
How many days did you spend at your primary town destination? (2)	<input type="radio"/>				

Q6 During your most recent visit to southwest Colorado, where did you stay while visiting your primary town destination? (Select one)

- Hotel/motel (1)
- Bed and Breakfast (2)
- Campground or RV Park (3)
- With Friends or Family (4)
- Vacation Rental/Cabin (5)
- Condominium (7)
- Other (6)
- Did Not Spend the Night (9)

Q7 On your most recent visit to southwest Colorado, how many people were in your group? (Select one)

- Traveling Alone (1)
- Myself and One Other (2)
- Myself and Two Others (3)
- Myself and Three Others (4)
- Myself and More than Three Others (5)

Q8 What was the primary type of vehicle you drove during your most recent trip to southwest Colorado? (Select one)

- Personal Car or Truck - 2WD (1)
- Personal Car or Truck - 4WD (2)
- Rental Car or Truck - 2WD (3)
- Rental Car or Truck - 4WD (4)
- Motorcycle (5)
- Recreational Vehicle (6)
- Tour Bus (7)

Q9 Did you bring any of the following equipment with you on your most recent trip to SW Colorado? (Select one for each row)

	Yes (1)	No (2)
Bicycle(s) (1)	<input type="radio"/>	<input type="radio"/>
Kayak(s) (2)	<input type="radio"/>	<input type="radio"/>
ATV(s) (3)	<input type="radio"/>	<input type="radio"/>

Q10 On your most recent visit, what town was your primary town destination in southwest Colorado? (Select one)

- Creede (1)
- Durango (2)
- Lake City (3)
- Montrose (4)
- Ouray (5)
- Pagosa Springs (6)
- Buena Vista/Salida (7)
- Other (8)

Q11 Please identify your travel experience with the following communities in southwest Colorado. (Select one for each town)

	Never Heard Of (1)	Heard Of But Never Visited (2)	Drove Through (4)	Stopped Briefly (5)	Stayed Overnight (6)
Creede (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Durango (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lake City (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Montrose (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ouray (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pagosa Springs (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Buena Vista/Salida (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Answer If Please identify your travel experience with the following communities in southwest Colorado. (Sel... Pagosa Springs - Stopped Briefly Is Selected Or Please identify your travel experience with the following communities in southwest Colorado. (Sel... Pagosa Springs - Stayed Overnight Is Selected

Q12 What was the main reason for your most recent visit to Pagosa Springs? (Select one)

- Visiting Relatives and Friends (1)
- Chimney Rock National Monument (2)
- Outdoor Adventure (3)
- Hot Springs (4)
- History and Culture (5)
- Festivals and Events (6)
- Rest and Relaxation (7)
- Stopped for Food/Gas (8)
- Other (9)

Answer If Please identify your travel experience with the following communities in southwest Colorado. (Sel... Pagosa Springs - Stopped Briefly Is Selected Or Please identify your travel experience with the following communities in southwest Colorado. (Sel... Pagosa Springs - Stayed Overnight Is Selected

Q15 On your most recent trip to Pagosa Springs, how satisfied were you with your overall visit? (Select one)

- Very Dissatisfied (1)
- Dissatisfied (2)
- Neutral (3)
- Satisfied (4)
- Very Satisfied (5)

Q16 In the last 5 years, have you visited Pagosa Springs between the months of November and April? (Select one)

- Yes (1)
- No (2)

If Yes Is Selected, Then Skip To If you had any other vacation destina...

Q17 What was your primary reason for not visiting Pagosa Springs between the months of November and April? (Select one)

- Seasonal Climate (heavy snowfall) (1)
- Road Conditions/Lack of Access (2)
- Lack of Knowledge of Activities (3)
- Unappealing Available Activities (4)
- School/Work Conflict (5)
- Not our normal vacation time (7)
- Other (6)

Answer If Please identify your travel experience with the following communities in southwest Colorado. (Sel... Pagosa Springs - Stopped Briefly Is Selected Or Please identify your travel experience with the following communities in southwest Colorado. (Sel... Pagosa Springs - Stayed Overnight Is Selected

Q18 If you had the opportunity, how likely would you be to return to Pagosa Springs? (Select one)

- Very Likely (1)
- Somewhat Likely (2)
- Undecided (3)
- Somewhat Unlikely (4)
- Unlikely (5)
- Very Unlikely (6)

Q17 What was your primary reason for not visiting Pagosa Springs between the months of November and April? (Select one)

- Seasonal Climate (heavy snowfall) (1)
- Road Conditions/Lack of Access (2)
- Lack of Knowledge of Activities (3)
- Unappealing Available Activities (4)
- School/Work Conflict (5)
- Not our normal vacation time (7)
- Other (6)

Answer If Please identify your travel experience with the following communities in southwest Colorado. (Sel... Pagosa Springs - Stopped Briefly Is Selected Or Please identify your travel experience with the following communities in southwest Colorado. (Sel... Pagosa Springs - Stayed Overnight Is Selected

Q18 If you had the opportunity, how likely would you be to return to Pagosa Springs? (Select one)

- Very Likely (1)
- Somewhat Likely (2)
- Undecided (3)
- Somewhat Unlikely (4)
- Unlikely (5)
- Very Unlikely (6)

Q19 If you had any other vacation destinations before your visit to southwest Colorado, which general direction were you travelling from? (Select one)

- North (1)
- South (2)
- East (3)
- West (4)
- Did Not Have Any Other Prior Vacation Destinations (5)

Q20 If you had other vacation travel destinations after your visit to southwest Colorado, which general direction was that destination? (Select one)

- North (1)
- South (2)
- East (3)
- West (4)
- Did Not Have Any Other Vacation Destinations (5)

Q21 What is your current age? (Select one)

- Under 21 (1)
- 21-30 (2)
- 31-40 (3)
- 41-50 (4)
- 51-60 (5)
- 61-70 (6)
- Over 70 (7)
- Prefer Not to Respond (8)

Q22 What is your gender? (Select one)

- Male (1)
- Female (2)
- Prefer Not to Respond (3)

Q23 What is your current annual household income? (Select one)

- Below \$25,000 (1)
- \$25,001 - \$50,000 (2)
- \$50,001 - \$75,000 (3)
- \$75,001 - \$100,000 (4)
- \$100,001 - \$125,000 (5)
- \$125,001 - \$150,000 (6)
- \$150,001 - \$175,000 (7)
- \$175,001 - \$200,000 (8)
- More than \$200,000 (9)
- Prefer Not to Respond (10)

Q24 What is your primary employment status? (Select one)

- Employed or Self-employed (1)
- Student (2)
- Retired (3)
- Unemployed (4)

Q25 What is the zip code of your primary residence? (Enter 5-digit zip code)

Q26 Would you like to enter to win the Pagosa Springs grand prize? It includes a 3 night stay at High Country Lodge & Cabins, 3 dinners of your choosing from participating restaurants, passes to 3 different hot springs facilities with 2 additional activities of your choice and a \$200 Shell gas card. (Select one)

- Yes (1)
- No (2)

If No Is Selected, Then Skip To End of Survey

Q26 Would you like to enter to win the Pagosa Springs grand prize? It includes a 3 night stay at High Country Lodge & Cabins, 3 dinners of your choosing from participating restaurants, passes to 3 different hot springs facilities with 2 additional activities of your choice and a \$200 Shell gas card. (Select one)

Yes (1)

No (2)

If No Is Selected, Then Skip To End of Survey

Q27 Please fill in the text boxes below.

Name (1)

Address (2)

Address 2 (3)

City (4)

State (5)

Postal Code (6)

Daytime Phone (7)

Email Address (8)

Weekly Status Reports

Weekly Status Report: Pagosa Springs Team

For the Week of: September 7 – September 11

Date: September 11, 2015

Present at Weekly Meeting: Jenalle Beaman, Candace Corrales, and Kayla Wright

1. The entire team met with the client Sunday September 9, 2015 at 5:30pm. We introduced ourselves, set up the next meeting for Wednesday at 7:00pm, asked what her expectations were for us and this study, as well as asked if we could send her the first story questions to look over at her leisure for our next meeting. Her main objective is to compare Pagosa Springs with the surrounding communities and what their advantages and disadvantages may be.

The next team meeting will be Monday September 10th at 9pm, to discuss questions to ask Jenny. Next client meeting will be Wednesday September 16th at 7pm (our time, 5pm her time).

Weekly Status Report: Pagosa Springs Team

For the Week of: September 14 – September 18

Date: September 18, 2015

Present at Weekly Meeting: Jenalle Beaman, Candace Corrales, and Kayla Wright

1. The entire team met with the client Wednesday September 16, 2015 at 7:00pm. Asked client questions to gather more information on Pagosa Springs as well as her goals for this study (see Client Contact Report).

We discussed her concerns with the 1st story questions and what she would suggest to do to help them. We also confirmed that the incentive prize will be a \$200 gas card plus 3 dinners, 3 nights, and 2 excursions; we also confirmed that the first 100 respondents will get a \$5 eGiftCard to Amazon.

2. The team began forming 2nd story questions based on the information and discussion with the client on Wednesday. We also began forming our Client Proposal to be submitted this coming week. We will send the Client Proposal to Professor King by Tuesday for her approval – then we will forward it to Jenny so that she can return it to us by Thursday night (will be turned in on Friday to Professor King for submission).

Next Team meeting will be Monday September 21, 2015 at 9pm, followed by Wednesday September 23, 2015 at 7pm. No client meeting was scheduled for this week.

Weekly Status Report: Pagosa Springs Team

For the Week of: September 21 – September 27

Date: September 27, 2015

Present at Weekly Meeting: Jenalle Beaman, Candace Corrales, and Kayla Wright

1. The team met Monday September 21 to draft the Client Proposal. The draft was sent to Professor King for revision. The team met again Thursday September 24 to make Professor King's suggested changes to the Client Proposal and resubmitted it to her. We plan on finalizing the Client Proposal this week so that it can be mailed to Jenny for her approval.
2. We received the picture of Pagosa Springs from our client, as well as confirmed that she would be the one distributing the incentive prizes at the end of the project. We are waiting to hear back on what the specifics are for the Grand Prize (which Hotel, what excursions, etc.). We plan on beginning to draft the email(s) to be sent with the survey, as well as continue to revise our Client Proposal this week. We will also be forming 2nd Story questions.

Next team meeting will be Wednesday September 30th at 7pm. No client meeting was scheduled.

Weekly Status Report: Pagosa Springs Team

For the Week of: September 28 - October 5

Date: October 5, 2015

Present at Weekly Meeting: Jenalle Beaman, Candace Corrales, and Kayla Wright

1. The team met Wednesday September 30th to finish the Client Proposal as well as to begin thinking about the PERT Chart. The Client Proposal was emailed to Jennie for her approval and signature.
2. On Friday October 2 the team met again to begin working on the PERT Chart. The PERT Chart was completed on Sunday October 5 and is to be submitted to Professor King for approval. This week we will continue working on our 2nd story questions.

Next team meeting will be Wednesday October 8 at 7pm. No client meeting was scheduled.

Weekly Status Report: Pagosa Springs Team

For the Week of: October 5 – October 11

Date: October 11, 2015

Present at Weekly Meeting(s): Jenalle Beaman & Kayla Wright

1. We met Sunday October 5 to finalize the PERT Chart, and sent it to Professor King – which she approved. We also met Wednesday October 7th to compose our cover emails, and then sent them to Professor King for her approval.
2. Our client returned the Client Proposal Friday October 9th with her signature, and a few minor changes. Members of the team will sign the final copy of the proposal. We also forwarded the cover emails on to Jennie for her approval on Sunday October 11th, and asked her to return them to us with any corrections by Wednesday October 14th.
3. The Team also met Sunday October 11th and looked over our potential Second Story questions for the survey, which will be submitted to Professor King on Wednesday October 14th.

Next team meeting will be Monday October 12th at 6:45pm. No client meeting was scheduled.

Weekly Status Report: Pagosa Springs Team

For the Week of: October 12 – October 18

Date: October 18, 2015

Present at Weekly Meeting(s): Jenalle Beaman, Candace Corrales, and Kayla Wright

1. We met Sunday October 11 to go over second story questions, as well as edit the PERT Chart and Cover Emails. We then met Monday October 12th at 6:45pm to finalize the second story questions, and submitted them to Professor King for her approval.
2. Met Sunday October 18th to put together first story and second story questions, to be turned in on Monday October 19th.

Next team meeting will be Wednesday. No client meeting was scheduled.

Weekly Status Report: Pagosa Springs Team

For the Week of: October 25 – November 1

Date: November 1, 2015

Present at Weekly Meeting(s): Jenalle Beaman, Candace Corrales, and Kayla Wright

1. We met Wednesday October 28 to continue working on our Interim report, as well as create and finalize the excel data codebook. We then met Sunday November 1 to continue the Interim report, as well as compose our client invitation to our final presentation, and upload emails and our first cover email into Qualtrics which will be sent out tomorrow (Monday Nov. 2) – the actual survey will go out Wednesday.
2. We sent out final survey copy to our client on Wednesday October 28, and hadn't heard back as of Sunday evening – a follow up email was sent.

Next team meeting will be Monday November 2. No client meeting was scheduled.

Weekly Status Report: Pagosa Springs Team

For the Week of: November 2 – November 8

Date: November 8, 2015

Present at Weekly Meeting(s): Jenalle Beaman, Candace Corrales, and Kayla Wright

1. We met Tuesday to continue our Interim Report, finished it Thursday night and submitted it to Professor King for approval on Friday. We wrote out Client invitation, which will be sent out at a later date.
2. We sent out our 3 emails – one on Tuesday, the next on Wednesday, and the third on Saturday. The Survey was closed on Sunday evening, and had 2,298 responses total. We will begin to run tests this week.

Next team meeting will be Monday November 9. No client meeting was scheduled.

Weekly Status Report: Pagosa Springs Team

For the Week of: November 9 – November 15

Date: November 15, 2015

Present at Weekly Meeting(s): Jenalle Beaman, Candace Corrales, and Kayla Wright

1. Monday night we met to clean up our data (eliminated all those respondents who had not visited southwest Colorado in the last 5 years), and selected our first 50 respondents to receive the Amazon eGiftCard, as well as our Grand Prize winner. The names and information was sent to Jennie to distribute (the Amazon eGiftCards have been sent out). We met Tuesday night to perform percent and average summarizations on all of our questions. We then split the questions/findings up between the three of us in order to write a finding/conclusion for each. On Thursday we met and performed all of our Chi-Squared analyses. On Sunday evening we met and performed all ANOVA tests, and have begun our Regression testing.
2. We are working on assembling our final report – taking from other documents previously completed this semester. The weekly status reports have been compiled into one document, and will be added to a Dropbox folder. The formal client invitation for our presentation has been written, and the faculty invitation is currently being written.
3. We contacted our client to check her availability for potential presentation times, and should hear back from her by Tuesday this week at the latest.

Next team meeting will be Monday November 16 at 7pm. No client meeting was scheduled.

Contact Reports

For the Week of: September 14 – September 18

“We do a lot of what everybody else does, but just with a smaller budget.”

Age Question:

Under 35 Age Group: Millennial group (next group of family travelers)

- Travel differently than previous groups

1. Does he/she have any other objectives (we try to limit them so the survey doesn't take more than 7 minutes to complete or we lose responses)?

- a. Comparison to Surrounding Communities
 - i. Coming from first story questions...
- b. Learn Why they Visited; What Brought them to Pagosa?
 - i. Top Categories
 1. National Monument
 2. Hot Springs
 3. Event Organizers bring everyone to their events
 4. Outdoor-base recreation facility
 5. Concerts/Festivals
- c. What Other Amenities or Activities are they Interested that we do not Offer?
 - i. Zip-line

2. What do you consider a “conversion”? - Objective

- a. Key Conversion: Overnight Stay
 - i. Lodging Tax
 1. Is there a possibility that no rooms were available or did they just change their mind?

3. What attractions/services draw tourists; which are the biggest draw? - Objective

- a. Top Categories
 - i. National Monument
 - ii. Hot Springs
 - iii. Event Organizers bring everyone to their events
 - iv. Outdoor-base Recreation Facility
 - v. Concerts/Festivals

- 4. When the busiest season is (months)?**
 - a. Summer
 - b. Winter
 - c. Part of Spring & Part of Fall
 - i. What can draw visitors in in these slow months?
- 5. Has the visitor count at changed much in the past five years?**
 - a. Lodger's Tax
 - i. Nearly doubled since the last time frame
- 6. Do visitors call you from the road without actually visiting the tourism center?**
 - a. No...
 - i. Do plan summer vacations, however, as soon as they're done with winter
- 7. Do you have programs targeting special groups, such as bus groups, women, seniors, or some other target populations?**
 - a. Changes Based on the Season
 - i. Summer
 1. Families
 - b. After Labor Day
 - i. Older Age Groups
 1. Sponsored by AARP
 - c. Bus Market:
 - i. Do not have a problem with accompanying them, just need to collaborate with the other businesses.
- 8. Do the same tourists return year to year?**
 - a. Strong Repeat Audience
 - i. 50% return
- 9. Generally, do the tourists stay overnight in your community or just visit for the day?**
 - a. Look More into this with Survey Questions
 - i. Not just Windom & Air B&B
- 10. The biggest problem with my visitors is**
 - a. Lack of Knowledge of Activities?
 - b. Not Interested in Staying Overnight?
 - c. Etc.
 - i. Travelers are certainly not created equal

1. Some not using the internet a lot

11. Is there an age below which tourists no longer pick up/ask for literature (they find everything on their cellphone)?

- a. Get all ages, but just depends on the time of the year when people request such brochures and whatnot
 - i. More dependent on time of the year and day of the week

12. How/where do you advertise/promote? What is the annual budget?

- a. Social Media
 - i. Twitter, Facebook, Instagram, YouTube
- b. Online Ads
 - i. Colorado.com
 1. State Tourism Website
- c. Texas Barkley?..
- d. Promotions in the Outdoor Magazines
- e. Word-of-Mouth

13. Any issues with the timing of the Survey – should go out in November unless this is a problem

- a. No, Good Time (Early November)
- b. Pagosa Springs Area Tourism
 - i. Visitor Center
 1. Represents only 10% of our audience

14. Confirm the research budget and how they want to be invoiced. What is your planned incentive for the study (\$500 PLUS local travel voucher); get details; who will coordinate this? Since Lake City and Creede will be a combined survey, we should look for \$250 from each of them with one combined travel voucher.

