

Resource Guide in Extraordinary Experiences: Understanding and Managing the Consumer Experience in Hospitality, Leisure, Events, Sport and Tourism

Introduction

One thing that the Hospitality, Leisure, Sport and Tourism sectors have in common is that they all exist to provide consumers with experiences. Figure 1 shows a range of examples of “experience” products offered, all of which aim to provide something extraordinary, something which will stand out from everyday life and from all the competition for people's spare time and disposable income.

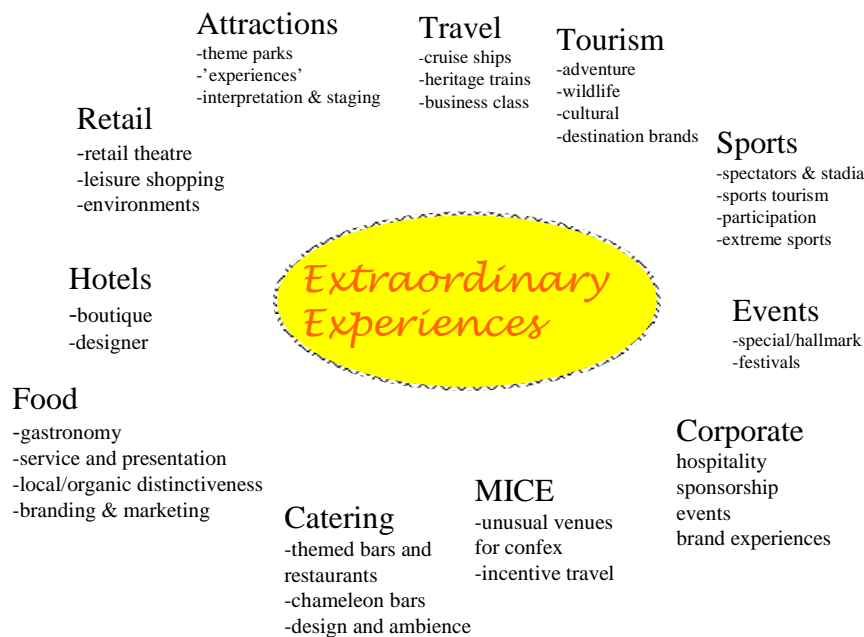


Figure 1

This guide aims to provide teachers and students with key readings and concepts that will help them analyse these experiences and evaluate the management activities involved in designing and staging them. It brings together two strands of literature about experiences, one from management and the other from the consumer perspective.

Experience Management

It is the growth of these sectors, and the examples of high-profile companies like Disney and Starbucks, which have led to the concept of the experience economy and experience management. The latter is seen as an answer to the problems of how to remain competitive in markets where global competition and internet technology have turned products and services into commodities, bought and sold on price alone.

Pine and Gilmore (1999) say that sustainable competitive advantage can only be gained by giving the customer a unique and memorable experience. This is done

through treating 'work as theatre and every business a stage'. As this guide will show, this draws on Schechner's (1988) Performance Theory and the service-as-drama metaphor of Grove, Fisk and Bitner (1993). Their approach has led to a growing number of management books on how to make the customer experience the centre of the organisation's strategic planning, marketing and operations. (Schmitt 1999, Shaw 2005, Smith and Wheeler 2002). The growth of Experiential Marketing is also significant for our sectors through the increased use of corporate hospitality and events, sports and arts sponsorship to associate brands with memorable experiences involving the senses and the emotions. ne and Gilmore (1999) say that sustainable competitive advantage can only be gained by giving the customer a unique and memorable experience.

As an example of the commercial adoption of the concept, Customer Experience Management (CEM) software systems are being developed to monitor every contact a person has with the company. As a result, the term CEM is in danger of being reduced from a potentially revolutionary business philosophy to the narrow sense of a tool for call-centre management, (just as Customer Relationship Management is often seen simply as a form of database marketing).

Later work (Holbrook, 2001; Nijs, 2003) Prahalad and Ramaswamy, 2004) has criticised the emphasis on staging performances as superficial and product-centred. These writers call for a more strategic approach based on shared values, allowing the customer to create their own experiences in a search for personal growth. In this way the management strand is converging with the consumer strand.

Consumer Experience

On the consumer side, a focus on experiences has arisen in response to the limitations of seeing consumer behaviour purely in terms of cognitive information processing. As Holbrook and Hirschmann (1982) said, experiences are subjective, emotional states laden with symbolic meaning. Consumption is hedonic not utilitarian, particularly in leisure situations.