- a. 3 Dinners, 3 Nights, 2 Excursions, and a \$200 Gas card.
- b. First 50 Respondents get a \$5 e-gift card to Amazon

Interim Report

Pagosa Springs Area Tourism (PSAT) Hillsdale College – Marketing Research

Interim Report:

The purpose of the Interim Report is to establish the analysis of the data acquired from the surveys returned. Each question found on the questionnaire is evaluated. The question type, purpose in the research project, and tests to be performed for each question have been identified and detailed in the Interim Report.

Research Objectives:

Through an online survey, PSAT seeks to assess segmentation variable data (demographic and behavioral) and provide consumer information. In addition, the questionnaire will also provide PSAT with a more effective way to market to its current and prospective tourists.

1. Determine consumer rationale for visiting Pagosa Springs over its surrounding communities.
2. Rank Pagosa Springs' attractions in an effort to discover how PSAT can better cater to consumer preferences to increase satisfaction in a more effective way.
3. Identify a way to advance PSAT's primary and secondary conversion rates. PSAT's primary conversion rate is an over-night stay, while its secondary conversion rate is a brochure request.
4. Identify possible options to increase PSAT's overnight stays in April, November, and midweek.

Questionnaire for Pagosa Springs Area Tourism

Q1 How did you first learn of travel options in southwest Colorado? (Select one)

- Family or friend (1)
- Travel Website (like TripAdvisor) (2)
- Magazine/Newspaper Ad (3)
- Local Attraction/Activity (4)
- Colorado.com (5)
- Facebook (6)
- YouTube (7)
- Other Social Media Platforms (8)
- Other (9)

- Relates to research objective 1 and 3 of Client Proposal
- Multiple-choice, categorical question
- Use percentage summarization
- Chi Squared with Q21, Q22, Q23 & Q24, Q3, Q10, Q12

Q2 How did you first request travel information about southwest Colorado? (Select one)

- Inquired Online (1)
- Contacted via Phone (2)
- Stopped by Tourism Office (3)
- Requested my Email be Added to a Monthly Newsletter (5)
- Found During an Event/Activity (6)
- I Don't Remember (7)
- Other (4)

- Relates to research objective 3 of Client Proposal
- Multiple-choice, categorical question
- Use percentage summarization
- Chi Squared with Q21, Q22, Q23 & Q24

Q3 Within the last 5 years, have you visited southwest Colorado? (Select one)

- Yes (1)
- No (2)

- Relates to research objective 1 and 3 of Client Proposal
- Multiple-choice, categorical question
- Use percentage summarization
- Chi Squared with Q21, Q22, Q23 & Q24, Q1

Q4 How many trips have you taken to southwest Colorado in the last 5 years? (Select one)

- 1 (1)
- 2 (2)
- 3 (3)
- 4 or More (4)

- Relates to research objectives 1, 3, and 4 of Client Proposal
- Multiple-choice, categorical question
- Use percentage summarization
- Chi Squared with Q21, Q22, Q23 & Q24, Q7

Q5 On your most recent visit to southwest Colorado . . . (Select one answer per line)

	Less than 1 day (1)	1-3 Days (2)	4-6 Days (3)	7-13 Days (4)	14 or More Days (5)
How many days did you spend in the southwest Colorado vicinity? (1)	<input type="radio"/>				
How many days did you spend at your primary town destination? (2)	<input type="radio"/>				

- Relates to research objectives 3 of Client Proposal
- Multiple-choice, categorical question
- Use percentage summarization
- Chi Squared with Q21, Q22, Q23 & Q24, Q7, Q6

Q6 During your most recent visit to southwest Colorado, where did you stay while visiting your primary town destination? (Select one)

- Hotel/motel (1)
- Bed and Breakfast (2)
- Campground or RV Park (3)
- With Friends or Family (4)
- Vacation Rental/Cabin (5)
- Condominium (7)
- Other (6)
- Did Not Spend the Night (9)

- Relates to research objectives 1, 3 of Client Proposal
- Multiple-choice, categorical question
- Use percentage summarization
- Chi Squared with Q21, Q22, Q23 & Q24, Q7, Q5

Q7 On your most recent visit to southwest Colorado, how many people were in your group? (Select one)

- Traveling Alone (1)
- Myself and One Other (2)
- Myself and Two Others (3)
- Myself and Three Others (4)
- Myself and More than Three Others (5)

- Relates to research objectives 3 and 4 of Client Proposal
- Multiple-choice, categorical question
- Use percentage summarization
 - Chi Squared with Q21, Q22 & Q23, Q4, Q8, Q5, Q6, Q10

Q8 What was the primary type of vehicle you drove during your most recent trip to southwest Colorado? (Select one)

- Personal Car or Truck - 2WD (1)
- Personal Car or Truck - 4WD (2)
- Rental Car or Truck - 2WD (3)
- Rental Car or Truck - 4WD (4)
- Motorcycle (5)
- Recreational Vehicle (6)
- Tour Bus (7)

- Relates to research objective 1, 3, and 4 of Client Proposal
- Multiple-choice, categorical question
- Use percentage summarization
- Chi Squared Q7, Q9, Q16

Q9 Did you bring any of the following equipment with you on your most recent trip to SW Colorado? (Select one for each row)

	Yes (1)	No (2)
Bicycle(s) (1)	<input type="radio"/>	<input type="radio"/>
Kayak(s) (2)	<input type="radio"/>	<input type="radio"/>
ATV(s) (3)	<input type="radio"/>	<input type="radio"/>

- Relates to research objective 2 of Client Proposal
- Multiple-choice, categorical question
- Use percentage summarization
- Chi Squared with Q21, Q22 &23, Q8

Q10 On your most recent visit, what town was your primary town destination in southwest Colorado? (Select one)

- Creede (1)
- Durango (2)
- Lake City (3)
- Montrose (4)
- Ouray (5)
- Pagosa Springs (6)
- Buena Vista/Salida (7)
- Other (8)

- Relates to research objectives 1 and 3 of Client Proposal
- Multiple-choice, categorical question
- Use percentage summarization
- Chi Squared with Q21, Q22 & Q23, Q1, Q7, Q11

Q11 Please identify your travel experience with the following communities in southwest Colorado. (Select one for each town)

	Never Heard Of (1)	Heard Of But Never Visited (2)	Drove Through (4)	Stopped Briefly (5)	Stayed Overnight (6)
Creede (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Durango (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lake City (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Montrose (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ouray (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pagosa Springs (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Buena Vista/Salida (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- Relates to research objective 1 and 3 of Client Proposal
- Multiple-choice, categorical question
- Use percentage summarization
- Chi Squared with Q21& Q22, Q12, Q10, Q23, Q19, Q20

Q12 What was the main reason for your most recent visit to Pagosa Springs? (Select one)

- Visiting Relatives and Friends (1)
- Chimney Rock National Monument (2)
- Outdoor Adventure (3)
- Hot Springs (4)
- History and Culture (5)
- Festivals and Events (6)
- Rest and Relaxation (7)
- Stopped for Food/Gas (8)
- Other (9)

- Relates to research objective 1 2, and 3 of Client Proposal
- Multiple-choice, categorical question
- Use percentage summarization
- Chi Squared with Q21 & Q22, Q11, Q1

Q13 Based on your most recent visit to Pagosa Springs, how would you rate the quality of the following features? (Select one for each statement)

	Poor (1)	Fair (2)	Good (3)	Very Good (4)	Excellent (5)	Not Applicable (6)
The accommodation (B&B, hotel, motel, vacation rental, etc.) (1)	<input type="radio"/>					
The Hot Springs (2)	<input type="radio"/>					
Arts and live theatre (3)	<input type="radio"/>					
Outdoor adventure (4)	<input type="radio"/>					
The Chimney Rock National Monument (5)	<input type="radio"/>					
Festivals and events (6)	<input type="radio"/>					
The variety of recreation activities (7)	<input type="radio"/>					

- Relates to research objective 2 and 3 of Client Proposal
- Synthetic symmetric metric intensity continuum question
- Use average summarization
- REGRESSION Q14
 - Q14:
 - Independent: Q14: C
 - Dependent: Q13: B, C, D
 - Q14:
 - Independent: Q14: A, B
 - Dependent: Q13: A

- Relates to research objective 1 and 3 of Client Proposal
- Synthetic symmetric metric likert scale question
- Use average summarization
- ANOVA: Q23
- REGRESSION Q13, Q15, Q18
 - Q13
 - Independent: Q14: A, B
 - Dependent: Q13: A
 - Q13
 - Independent: Q14: C
 - Dependent: Q13: B, C, D
 - Q15
 - Independent: Q14: A, B, C
 - Dependent: Q15
 - Q18
 - Independent: Q14: A, B, C
 - Dependent: Q18

Q15 On your most recent trip to Pagosa Springs, how satisfied were you with your overall visit? (Select one)

- Very Dissatisfied (1)
- Dissatisfied (2)
- Neutral (3)
- Satisfied (4)
- Very Satisfied (5)

- Relates to research objective 2 and 3 of Client Proposal
- Synthetic symmetric metric intensity continuum question
- Use average summarization
- ANOVA with Q21 & 23
- REGRESSION Q14, Q18
 - Q14
 - Independent: Q14: A, B, C
 - Dependent: Q15
 - Q18
 - Independent: Q15
 - Dependent: Q18

Q16 In the last 5 years, have you visited Pagosa Springs between the months of November and April? (Select one)

- Yes (1)
- No (2)

- Relates to research objective 4 of Client Proposal
- Multiple-choice, categorical question
- Use percentage summarization
- Chi Squared with Q21, Q22, Q23 & Q24, Q8

Q17 What was your primary reason for not visiting Pagosa Springs between the months of November and April? (Select one)

- Seasonal Climate (heavy snowfall) (1)
- Road Conditions/Lack of Access (2)
- Lack of Knowledge of Activities (3)
- Unappealing Available Activities (4)
- School/Work Conflict (5)
- Not our normal vacation time (7)
- Other (6)

- Relates to research objective 4 of Client Proposal
- Multiple-choice, categorical question
- Use percentage summarization
- Chi Squared with Q21 & Q22, Q24

Q18 If you had the opportunity, how likely would you be to return to Pagosa Springs?
(Select one)

- Very Likely (1)
- Somewhat Likely (2)
- Undecided (3)
- Somewhat Unlikely (4)
- Unlikely (5)
- Very Unlikely (6)

- Relates to research objective 1, 2, and 3 of Client Proposal
- Synthetic symmetric metric intensity continuum question
- Use average summarization
- ANOVA with Q21, Q22, Q23 & Q24,
- REGRESSION Q15, Q14
 - Q14:
 - Independent: Q14: A, B, C
 - Dependent: Q18
 - Q15:
 - Independent: Q15
 - Dependent: Q18

Q19 If you had any other vacation destinations before your visit to southwest Colorado, which general direction were you travelling from? (Select one)

- North (1)
- South (2)
- East (3)
- West (4)
- Did Not Have Any Other Prior Vacation Destinations (5)

- Relates to 1st story questions
- Multiple-choice, categorical question
- Use percentage summarization
- CHI SQUARE Q11

Q20 If you had other vacation travel destinations after your visit to southwest Colorado, which general direction was that destination? (Select one)

- North (1)
- South (2)
- East (3)
- West (4)
- Did Not Have Any Other Vacation Destinations (5)

- Relates to 1st story questions
- Multiple-choice, categorical question
- Use percentage summarization
- CHI SQUARE Q11

Q21 What is your current age? (Select one)

- Under 21 (1)
- 21-30 (2)
- 31-40 (3)
- 41-50 (4)
- 51-60 (5)
- 61-70 (6)
- Over 70 (7)
- Prefer Not to Respond (8)

- Relates to research objective 1, 2, 3, and 4 of Client Proposal
- Multiple-choice, categorical question
- Use percentage summarization
- Chi Squared with Q1, Q2, Q3, Q4, Q5, Q6, Q7, Q9, Q10, Q11, Q12, Q16 & Q17
- ANOVA with Q15 & Q18

Q22 What is your gender? (Select one)

- Male (1)
- Female (2)
- Prefer Not to Respond (3)

- Relates to research objective 1, 2, 3, and 4 of Client Proposal
- Multiple-choice, categorical question
- Use percentage summarization
- Chi Squared with Q1, Q2, Q3, Q4, Q5, Q6, Q7, Q9, Q10, Q11, Q12, Q16 & Q17
- ANOVA with Q18

Q23 What is your current annual household income? (Select one)

- Below \$25,000 (1)
- \$25,001 - \$50,000 (2)
- \$50,001 - \$75,000 (3)
- \$75,001 - \$100,000 (4)
- \$100,001 - \$125,000 (5)
- \$125,001 - \$150,000 (6)
- \$150,001 - \$175,000 (7)
- \$175,001 - \$200,000 (8)
- More than \$200,000 (9)
- Prefer Not to Respond (10)

- Relates to research objective 1, 2, 3, and 4 of Client Proposal
- Multiple-choice, categorical question
- Use percentage summarization
- Chi Squared with Q1, Q2, Q3, Q4, Q5, Q6, Q7, Q9, Q10 Q11, & Q16
- ANOVA with Q14, Q15, & Q18

Q24 What is your primary employment status? (Select one)

- Employed or Self-employed (1)
- Student (2)
- Retired (3)
- Unemployed (4)

- Relates to research objective 1, 3, and 4 of Client Proposal
- Multiple-choice, categorical question
- Use percentage summarization
- Chi Squared with Q1, Q2, Q3, Q4, Q5, Q6, Q16, & Q17
- ANOVA with Q18

Q25 What is the zip code of your primary residence? (Enter 5-digit zip code)

- Relates to 1st story questions
- Natural metric question
- Use percentage summarization

Q26 Would you like to enter to win the Pagosa Springs grand prize? It includes a 3 night stay at High Country Lodge & Cabins, 3 dinners of your choosing from participating restaurants, passes to 3 different hot springs facilities with 2 additional activities of your choice and a \$200 Shell gas card. (Select one)

- Yes (1)
- No (2)

- Relates to incentive
- Multiple-choice, categorical question

Q27 Please fill in the text boxes below.

Name (1)

Address (2)

Address 2 (3)

City (4)

State (5)

Postal Code (6)

Daytime Phone (7)

Email Address (8)

- Relates to incentive
- Open-ended question

Final Budget

PSAT Budget	
Materials	Price
Binder (presentation)	\$ 5.99
Binder (Jennie)	\$ 5.99
Dividers (presentation)	\$ 7.98
Dividers (Jennie)	\$ 7.98
Tax	\$ 1.68
Total Expenses	\$ 29.62

Invitation to Client



HILLSDALE COLLEGE

December 1, 2015

Dear Jennifer Green,

This semester our Marketing Research team has conducted an online survey to assess segmentation variable data (demographic and behavioral) and provide consumer information, which will provide Pagosa Springs Area Tourism a more effective way to market to its tourists. We hope our research may serve your future endeavors as Tourism Board Director of Pagosa Springs Area Tourism.

We invite you to attend the final presentation of our research findings and recommendations at 11 am MST on Tuesday, December 15 in room 335 on the upper level of Lane Hall.

We look forward to sharing our work with you.

Sincerely,
Hillsdale College Marketing Research Team

Jenalle Beaman

Candace Corrales

Kayla Wright

Invitation to Faculty



HILLSDALE COLLEGE

December 1, 2015

Dear EBA Faculty,

This semester our Marketing Research team has conducted an online survey to assess visitor rational for visiting Pagosa Springs, as well as, visitor preferences and satisfaction. This will provide Pagosa Springs Area Tourism with information that will allow it to more effectively market towards tourists – potentially increasing primary conversion rates and bringing in more visitors between the months of November and April. We invite you to attend the final presentation of our research findings and recommendations at 1 pm EST on Tuesday, December 15 in room 335 on the upper level of Lane Hall.

We look forward to sharing our work with you.

Sincerely,
Hillsdale College Marketing Research Team

Jenalle Beaman

Candace Corrales

Kayla Wright

Thank You Letter to Client



HILLSDALE COLLEGE

December 22, 2015

Jennie,

We would like to thank you for allowing us to assist Pagosa Springs Area Tourism in its efforts to better understand tourists' reasons for visiting Pagosa Springs, as well as their satisfaction with Pagosa's offerings. The ability for us to administer a survey on behalf of Pagosa Springs Area Tourism was an excellent learning process, giving us real-world experience that can be applied to our future endeavors.

We hope that our research was insightful and that Pagosa Springs will be able to use our recommendations and have a greater understanding of visitor rational and satisfaction. We also hope that this will help Pagosa Springs to increase its conversion rate, as well as increase visits during its off-season of November to April.

It was our pleasure to work with you this semester. Thank you again for granting us the opportunity to learn and enrich our education by working closely with you.

Sincerely,

Hillsdale College Marketing Research Team

Jenalle Beaman

Candace Corrales

Kayla Wright

Secondary Research Report

Southwest Colorado Tourism

Objectives

The purpose of a secondary research report is to present exploratory information to the client. In addition, the information gathered will aid in constructing a descriptive research study, as well as gaining a more thorough understanding of the tourism industry in southwestern Colorado. Specifically, objectives include: determining consumer rationale for visiting southwestern Colorado towns and surrounding communities, discovering how these towns can better cater to consumer preferences to increase satisfaction in a more effective way, finding best communication practices, and identifying possible ways to increase tourism in these communities during off seasons.