A distinction is often made between everyday and extraordinary experiences (Abrahams 1986). Many of the products in Figure 1 involve skilled consumption (Scitovsky 1976), physical or intellectual challenge and the sharing of experience with a community of like-minded people (Beard and Ragheb 1983). The desired effect is the state of absorption in the activity (Csikszentmihalyi 1976) calls Flow. Motivation is a complex mixture of escapism, socialisation and self-actualisation (Ryan 1997).

These insights can be used to explain the growing interest in participative and extreme sports (Arnould and Price 1993), and in new types of cultural, adventure, sports and creative tourism (Richards and Wilson 2006)

Research implications

Where the managerial and consumer perspectives converge is in their view of consumer satisfaction as something that emerges over the course of the whole experience, rather than as a response to individual attributes of the service. This requires new forms of research such as Experience Mapping (Schmitt, 2003) or theatrical scripting (Harris et al, 2003) of the critical moments of truth (Carlzon 1987). Ethnographic and narrative research (e.g. Arnould and Price, 1993) are more likely to provide insights than quantitative methods.

The common goal

Both strands of literature also come together in seeing the consumer as the product (Pine and Gilmore) but also the co-creator of the product (Prahalad and Ramaswamy). The goal of extraordinary experiences is personal growth and fulfilment (Arnould and Price) leading to transformation (Pine and Gilmore). It is by providing a stage (Pine and Gilmore) or space (Prahalad) for this to happen that a company can attract and retain its customers.

Annotated Bibliography

Experience Management: The Evolution of the Concept

Toffler, A (1970) *Future Shock*. Bantam Books

Toffler predicted that, as one consequence of the accelerating pace of technological change, people would soon be collecting experiences as consciously and passionately as they once collected things. This seems to have been borne out by the rapid growth since then of the leisure and tourism industries.

Schechner, R. (1988) *Performance Theory*. Routledge

Schechner combines anthropological and literary analysis of Greek drama and tribal rituals to identify the key elements of all enactments - drama, scripts, theatre and performance. The drama is the domain of the author, whose idea is then realised through scripts, directions, sets and actors to become the performance experienced by the audience. He applies this to any activity where one group of people perform in front of another - rituals, games, sport, music and dance - and others (e.g. Pine and Gilmore 1999) have extended it to analyse encounters between service staff and customers.

Carlzon, J (1987) *Moments of Truth* Harper Collins

An influential management book based on Carlzon's transformation of Scandinavian Airline Systems (SAS), through improved staff/customer interaction. The Moments of Truth are the points in the process of booking, checking-in and travelling where customers come into contact with employees. To manage these contacts will lead to an improved customer experience. Carlzon's approach focuses on the Human Factor, training staff to be aware of their own emotions and how they can influence the way customers respond to them.

Grove, S.J. Fisk, R.P., Bitner, M.J. (1992) *Dramatising the service experience: a managerial approach in Advances in Services Marketing and Management* (Swartz, T. A. Brown, S. and Bowen, D. eds) Greenwich, CT. JAI Press Inc. [Reprinted in Gabott, M and Hogg, G. (1997) *Contemporary Services Marketing: a reader*. Dryden Press]

They apply 'the drama metaphor' to analyse services management as an encounter between actors and audience in a setting. They see this as an extension of Booms and Bitner's extra 3 Ps of services marketing - people, processes and physical evidence. The practical implications of the metaphor are an increased attention to the impact of staff performance, settings and scripts on consumer experience and satisfaction.

Pine, B.J. and Gilmore, J.H. (1999) *The experience economy: work is theatre and every business is a stage*. Boston Mass: HBS Press.

With globalisation and the internet turning service markets such as travel, books and music into commodity markets, the fastest growth in prices and share of GDP has

come from the experience industries, defined as those that charge admission - cinema, rock concerts, theme parks. From this, Pine and Gilmore suggest that the way to retain competitive advantage for a brand is to turn a service into an experience, performed in a unique, memorable way which involves the customer as a participant. Drawing on Schechner they analyse the way any company can turn work into theatre. However, the most effective experiences are those that offer the consumer lasting transformation - health, education and training, lifestyle change.