Southwestern Colorado

Tipton Advocates for Good Samaritan Legislation in Senate Hearing

The recent environmental disaster of the Animas River has the potential to harm small businesses – especially those in the agriculture and tourism sectors in Southwest Colorado, according to Tipton. He warns that a heavy-handed EPA Superfund would compound the severity of those economically impacted by further discouraging tourism to the Silverton area – which is why he encourages the “Good Samaritan” approach. Tourism requires a clean environment, especially river-based tourism where people come to swim, fish, or kayak. Tourism is also impacted by perception – therefore, the belief that an entire area has been contaminated may have significant impact on tourism – and furthermore have a severe impact on the small business owners in Southwestern Colorado who rely on tourism income. The Good Samaritan legislation would remove existing hurdles that discourage Good Samaritan groups from cleaning up abandoned mines and providing communities with a valuable service.

Tipton Advocates for Good Samaritan Legislation in Senate Hearing. Lanham: Federal Information & News Dispatch, Inc, 2015.ProQuest. Web. 4 Oct. 2015.

Salida

Browns Canyon

According to this article, the establishment of the Browns Canyon National Monument in Buena Vista, Colorado has brought a large increase in tourism for Southwest Colorado. Browns Canyon, located between Salida and Buena Vista along the Arkansas River, is home to beautiful scenery and provides yet another reason for tourists to travel to Southwest Colorado. Local business owners stated they noticed a large increase of tourists in their businesses only a few days after President Obama signed the designation to establish Browns Canyon as a national monument on February 19. Most people who travel to see Browns Canyon National Monument come for the hiking and fishing associated with it. This monument is essential to Southwest Colorado, as it will protect the 21,589 acres of land for beautiful outdoor recreation with the natural scenery and wildlife.

Harmon, Tracy. "Browns Canyon." McClatchy - Tribune Business News. Jul 19 2015. ProQuest. Web. 1 Oct. 2015.

Salida Could See New Trail under BLM Plan

The Bureau of Land Management proposed a plan expanding the trail system in Salida, Colorado to become a larger mountain biking destination within the region. The new suggested trail is 9 miles with a combination of easier family introductory paths as well as more advanced trails for more experienced, thrill-seekers in the Arkansas Hills and the Methodist Mountains. Some of the proposed cycling paths would include tabletops, berms, and wood-constructed jumps. This addition to Chaffee County’s preexisting trails, including Oil Well Flats, would generate even more tourism growth than the area has seen in the past few years. In 2010, it was estimated by trail counters that 10,000 cyclists passed a single trail, and by 2013, this number grew to over 18,000

cyclists. Salida's ability to further capitalize on the elite mountain ranges surrounding the area would help attract more tourists and create more wealth for the area.

Benzel, L. (2015, Jan 08). Salida could see new trails under BLM plan. McClatchy - Tribune Business News

Creede

Cleaning up the Past

The Willow Creek flood plain is, essentially, the "welcome mat" of the city of Creede. The city decided to take on a facelift project in order to improve the surrounding area. Overall, the project improved the space for town residents, as well as making the entrance to the city more appealing for tourists. The hope for the space is to make it more practical; initial ideas included a community garden, open space, a miniature golf course, and trails for pedestrians and ATV users. In the end, the town hoped to maximize use of the space. Taking on this project was a major obstacle for the city. They had to find the funds, as well as minimize the effect on the environment, in this case river pollution. The city's desire to improve this entrance would result in a more appealing destination, both for tourists and locals.

Hildner, Matt. "Cleaning up the Past." McClatchy - Tribune Business News (2011): n. pag. Proquest Business Collection. Web. 1 Oct. 2015.

A Theater Far Off the Beaten Path: The Creede

The Creede Repertory Theatre located in Creede, Colorado is a rarity for small towns. The theater is nationally recognized, has won many awards, and is a salvation for the town. This article states "[s]ilver mining has waxed and waned in its 100-year history, and many of its resident families and miners had moved on. Like so many other boom-to-bust economies, Creede's was forced to cultivate a new source of revenue – tourism". The theatre company brings in \$1.7 million in to aid the economy not only in Creede, but the larger San Luis Valley. Theatre enthusiasts travel from all over the southwest to see its productions. Because visitors utilize restaurants, motels, and shops, the main street of Creede benefits from customers buying trinkets, treats, antiques, and even artwork before show time.

A theater far off the beaten path the creede (colo.) rep succeeds at what few troupes would attempt. THEATER. (1990, Aug 21). The Christian Science Monitor (Pre-1997 Fulltext)

Ouray

Ice Park in Ouray

The ice park in Ouray, Colorado draws large crowds during the winter months. There are about 15,000 ice climbers who visit Ouray throughout the ice climbing season (Dec. 15-April 1). This ice park has a significant impact on a town of about 1,000 inhabitants. A large draw to Ouray and the ice park is the annual Ice Festival, which takes place during a weekend in January. This festival attracts ice climbers from all over the

world, including competitors from countries like Austria, Spain, Italy, and Switzerland. These climbers compete in a variety of contests. In addition to contests, the festival includes clinics with world-class instructors. Since the town has such a small population, locals believe the area comes alive with ice park visitors. Over the years, there has been an increase in local businesses that remain open during the winter months due to the increase in visitors that go to Ouray for the ice park. Over the years, Ouray's ice park has drawn a large number of annual visitors to the "Switzerland of America."

Eastwood, C. (2006, Jan 25). Ice park transforms the 'Switzerland of America' into a haven for athletes. Knight Ridder Tribune Business News

Five Ways to be Stunned by Colorado

This article focuses specifically on activities that are easily accessible and draw people into the southwestern corner of Colorado during the fall months. Colorado's mountain biking trails are highlighted as "the countries best mountain biking destination". A large part of its draw comes from the fact its trails surround historical mining towns and quaint cities. For the more extreme adventurers, the state even hosts events such as the Iron Horse Bicycle Classic in which extreme cyclists will "try (and successfully) to beat the steam train that runs from Durango (elevation 6,500 feet) to Silverton (9,300 feet)." Other venerable moments discussed in this article includes kayaking opportunities on crystal clear lakes surrounded by beautiful fall colors, hiking trails for any skill level, and amazing drive-through opportunities. Drive-through attractions are highly important to tourism in southwestern Colorado because they draw in all kinds of tourists, even those who are not avid adventurers. These drive-through attractions bring in hundreds of thousands of visitors each year, because, as the author of this article stated, "every time I thought I'd seen the best drive, I saw a new best one." The amazing scenery and world-class activities southwestern Colorado has to offer draw in more visitors each year, and people continue to be amazed by the southwestern region.

Marty, P. (2008, May 18). 5 ways to be stunned by Colorado. McClatchy – Tribune Business News

PAGOSA SPRINGS

Pagosa Springs Conversion Study 2008

In the summer of 2007, a visitor intercept and mail-back study was conducted by the town of Pagosa Springs to determine its advertising campaign effectiveness in attracting inquirers to actually visit and profile those who did. The results surprisingly showed a healthy percentage of first-timers in the town (37 percent) – primarily old, empty nesters and families – but sadly, many of which provided low ratings in regard to overall experience. Upon these findings, the Pagosa Springs has decided to continue investing in its website and communicate with guests through email blasts. However, it has altered its strategy in that the town will verify its information (photography, listings, maps, etc.), and also by asking if these are current, representative, and attractively designed. By doing so – and working with the lodging community on providing consistent standards – the town's first-timers' sense of disappointment will hopefully be addressed.

“PAGOSA SPRINGS CONVERSION STUDY 2008.” Web. 4 Oct. 2015.
<http://www.pagosasprings.co.gov/vertical/sites/%7B175F1D4C-10BE-47AA-AF3E-C1BCDE2446A6%7D/uploads/%7B74B10909-4430-4FCF-A681-8871FDF47B95%7D.PDF>

Glossary of Statistical Terminology

ANOVA (Analysis of Variance)	A method of statistical analysis used to determine differences among the means of two or more groups on a variable. The independent variables are usually categorical, and the dependent variable is usual a metric.
Bivariate Correlation	Measures the relationship between two variables.
Bell curve	A frequency distribution statistics.
Categorical	Labels used for grouping.
Confidence Level	Provides an estimated range of values, which is likely to include an unknown population parameter, the estimated range being calculated from a given set of sample data.
Correlation	A common statistical analysis, usually abbreviated as r , which measures the degree of relationship between pairs of interval variables in a sample. The range of correlation is from -1.00 to zero to +1.00. It shows a non-cause and effect relationship between two variables.
Crosstabs	Statistical technique that establishes an interdependent relationship between two tables of values, but does not identify a causal.
Dependent Variable	A variable that receives stimulus and measured for the effect the treatment has had upon it.
Differences between Two Groups	A statistical analysis used to find significant differences between two groups comparing percentages.
Differences between Two Variables	A statistical analysis used to find significant differences between two groups comparing averages.

Hypothesis	A tentative explanation based on theory to predict a causal relationship between variables.
Independent Variable	A variable that is part of the situation that exists from which originates the stimulus given to a dependent variable.
Mean	The average score within a distribution.
Median	The center score in a distribution.
Metric	Natural numbers or synthetic levels of measurement.
Mode	The most frequent score in a distribution.
Probability	The chance that a phenomenon has of occurring randomly. As a statistical measure, it shown as p (the "p" factor).
Qualitative Research	Empirical research in which the researcher explores relationships using textual, rather than quantitative data.
Quantitative Research	Empirical research in which the researcher explores relationships using numeric data.
Random sampling	Process used in research to draw a sample of a population strictly by chance, yielding no discernible pattern beyond chance.
Range	The difference between the highest and lowest scores in a distribution.
Regression	The relationship between a dependent variable and one or more independent variables.
Sampling Error	The degree to which the results from the sample deviate from those that would be obtained from the entire population, because of random error in the selection of respondent and the corresponding reduction in reliability.

Standard Deviation

A measure of variation that indicates the typical distance between the scores of a distribution and the mean; it is determined by taking the square root of the average of the squared deviations in a given distribution.

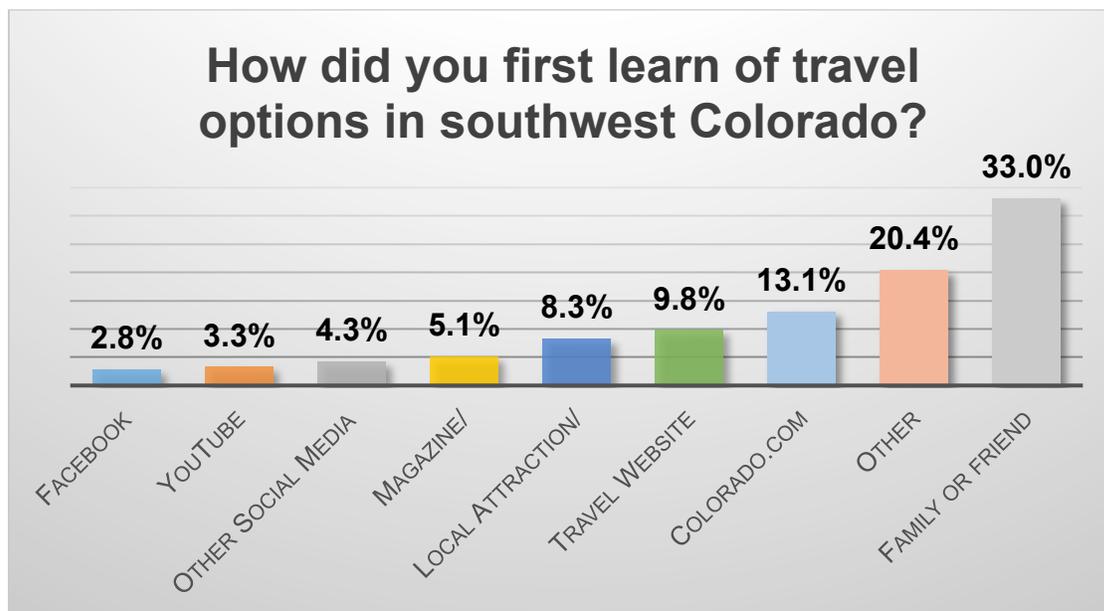
Questionnaire Results – Cumulative Analysis

The following graphs represent the cumulative data of first story questions from all the tourism towns. Note there is some bias due to the large number of Chaffee County responses (nearly 50 percent of total responses).

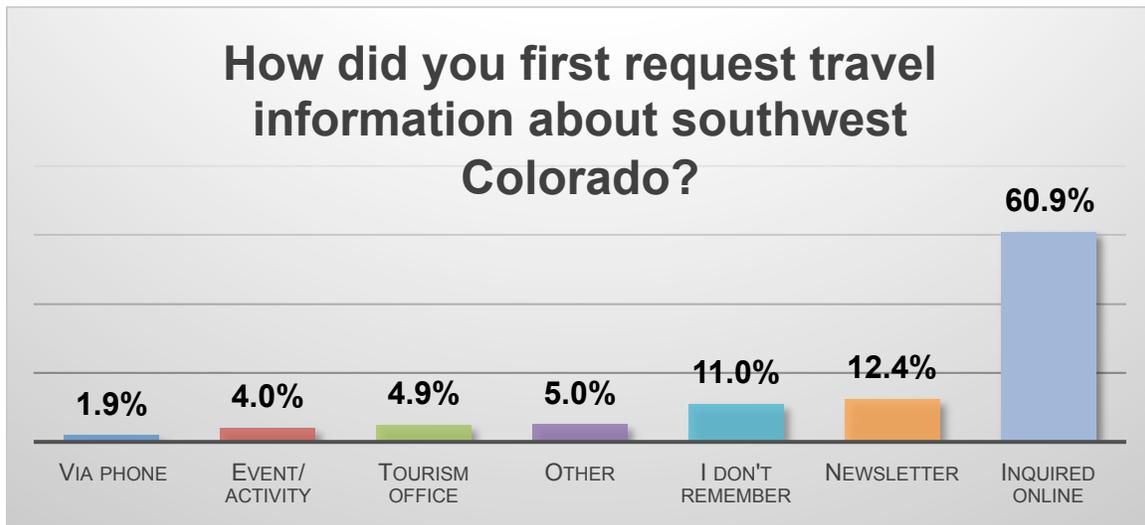
This is a summarization of averages and percentages of findings for each question.

Please note: answers such as “Prefer not to Respond” and “Not Applicable” have been deleted from results. Therefore, not all percentages will equal 100%.

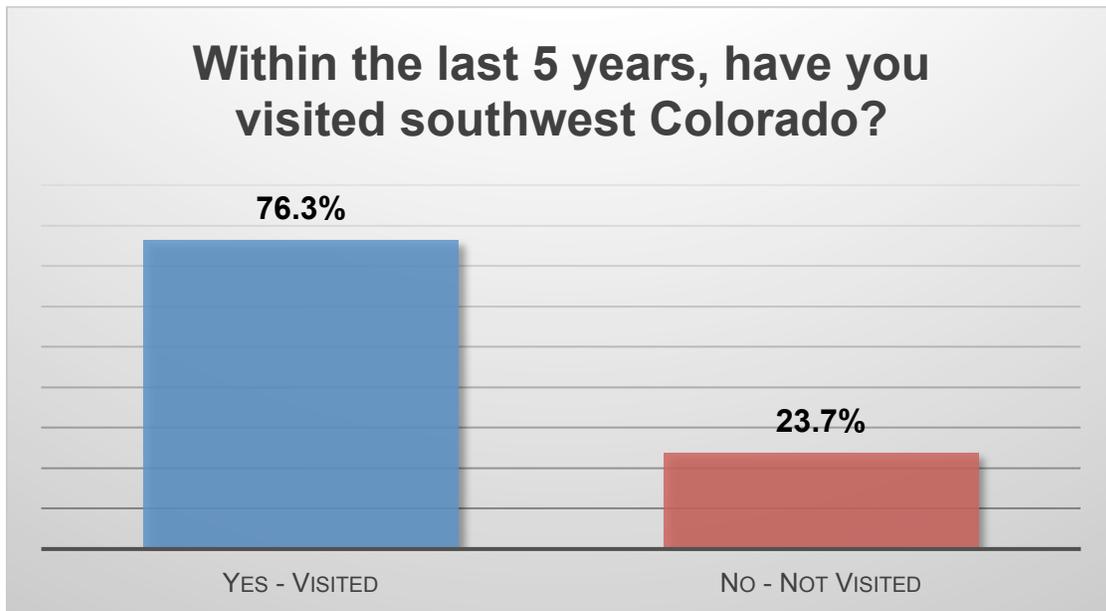
How did you first learn of travel options in southwest Colorado? (Select One)