[An edited version is available in Pine and Gilmore (1998) Welcome to the Experience Economy Harvard Business Review July 1998]

Schmitt, B (1999) *Experiential Marketing: How to Get Customers to sense, feel, think, act and relate to your company and brands*. Free Press

Schmitt takes an experiential view of marketing and branding strategy, focusing on what the brand means to the customer and how they interact with it. Companies need to re-evaluate how their consumers 'Sense, Feel, Think, Act and Relate' to the brand. He uses a variety of well-known business cases to show how companies use visual identity, communications, product presence, web sites and service to create different types of customer experiences.

Jensen, R, (1999) *The Dream Society* McGraw Hill

Jensen, the Danish futurologist, develops a similar theme to Pine and Gilmore. For companies to gain a sustainable advantage they will need to have a story that engages the customer's emotions and touches their aspirations, hopes and dreams. In the future scenario he envisages, imagination and creativity will replace information technology as the source of business innovation, and stories will be the most precious resource. Such stories will need to be credible and in tune with the customer's values so there will be a premium on ethical responsible and environmentally sustainable activities, an aspect not so prominent in the other authors.

Experience Management - Critiques and Developments

Ritzker, G. & Liska, A. (1997) 'McDisneyization' and 'Post-Tourism': Complementary Perspectives on Contemporary Tourism, in Rojek, C. & Urry, J. eds. (1997) *Touring Cultures: transformations of travel and theory*. London: Routledge.

Ritzer, G. & Stillman, T. (2001) The Post-modern Ballpark as a Leisure Setting: Enchantment and De-McDonaldization, *Leisure Sciences*. 23. pp. 99-113.

Ritzker, G. (2004) *The McDonaldization of Society*, (Revised new century Ed.) London.

Ritzer and his colleagues explore the concept of the enchantment of leisure consumption experiences. They distinguish between authentic spaces and simulated environments. They discuss the impact of this on the leisure experience and provide a critique of the experience-management emphasis on staging performances.

Holbrook, M. B. (2001) Times Square, Disneyphobia, HegeMickey, the Ricky Principle, and the downside of the entertainment economy, *Marketing Theory*, Vol. 1, No. 2, pp. 139-163.

In a review of academic interpretations of Disney, Holbrook refers dismissively to experiential marketing theories such as Schmitt, Pine and Gilmore, as 'a gloriously

upbeat, positive and opportunistic picture of consumer culture full of millennial optimism'.

Nijs, D (2003) *Imagineering : Engineering for Imagination in the Emotion Economy*. In *Creating a Fascinating World*, Breda, The Netherlands, NHTV
Nijs criticises the Experience Economy approach as too concerned with sensation and too rooted in US 'masculine' culture. She supports Jensen's approach as being more effective in 'feminine' European cultures. She advocates a 'value economy' where the social and environmental values of the company create added emotional value for the customer. Imagineering is her word for the strategic process of basing the company around the values it shares with its target 'community'.

Harris, R., Harris, K. and Baron, S. (2003) 'Theatrical service experiences', *International Journal of Service Industry Management* Vol. 14, No. 2: pp. 184-199.

This much-cited paper applies the concept of service as drama to an analysis of critical incidents or moments of truth in a retail organisation. The process of dramatic script development with employees is demonstrated through the identification of the drama, the creation of the playtext and the exploration of subtext. The authors say it can be employed by any face-to-face interactions between employees and customers..

Carù, A. & Cova, B. (2003) *Revisiting consumption experience: A more humble but complete view of the concept*, *Marketing Theory*, 3 (2), pp. 267-286. [G]

This article gives an overview of various definitions of the concept 'experience'. Carù and Cova conclude that there are two typologies that have emerged in the literature: a consumer behaviour (sociological) view and an operational, marketing management perspective. The first stream describes an experience as having emotional, symbolic and transformational significance for the individual involved, whilst the second sees an experience as a type of product or service offering to be added to merchandise to give an added value offering. They argue that there has been an over-emphasis on the extraordinary at the expense of the quiet pleasures of daily life.

Prahalad, C.K. and Ramaswamy, V. (2004) *The Future of Competition: Co-creating unique value with customers*. Boston, Harvard Business School Press

Prahalad is best known for his concept of 'core competencies' as the source of competitive strategy. This new book suggests that these may lie not within the firm or even the supply-network but in the interaction between the firm's supply network and communities of consumers to 'co-create' value through personalised experiences. This, they say, goes beyond 'experiential marketing` a la Disney ...which is still production centric' and sees the customer as 'a human props in a carefully-staged performance'. True co-creation occurs when firms create 'experience spaces' where dialogue, transparency and access to information allow customers to develop experiences that suit their own needs and level of involvement. The book discusses the implications for strategy, branding and management. Examples used include Amazon, E-bay and MIT's Open Course Ware learning programmes.

Management books

There is a growing number of books on Customer Experience Management and Marketing aimed at a practitioner readership. These are written by consultants who promote their own trademarked models, but common themes can be seen in all. They argue the need to go beyond product and service orientations as a way of

gaining competitive advantage, avoiding the trap of price-led commoditisation and meeting the changing aspirations of affluent and well-informed consumers looking for authentic experiences. They advise a close analysis of the process, the dynamic interface (Schmitt), by which the customer interacts with the company, as well as the outcomes. This involves considering all the senses - sight, sound, touch, smell and taste- and understanding the emotional impacts of 'combustion points' (Shaw, 2005) which require sensitive handling. This new understanding of customer value is then designed into the company's 'brand experience' (Smith and Wheeler, 2002) as the basis for competitive strategy. All the authors emphasise, however, that the design is only the starting point, and a consistent and valued experience needs to be built into the organisation's structures, systems and culture, its 'DNA'. This calls for visionary leadership and well-chosen, trained and motivated staff. The 'triad' of Marketing, HR and Operation (Smith and Wheeler) needs to be aligned to achieve this. Examples from current prominent brands are presented, often uncritically, as evidence of the effectiveness of the approach.

Lewis, D and Bridger, D (2000) *The Soul of the New Consumer: Authenticity - What We Buy and Why in the New Economy* Nicholas Brealey Publishing Ltd

This book's argument is that "new consumer" defies traditional marketing pigeon-holing. In reaction to a synthetic, processed and packaged world, their main drive is for an "authentic experience" used as a means for the individual to define him or herself. In their words, the book outlines "the practical steps that manufacturers, suppliers and service providers must take in order to grasp the opportunities and grapple with the challenges represented by the rise of the new consumers."

See also the following for more on this topic:

- **Boyle, D (2003) *Authenticity: brands, fakes, spin and the lust for real life.* London, Flamingo/HarperCollins.**
- **Honeywill, R. & Byth, V. (2001) *I-Cons: The Essential Guide to winning and keeping high-value customers.* Sydney, Random House Australia.]**

Smith, S. and Wheeler, J. (2002) *Managing the Customer Experience: turning customers into advocates.* Harlow, FT Prentice Hall

A practical guide to implementing the ideas of Pine and Gilmore, Schmitt etc by creating 'branded customer experiences'. To create consistent, intentional, differentiated and valuable experiences, they say, requires rethinking the whole business. A new brand of leadership should focus on defining customer values, designing the experience and equipping people to deliver consistency. The 'triad' of Marketing, HR and Operations needs to be harnessed to achieve this. The book ends with a Resource Kit to analyse the Customer Experiences provided by a company.

Smith S and Mulligan A (2002) *Uncommon Practice: People who deliver a great brand experience* Financial Times Prentice Hall

Uncommon Practice explores the creation of outstanding brand experiences delivered through people, with interviews with senior executives and front-line managers. It offers a behind-the-scenes look into brands including Tesco, PizzaExpress, Amazon.com, Virgin, easyGroup, First Direct, Harley Davidson, Krispy Kreme and Pret A Manger

See more on Shaun Smith and his methods: <http://www.shaunsmithco.com/>

Schmitt, B H (1999) *Experiential Marketing: How to Get Companies to Sense, Feel, Think, Act, and Relate to Your Company and Brands* Free Press

Schmitt, B H (2003) *Customer Experience Management: a revolutionary approach to connecting with your customers*, Hoboken NJ, John Wiley and Sons

Schmitt follows up his previous book with a guide to achieving customer experience management through five steps which give an experience-centred rethinking of the marketing management process. This includes ethnographical research methods, positioning based on the experience rather than the product, and equal importance given to the design of the customer/company interface as to the tangible branding.