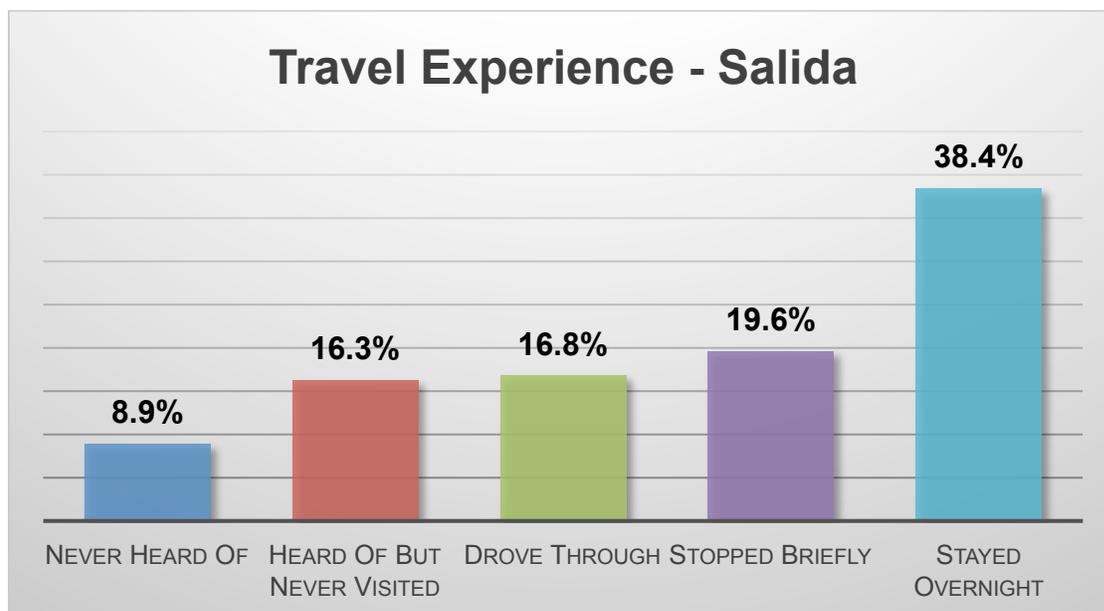
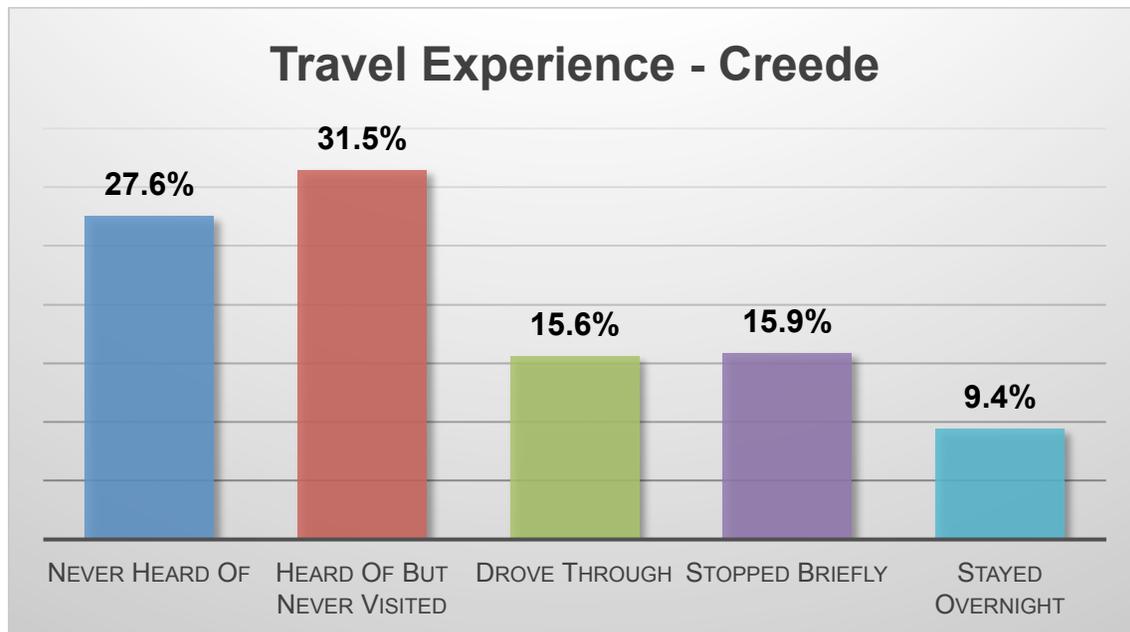
How did you first request travel information about southwest Colorado? (Select One)



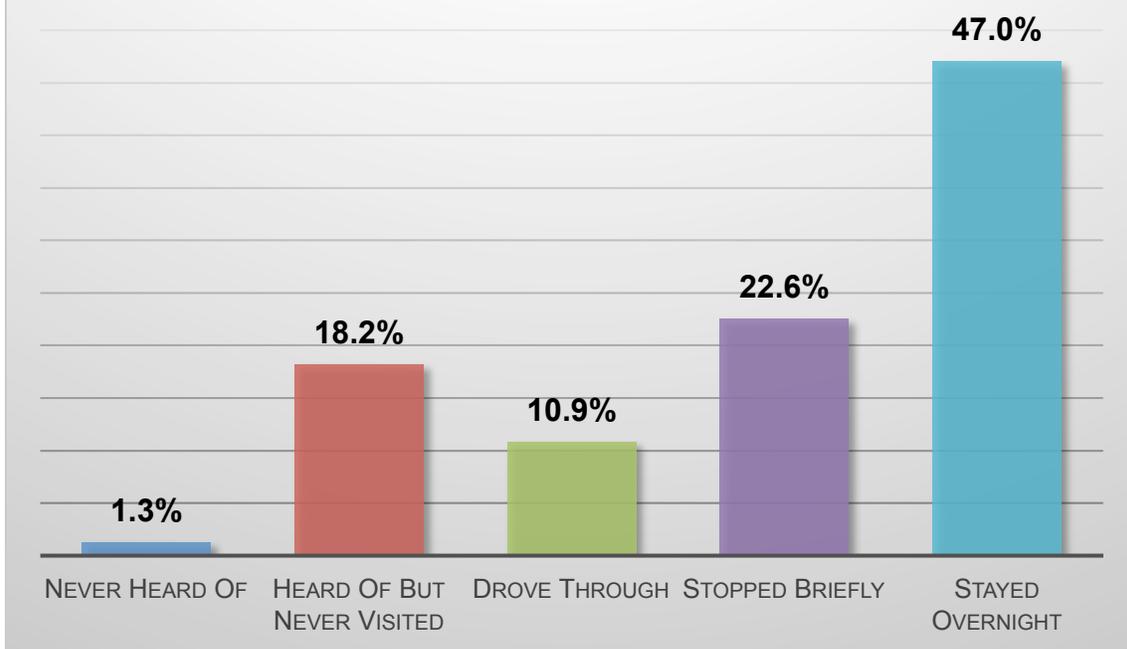
Within the last 5 years, have you visited southwest Colorado? (Select one)



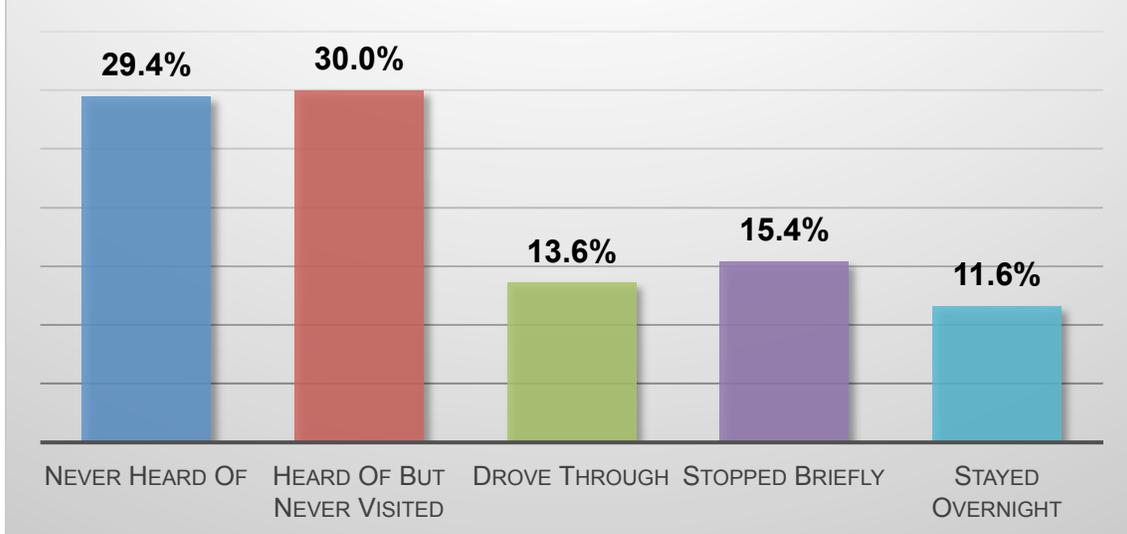
Please identify your travel experience with the following communities in southwest Colorado. (Select one for each town)



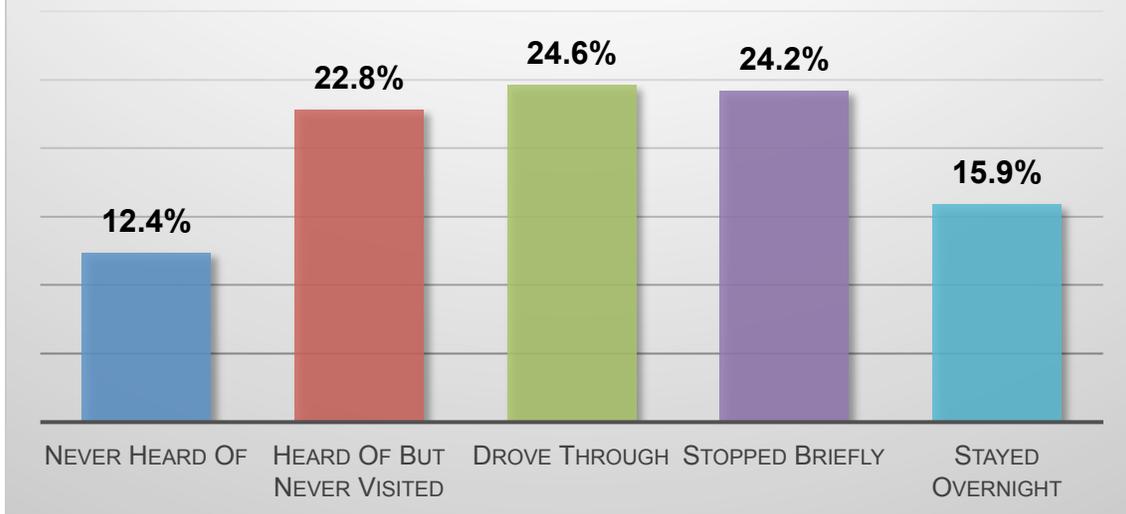
Travel Experience - Durango



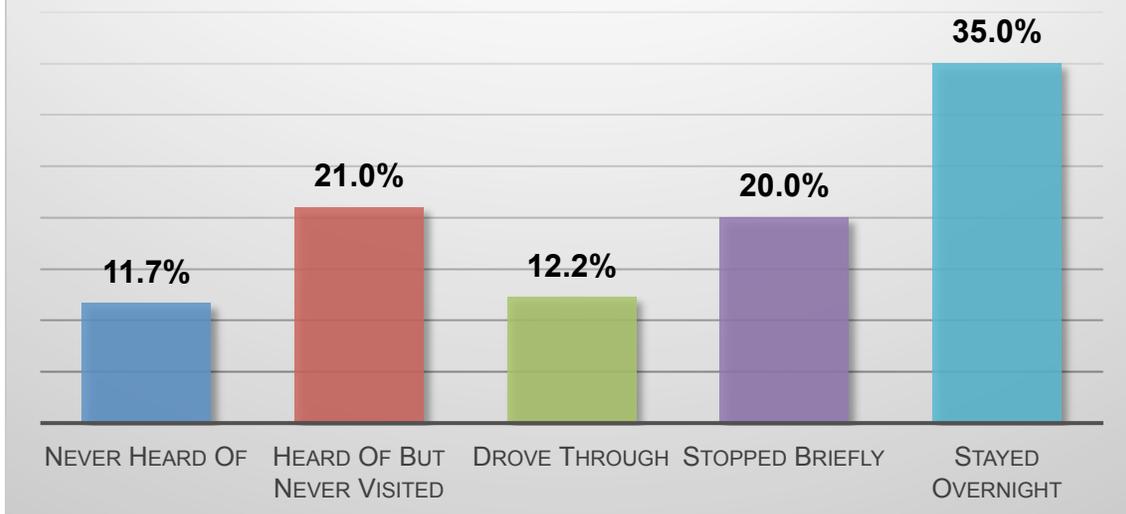
Travel Experience - Lake City



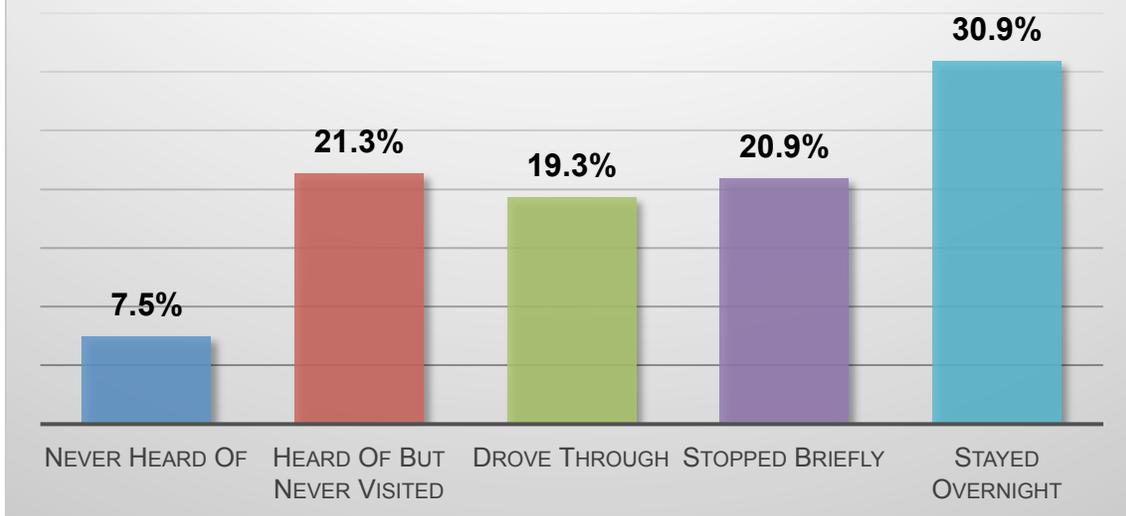
Travel Experience - Montrose



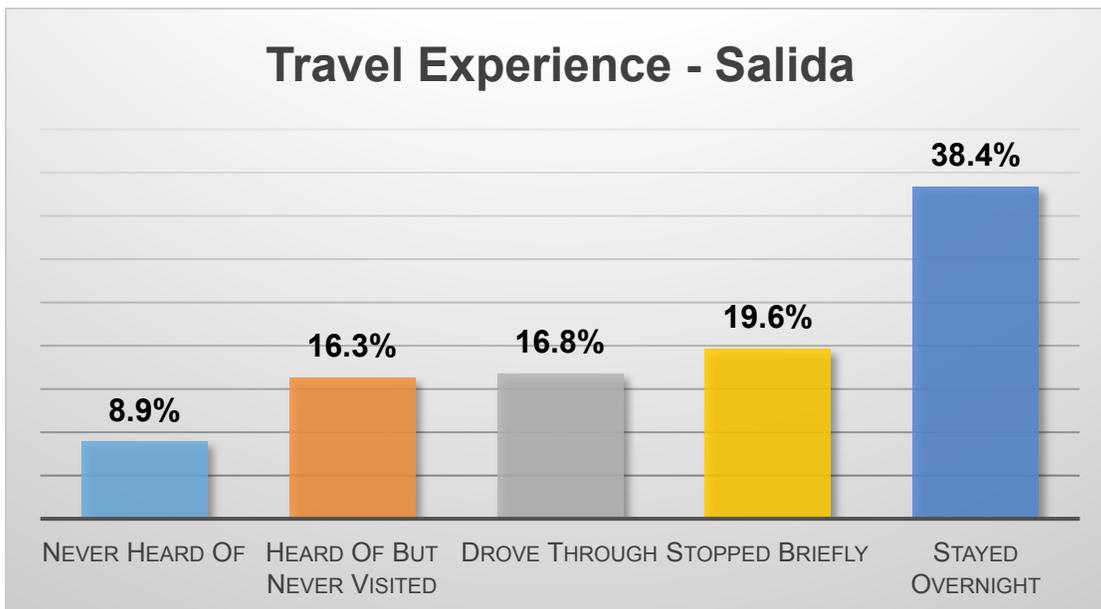
Travel Experience - Ouray



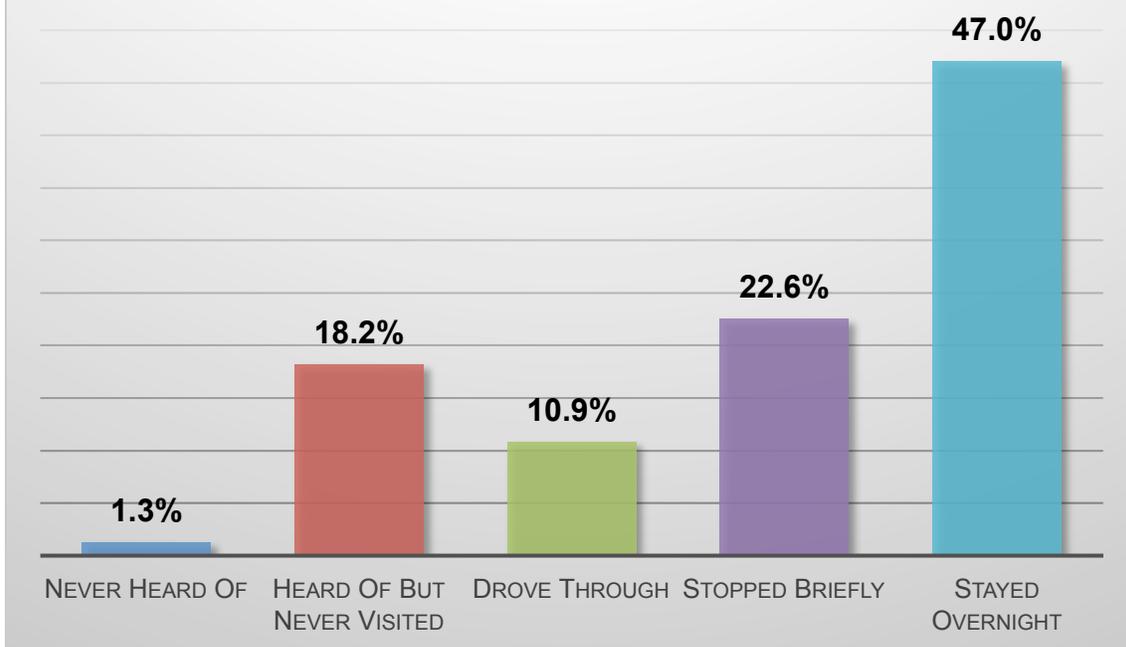
Travel Experience - Pagosa Springs



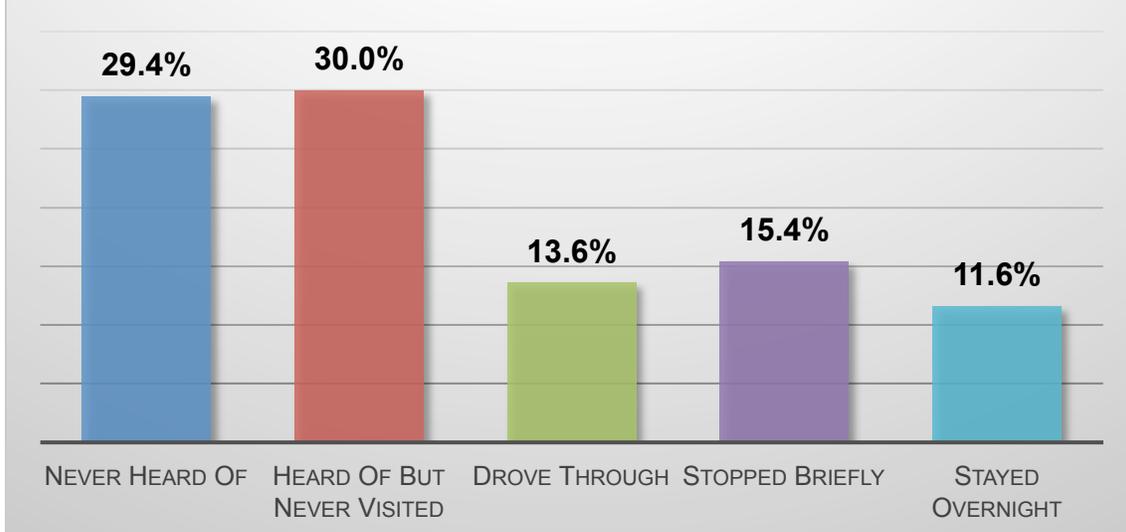
Travel Experience - Salida



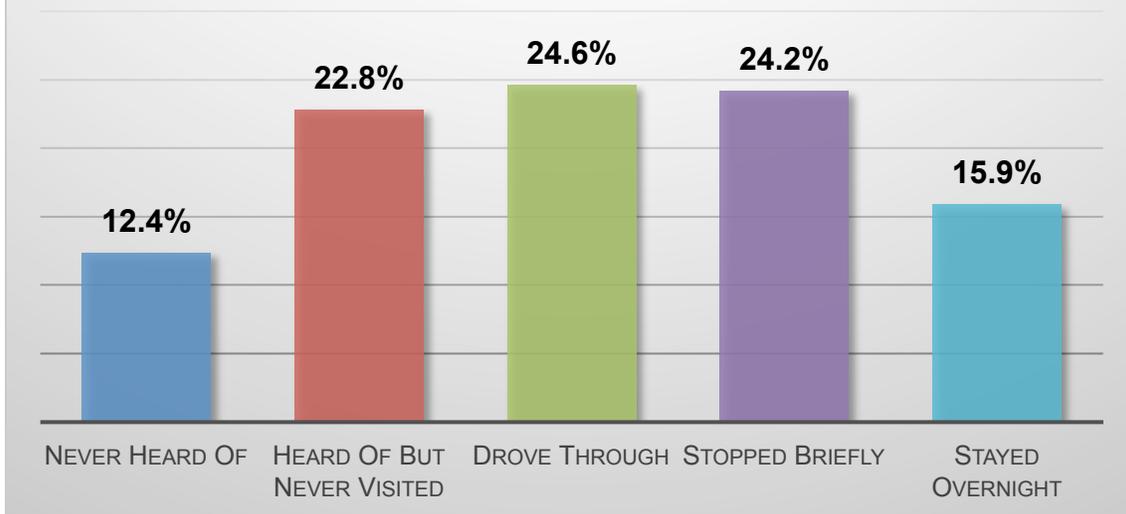
Travel Experience - Durango



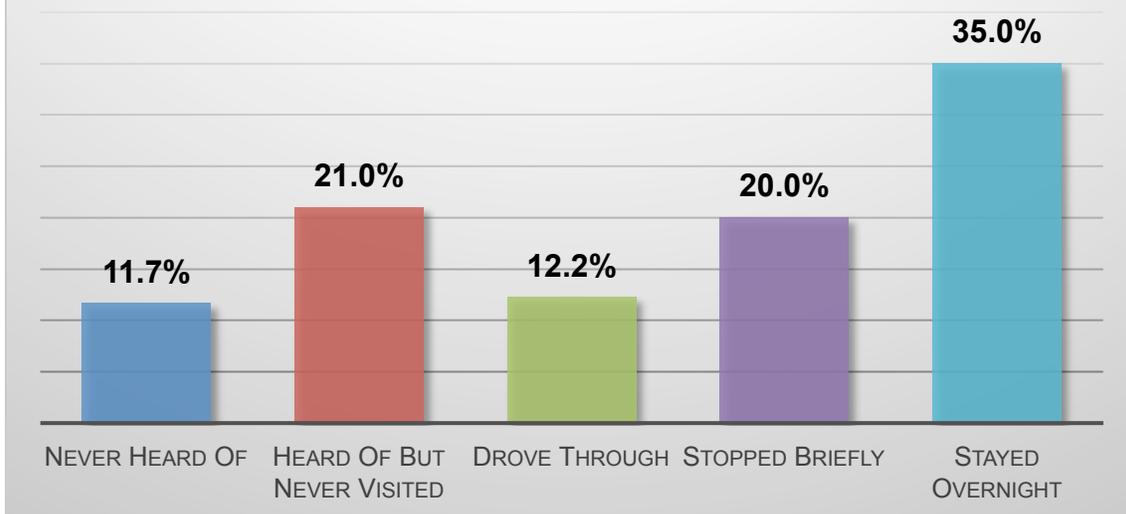
Travel Experience - Lake City



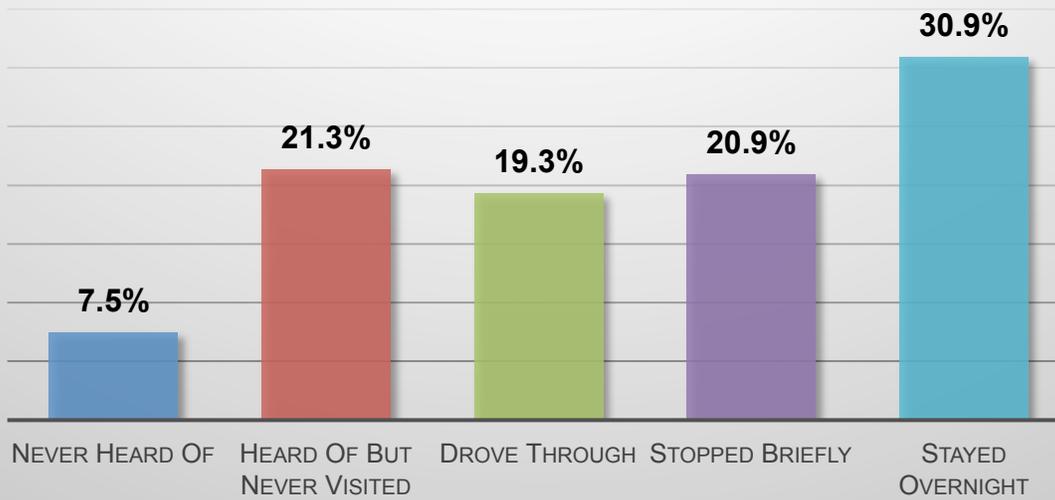
Travel Experience - Montrose



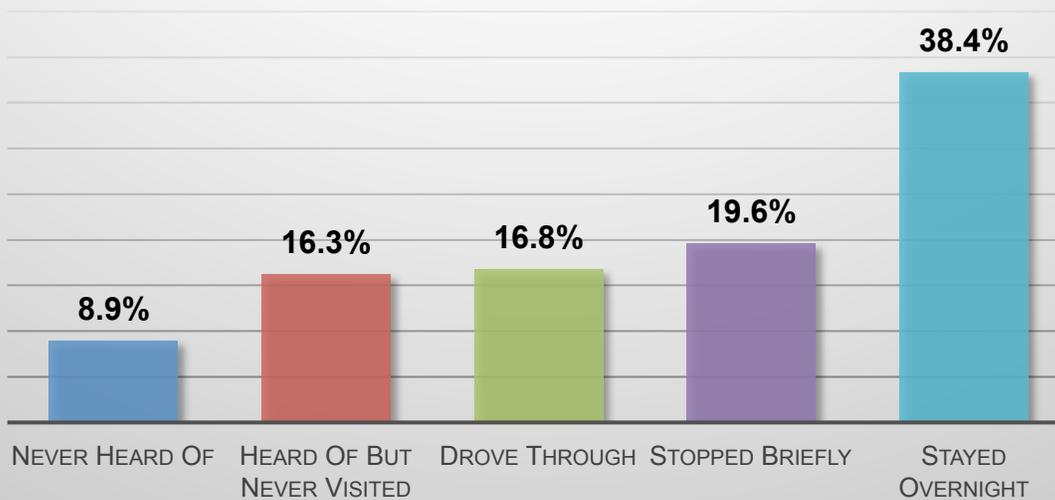
Travel Experience - Ouray



Travel Experience - Pagosa Springs

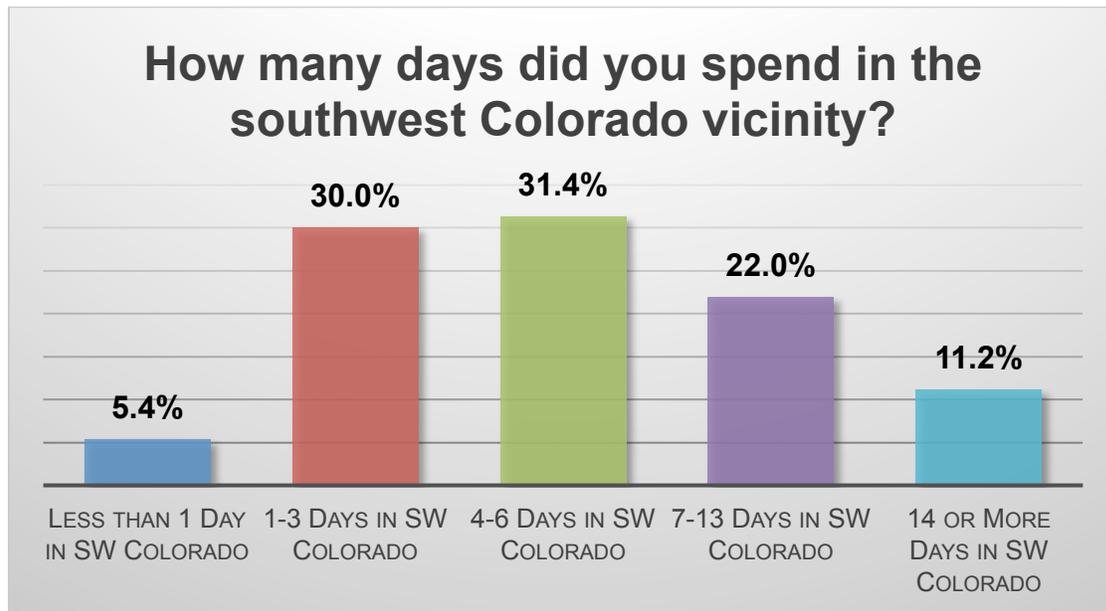


Travel Experience - Salida



On your most recent visit to southwest Colorado...

...How many days did you spend in the entire southwest Colorado area and vicinity?

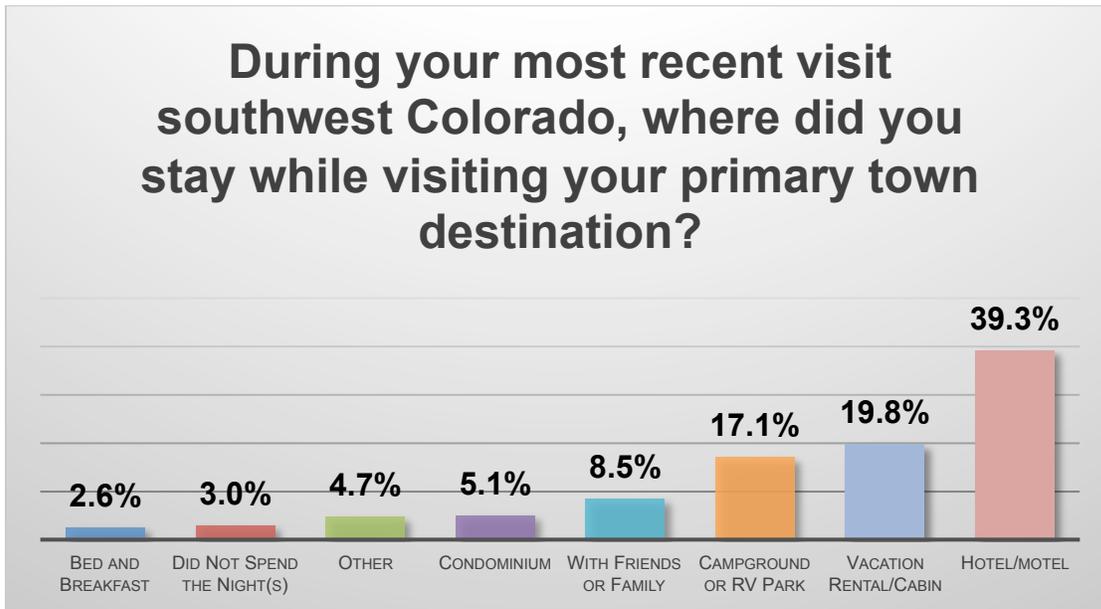


...How many days did you spend at your primary town destination?

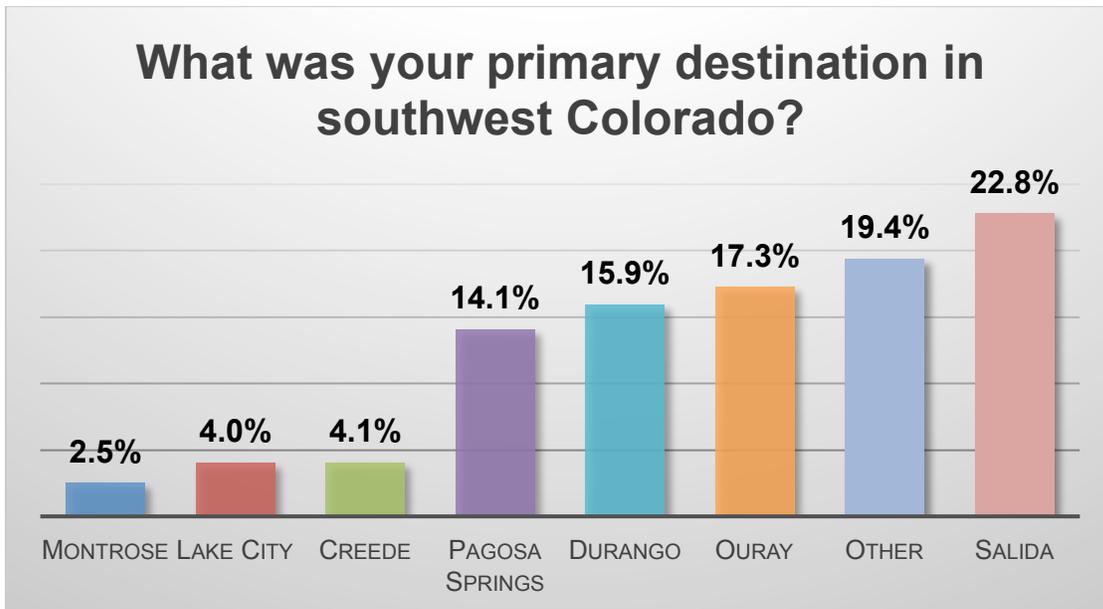


6.

During your most recent visit to southwest Colorado, where did you stay while visiting your primary town destination? (Select one)



On your most recent visit, what town was your primary town destination in southwest Colorado? (Select one)



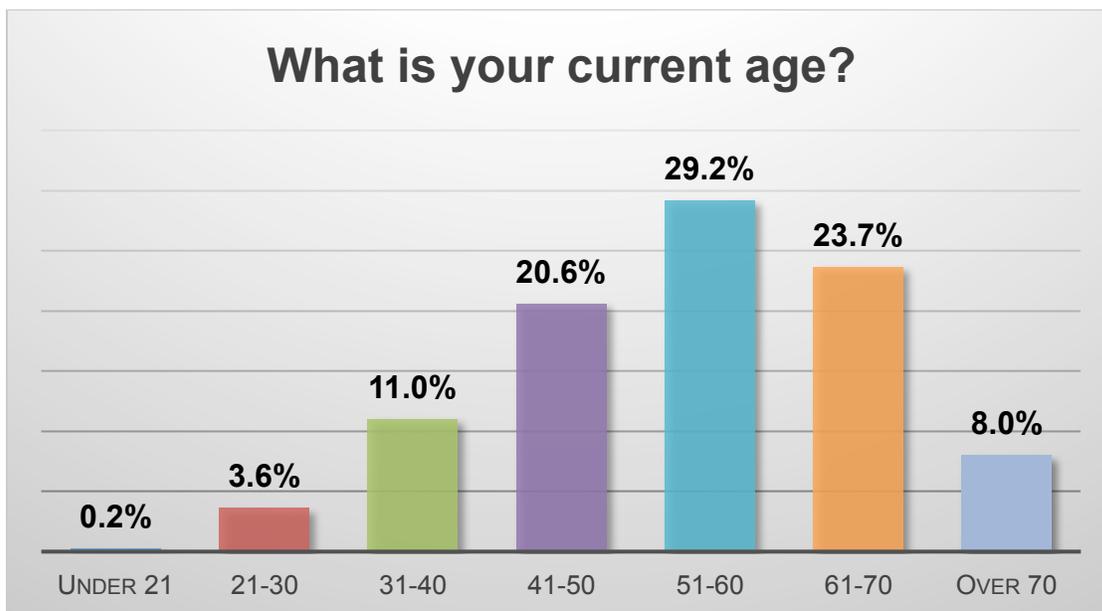
If you had any other vacation destinations before your visit to southwest Colorado, which general direction were you traveling from?



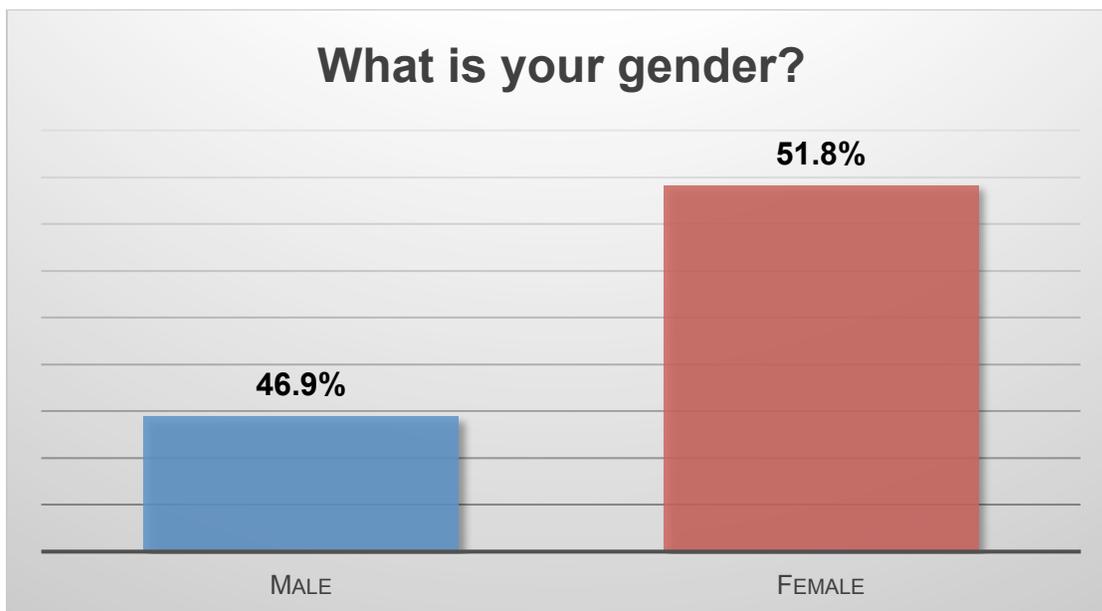
If you had any other vacation travel destinations after your visit to southwest Colorado, which general direction was that destination?



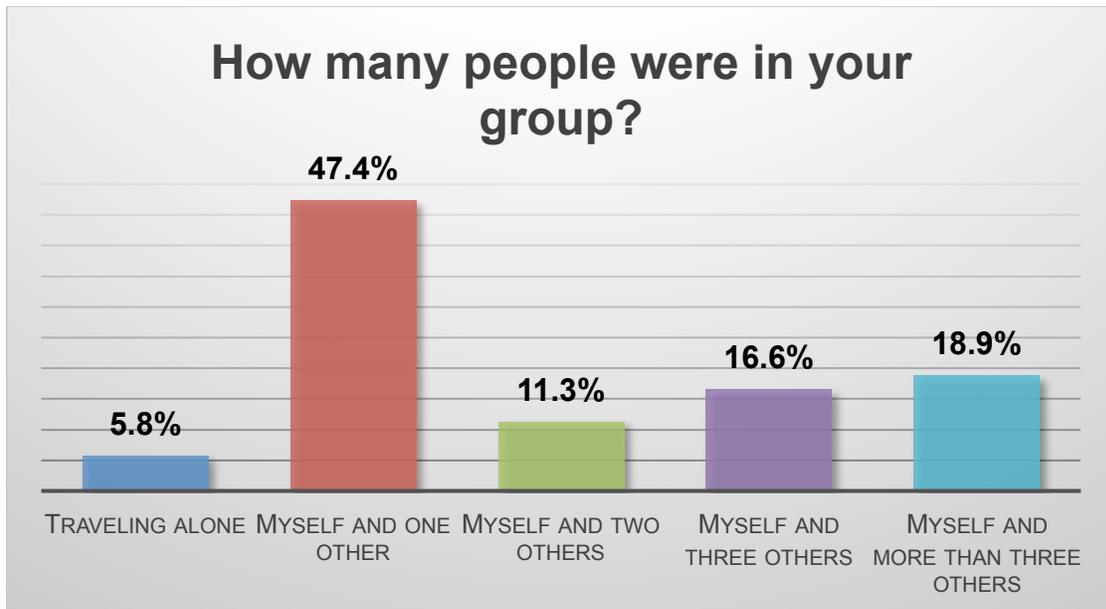
What is your current age?



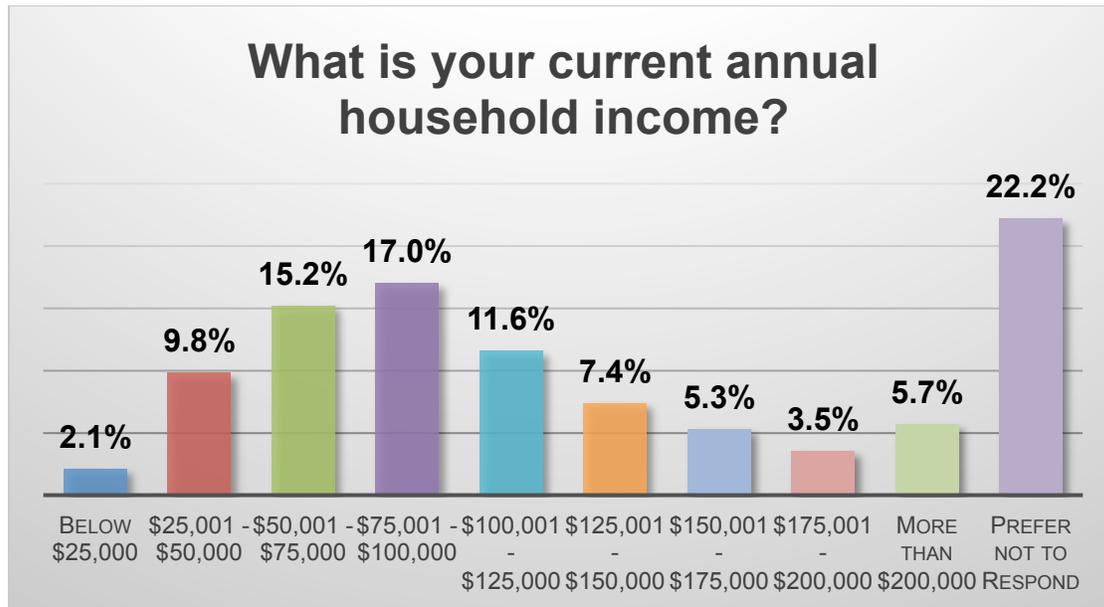
What is your gender?



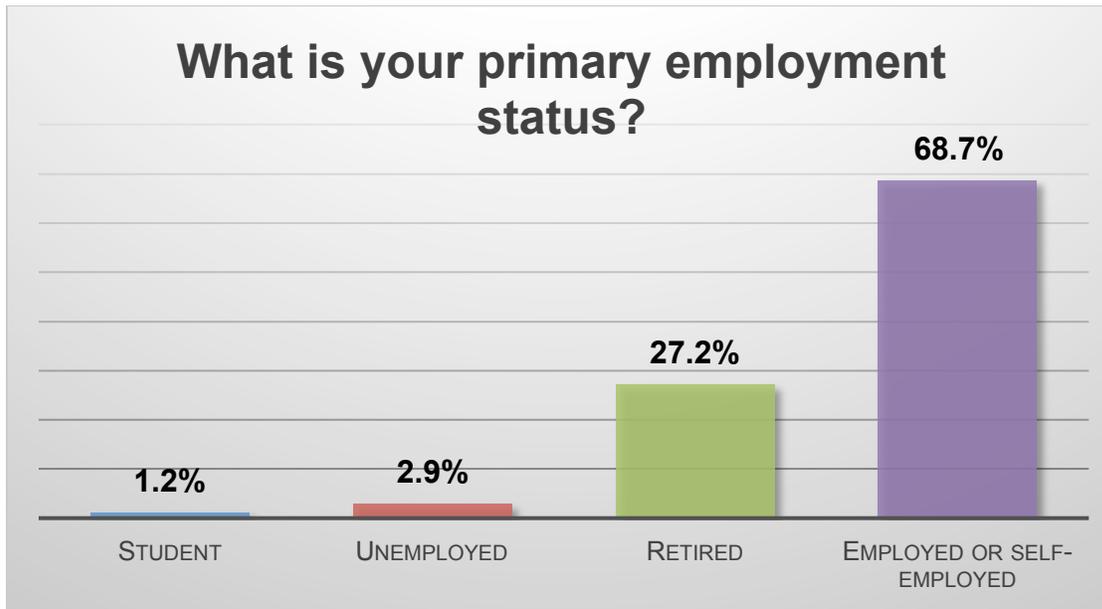
On your most recent visit to southwest Colorado, how many people were in your group?



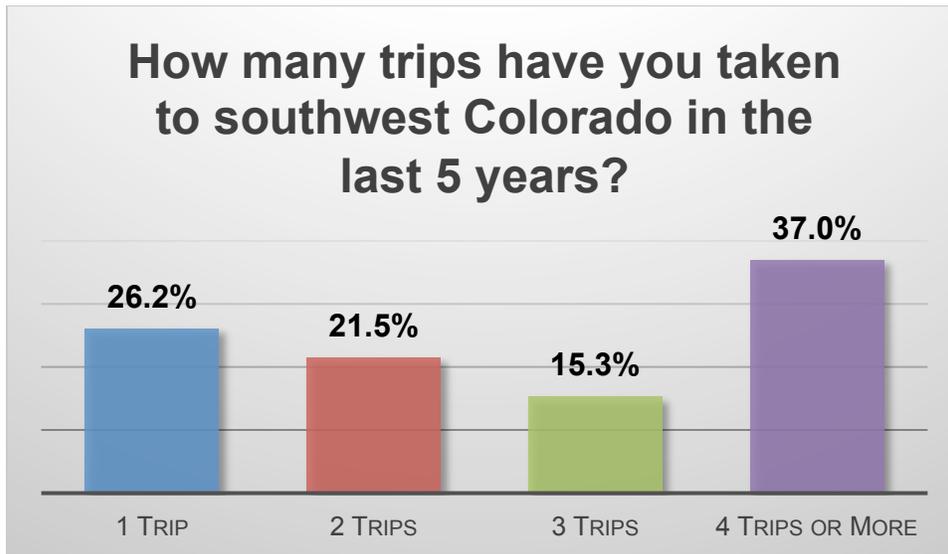
What is your current annual household income?



What is your primary employment status?



How many trips have you taken to southwest Colorado in the last 5 years?



PowerPoint Presentation



Pagosa Springs Area Tourism

Consumer Satisfaction
and Demographic
Information Study

Jenalle Beaman, Candace
Corrales, and Kayla Wright

Background

- Pagosa Springs offerings
- Pagosa Springs Area Tourism (PSAT)

Research Objectives

1. Determine consumer rationale for visiting Pagosa Springs
2. Rank Pagosa Springs' attractions
3. Identify ways to advance PSAT's primary and secondary conversion rates
4. Identify possible options to increase PSAT's overnight stays

Limitations

- Incomplete Surveys: 1,879 opted out, 2,298 started, 2,132 completed
- Failed Emails: 1,385 failed
- Non-Respondent Bias
- Respondent Bias – list came from those who had requested Pagosa Springs information
- “Not Applicable”, “Prefer not to Respond”, and “Other” options
- Age Bias

Methodology

- Definition of the Population and Sample Plan
 - Population: 27,624 emails
 - List had been groomed, removing duplicates
 - Data analysis completed with 2,132 responses

Methodology

- Data Collection Method
 - 3 emails: 1) Pre-survey email, 2) Email containing survey, 3) Reminder email
- Incentives

Methodology

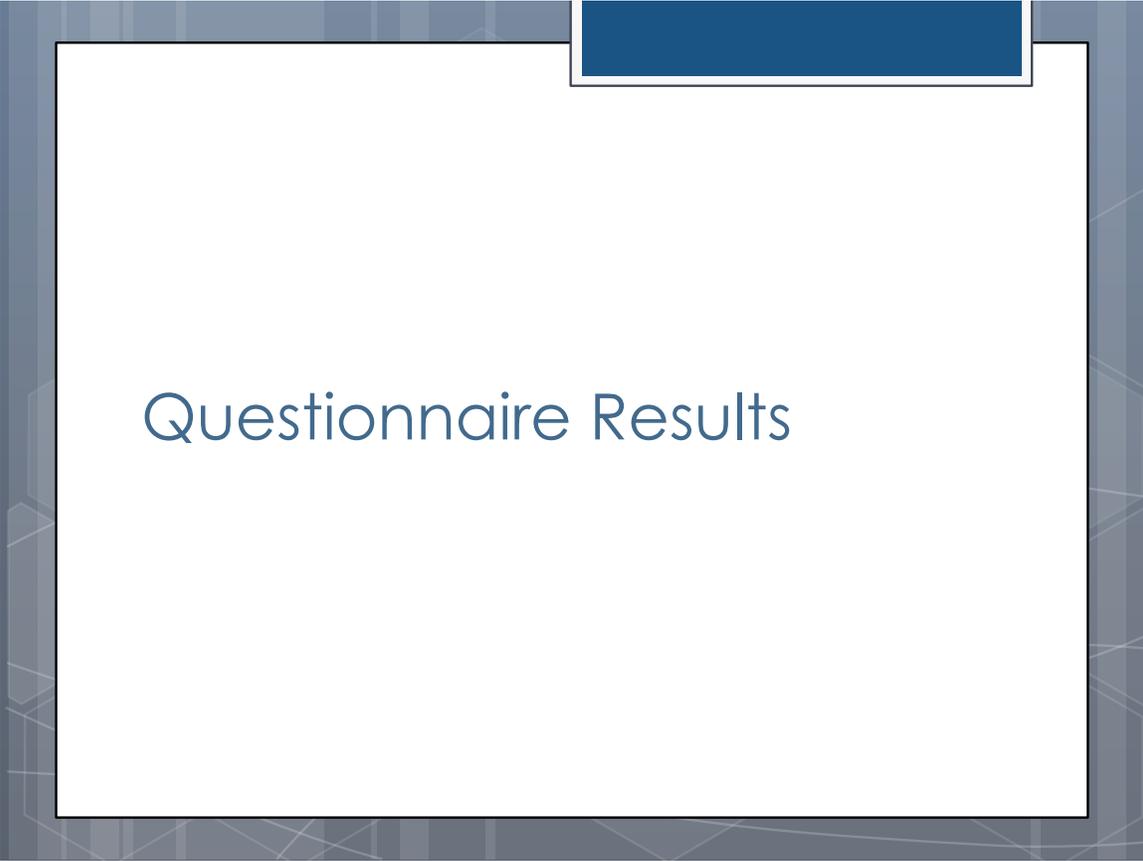
- Questionnaire Development
 - 27 question survey: Qualtrics Survey Software (QSS) for survey creation, input, and distribution
- Screening Question

Methodology

- Non-sampling and Sampling Error Reduction
 - 2,298 responses, only 2,132 completed
 - Skip questions
 - Force response
 - Sample Error: 2.1 percent

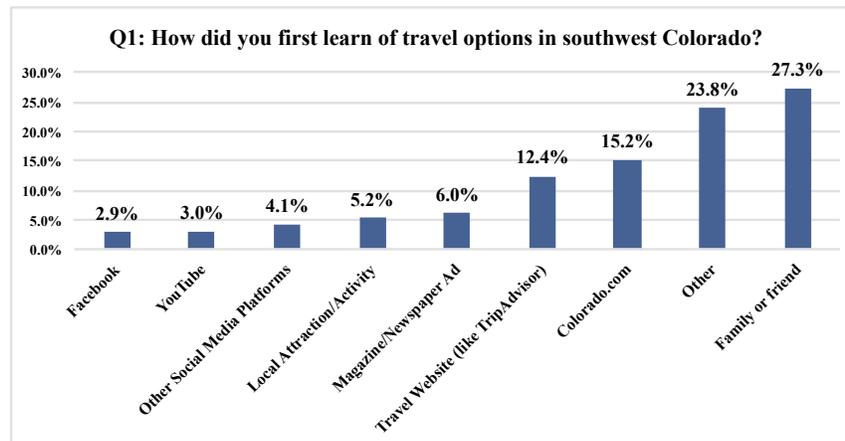
Response Rate

- 27,624 surveys were sent
- 2,132 were completed
 - Gross Response Rate: 7.7 percent

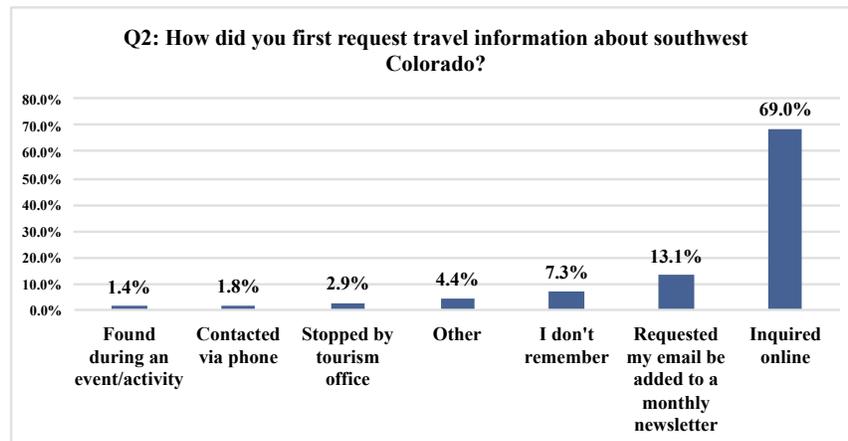


Questionnaire Results

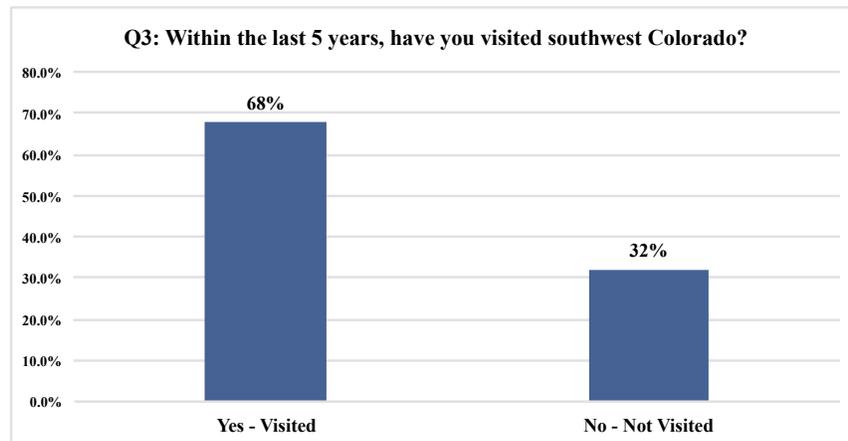
Questionnaire Results



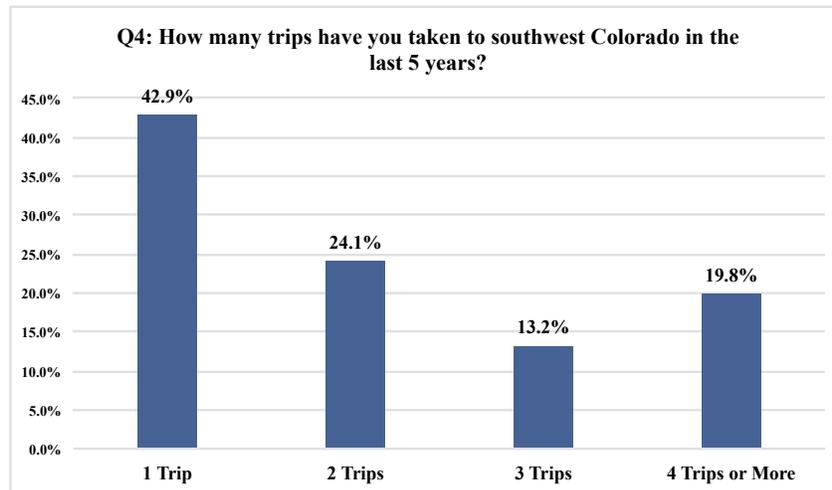
Questionnaire Results



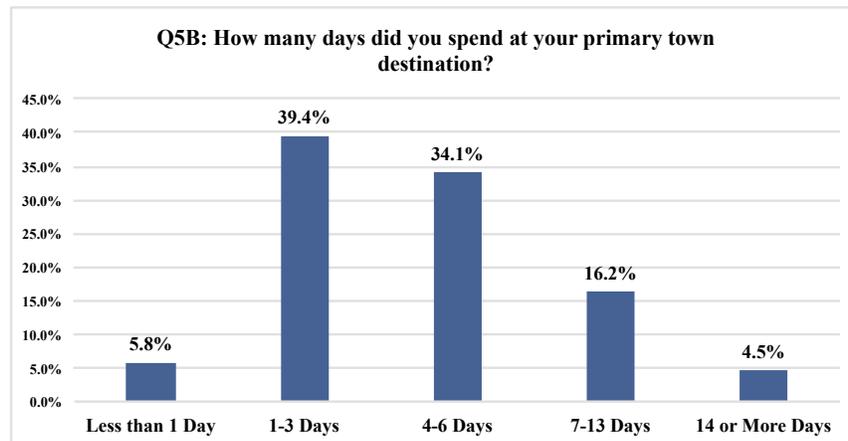
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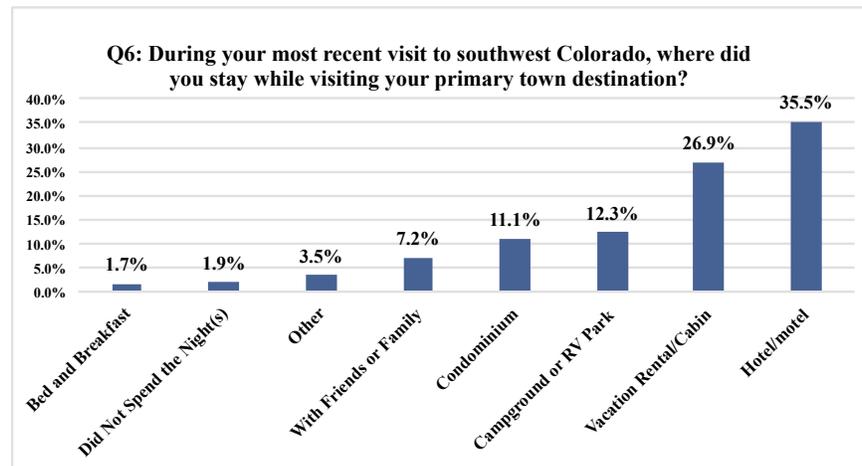
Questionnaire Results



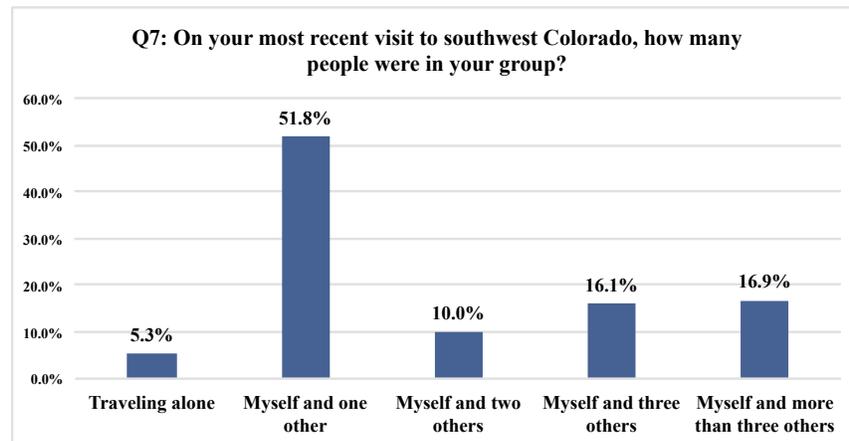
Questionnaire Results



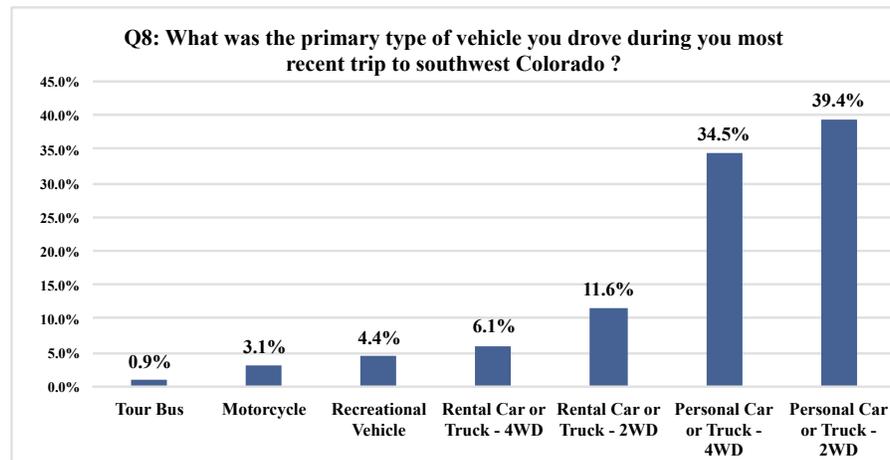
Questionnaire Results



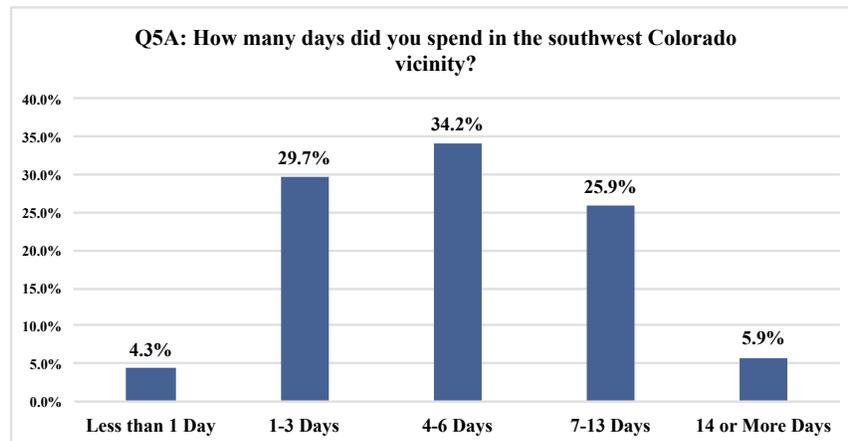
Questionnaire Results



Questionnaire Results

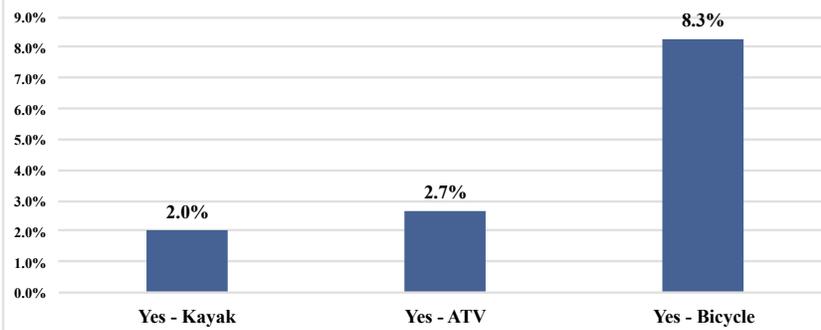


Questionnaire Results

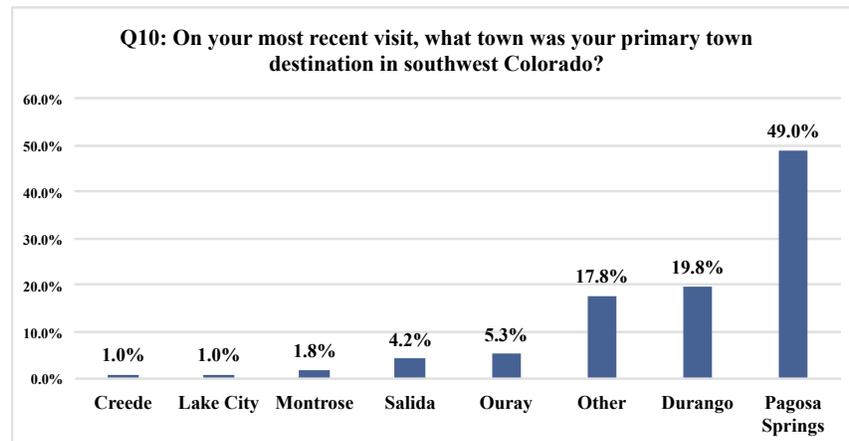


Questionnaire Results

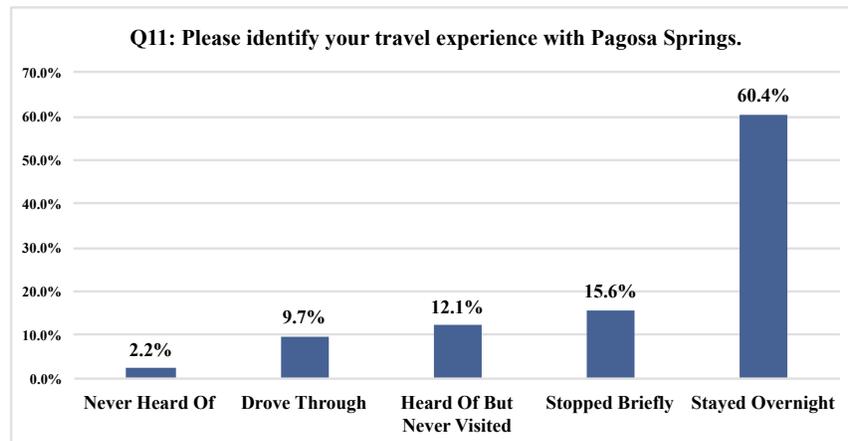
Q9: Did you bring any of the following equipment with you on your most recent trip to southwest Colorado?



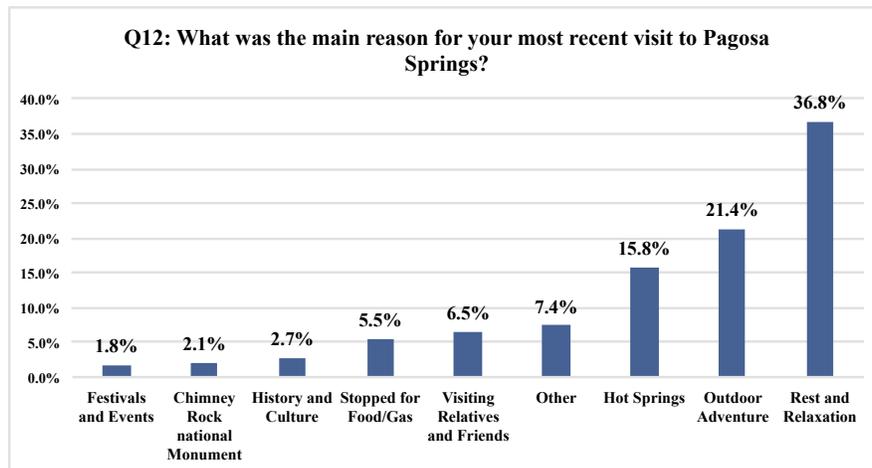
Questionnaire Results



Questionnaire Results



Questionnaire Results



Questionnaire Results

Q13: Based on your most recent visit to Pagosa Springs, how would you rate the quality of the following features?

Variable	Average	Standard Deviation	Minimum	Maximum	Sample
Outdoor Adventure	4.4	0.8	2	5	948
The Hot Springs	4.3	0.9	1	5	769
The variety of recreation activities	4.2	0.8	1	5	981
The accommodation	4.2	0.9	1	5	922
The Chimney Rock National Monument	4.1	0.9	1	5	533
Festivals and events	3.8	0.9	1	5	455
Arts and live theatre	3.4	1.0	1	5	359

1: Poor 2: Fair 3: Good 4: Very Good 5: Excellent

Questionnaire Results

Q14: Please indicate your level of agreement with the following statements regarding your most recent visit to Pagosa Springs.

Variable	Average	Standard Deviation	Minimum	Maximum	Sample
The price of lodging in Pagosa Springs was more reasonable compared to other destinations	4.4	0.9	2	6	865
The prices of activities in Pagosa Springs was more reasonable than at other destinations	4.4	0.7	2	6	1003
Booking a hotel at Pagosa Springs was easier than at other destinations	4.3	0.7	2	6	691

**2: I Completely Disagree 3: I Disagree
4: I Neither Disagree nor Agree 5: I Agree
6: I Completely Agree**

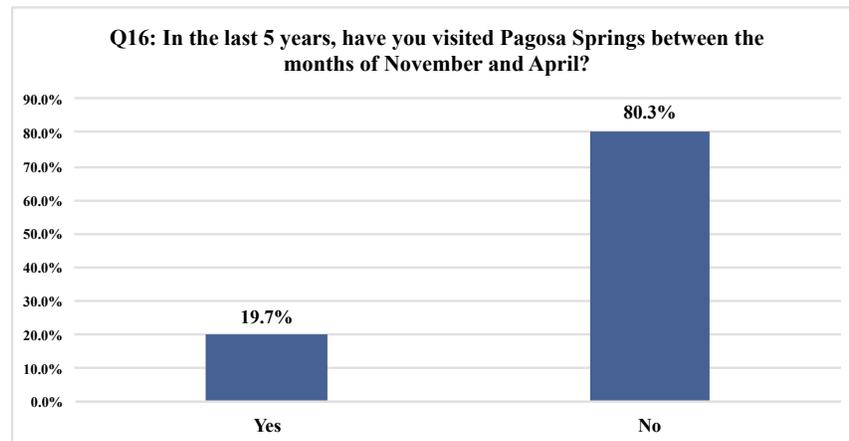
Questionnaire Results

Q15: On your most recent trip to Pagosa Springs, how satisfied were you with your overall visit?

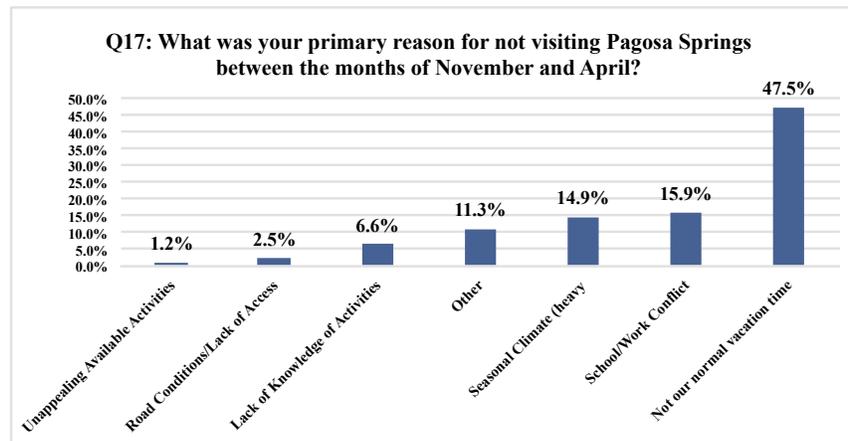
Variable	Average	Standard Deviation	Minimum	Maximum	Sample
On your most recent trip to Pagosa Springs, how satisfied were you with your overall visit?	4.5	0.8	1	5	1136

**1: Very Dissatisfied 2: Dissatisfied 3: Neutral 4: Satisfied
5: Very Satisfied**

Questionnaire Results



Questionnaire Results



Questionnaire Results

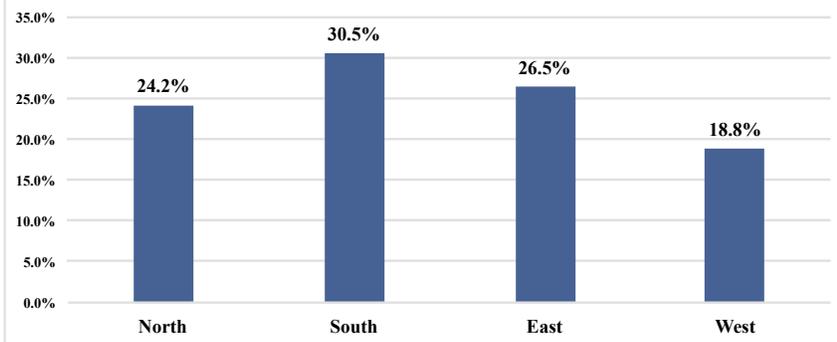
Q18: If you had the opportunity, how likely would you be to return to Pagosa Springs?

Variable	Average	Standard Deviation	Minimum	Maximum	Sample
If you had the opportunity, how likely would you be to return to Pagosa Springs?	1.6	1.1	1	6	860

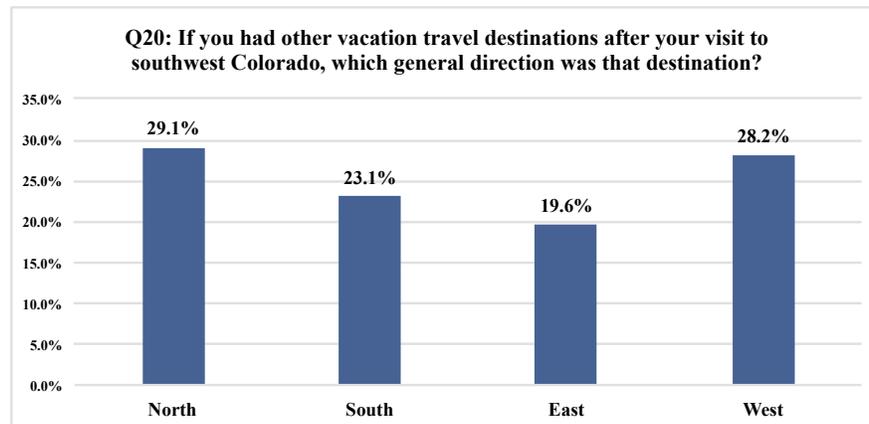
**1: Very Likely 2: Somewhat Likely 3: Undecided
4: Somewhat Unlikely 5: Unlikely 6: Very Unlikely**

Questionnaire Results

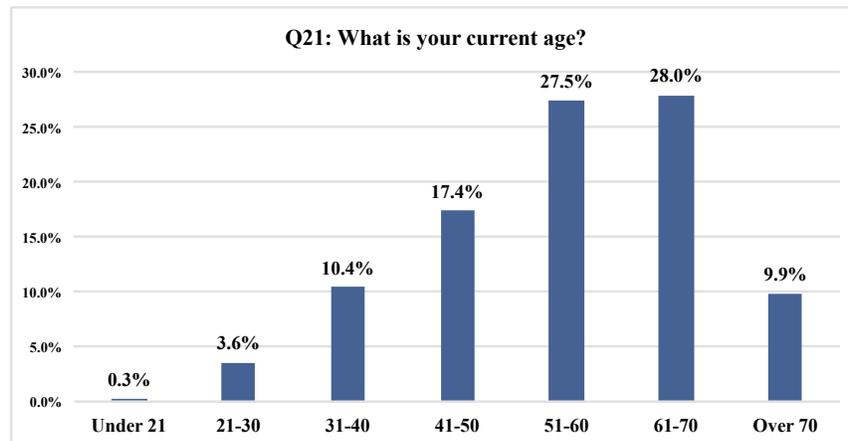
Q19: If you had any other vacation destinations before your visit to southwest Colorado, which general direction were you travelling from?



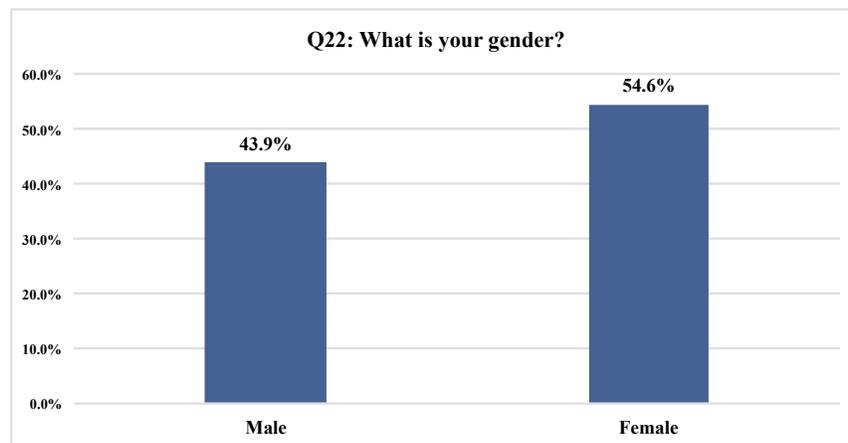
Questionnaire Results



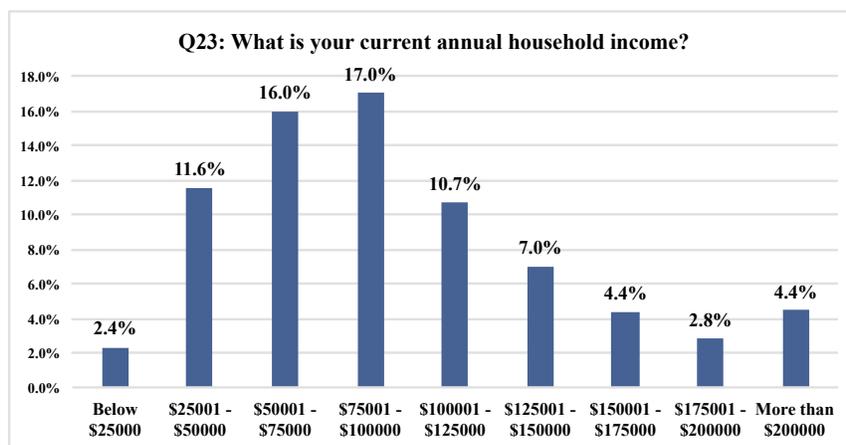
Questionnaire Results



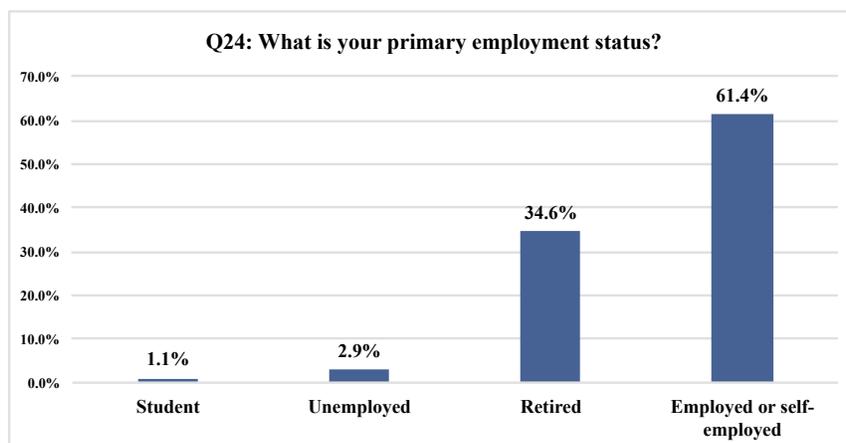
Questionnaire Results



Questionnaire Results



Questionnaire Results



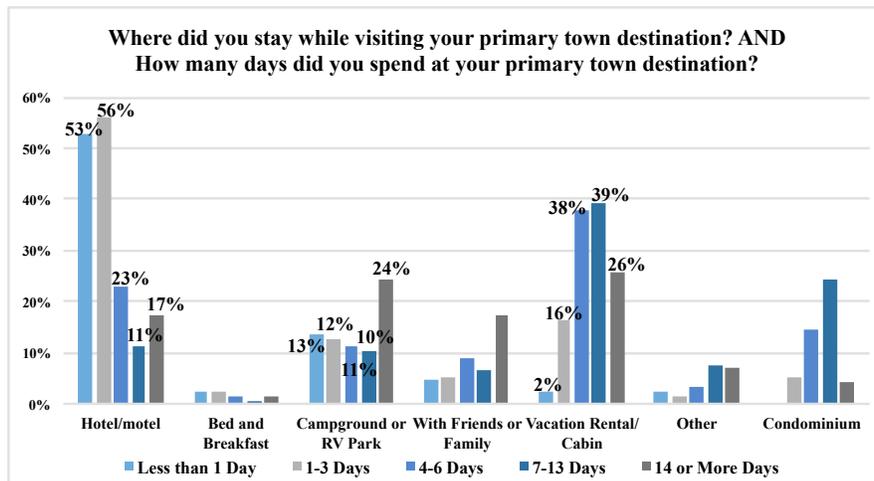
Significance Tests

- Chi Squared Analysis
- Regression Analysis

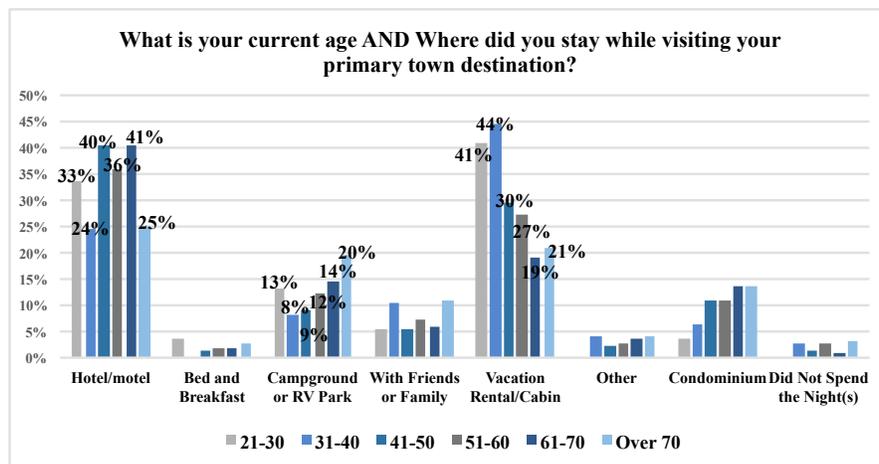


Chi Squared Analyses

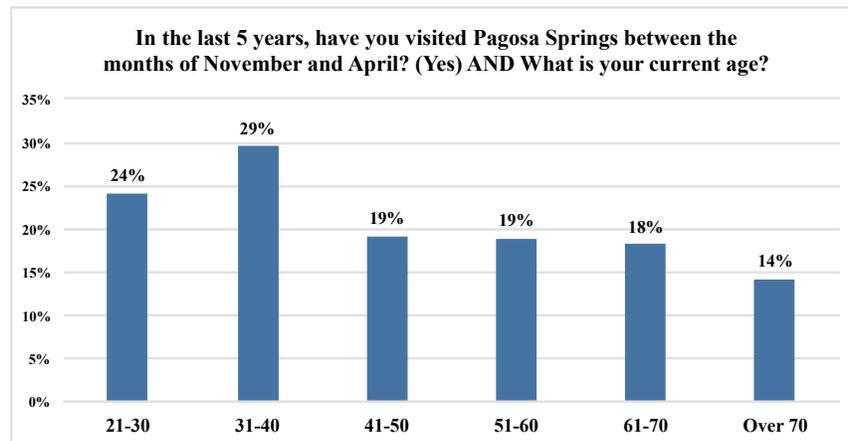
Chi Squared



Chi Squared



Chi Squared





Regression Analyses

Regression Analysis

Regression Analysis

		Total Cases		<i>Rsq</i>
Dependent Variable		1136		0.05
On your most recent trip to Pagosa Springs, how satisfied were you with your overall visit?				
Independent Variable(s)	Coefficient	Standardized	Significant?*	
The prices of activities in Pagosa Springs was more reasonable than at other destinations	0.10	0.16	Yes	
The price of lodging in Pagosa Springs was more reasonable compared to other destinations	0.05	0.10	Yes	
Intercept	3.96		Yes	
*95% level of confidence				

Regression Analysis

Regression Analysis

Dependent Variable	Total Cases		<i>Rsq</i>
If you had the opportunity, how likely would you be to return to Pagosa Springs?	860		0.02

Independent Variable(s)	Coefficient	Standardized	Significant?*
On your most recent trip to Pagosa Springs, how satisfied were you with your overall visit?	-0.21	-0.15	Yes
Intercept	2.58		Yes

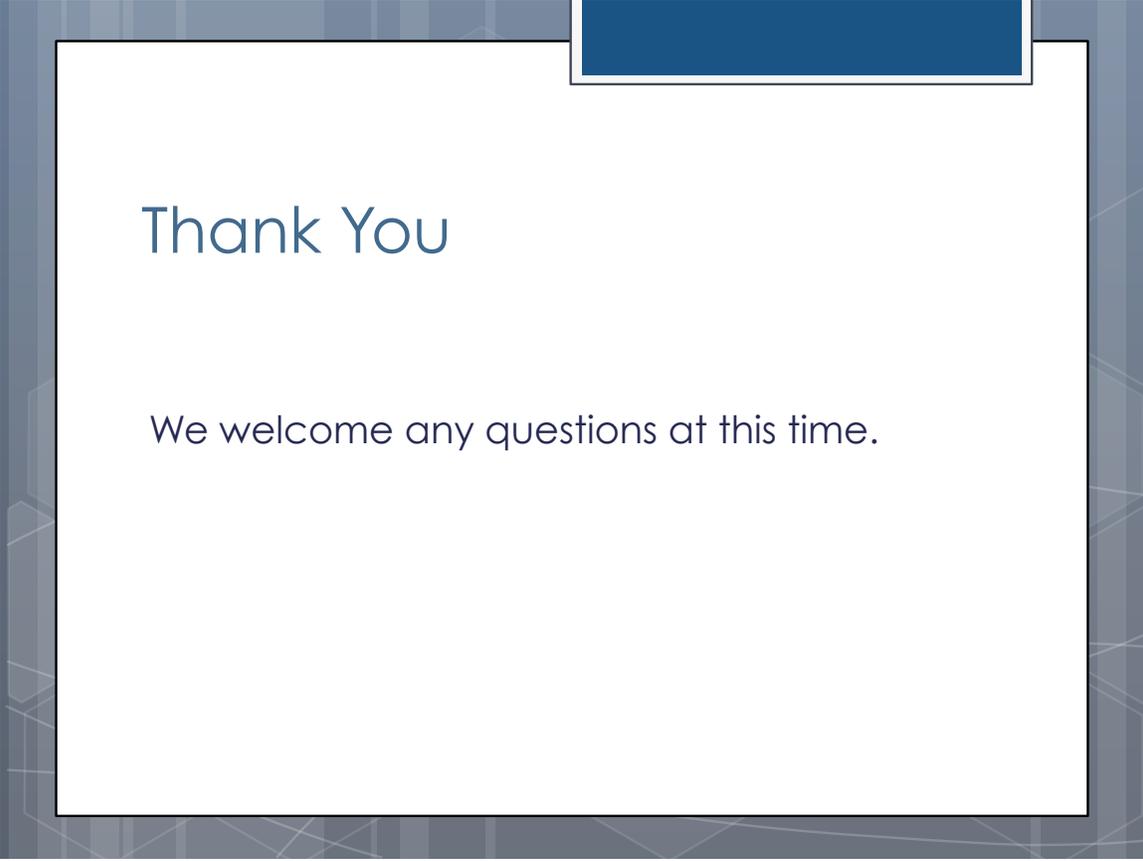
*95% level of confidence
If found, variables with zero variance are not included

Conclusions

- Demographics
- Trip information
- Satisfaction
- Quality
- Comparison
- November and April

Recommendations

- Establish a relationship with local vacation rentals/cabins
- Create a competitive edge through PSAT's attractions
- Design promotional efforts for attractions and activities for returning visitors



Thank You

We welcome any questions at this time.