See more on Schmitt and his ideas: <http://www.meetschmitt.com/>

Shaw, C (2005) *Revolutionize Your Customer Experience* Basingstoke, Palgrave Macmillan

Shaw says that companies can be naive (product-led) transactional, enlightened or naturally customer-focussed in the way in which they manage their customers' experiences. He offers a method of analysing the company orientation and practical steps to secure competitive advantage through understanding the role of emotion and the senses in shaping the customer experience.

See more on Shaw's model: <http://www.beyondphilosophy.com/>

Consumer Experience

The nature of the consumer experience can be explored through a number of perspectives -drawing on psychology, anthropology, sociology, economics, literary theory or human geography. This next section presents a selection of influential insights.

Scitovsky, T. *The joyless economy*, Oxford University Press, Oxford (1976).

Scitovsky questioned why consumption was so unsatisfactory for so many. In spite of producing an overwhelming array of consumption goods, Americans seemed not to be satisfied with their experiences. He identified a problem with the rise of unskilled consumption—activities such as watching TV that are based on external stimuli. This he contrasted with skilled consumption, which is based on internal stimuli and the development of capabilities and skills of the consumers themselves. The argument put forward by Scitovsky is that skilled consumption will grow as consumers become increasingly dissatisfied with short-term, unskilled experiences.

Abrahams, R.D. (1981) *Ordinary and Extraordinary Experiences. In The Anthropology of Experience* ed Turner V. Chicago, University of Illinois Press pp 45-72

Abrahams reflects on the meanings of the word experience, and distinguishes between the everyday flow of experiences and those Big Events which serve as rites of passage, moments of self authentication or of communal celebration, 'tying together meanings and feelings'. He points out that the search for intense extraordinary experiences for their own sake may be rooted in the individualism of American culture and history.

Holbrook, M.B. and Hirschmann, E.C. (1982) *The Experiential Aspects of Consumption: Fantasies, Feelings and Fun. Journal of Consumer Research* 9, 2 pp 132-9.

This article challenged the dominant focus of consumer behaviour on cognitive

information processing and drew attention to the consumption experience. This they saw as a subjective state of consciousness shaped by hedonic responses,

symbolic meanings and aesthetic criteria - i.e. fantasies, feelings and fun. This experiential view they see as important to the understanding of leisure activities, play and artistic endeavours.

Csikszentmihalyi, M (1992) *Flow: the classic work on how to achieve happiness* Rider paperbacks.

This book summarises Csikszentmihalyi's writings since 1976 on the flow experience. He says that we are at our happiest and most fulfilled when absorbed in the task in hand. The optimal flow of consciousness is likely to occur when the task is challenging but the participant has developed the skills needed to complete it. This kind of experience can be found through concentration at work or in sports, arts, and other leisure activities including reading and listening to music.

Arnould, E.J. and Price, L.L (1993). *River Magic: Extraordinary Experience and the Extended Service Encounter. Journal of Consumer Research, 20 (June) 24-35.* [Reprinted in Gabott, M and Hogg, G. (1997) *Contemporary Services Marketing: a reader.* Dryden Press]

An extended programme of research into a white-water-rafting adventure holiday explores the nature of extraordinary experiences as hedonic consumption, flow, ritual pilgrimage, and as a means of social integration and personal growth. It raises questions of how consumer satisfaction with such experiences can be defined and measured. A widely quoted article outside the confines of tourism literature.

Experiences in Tourism, Leisure, Hospitality and Sport

The growing number of articles applying the experience concepts to HLST sectors are not easy to classify by specific sectors, so a selection is present here in chronological order.

Beard, J. and Ragheb, M.G. (1983) *Measuring Leisure Motivation Journal of Leisure Research 15 (3) 219-28.*

Their Leisure Motivation Scale is based on four elements: intellectual motivation (to learn, explore, discover new things); social motivation, which is not only the desire to socialise but also to derive a sense of identity and belonging; the desire for competence and mastery of skills and abilities, usually through physically challenging activities; and stimulus-avoidance motivations leading to the need to escape, seek solitude or relaxation. All these goals are essentially experiential.

Lee, Y; Dattilo, J; Howard, D (1994) *The complex and dynamic nature of leisure experience. Journal of Leisure Research. Arlington. Vol.26, Iss. 3; pg. 195.*

To reveal the multi-dimensional nature of leisure experience, this study used in-depth interviews, and self-initiated-tape-recording method to explore "extraordinary" experiences in leisure. This showed although the retrospective views of leisure were often expressed by the pleasant nature of experiences (i.e., "fun," "enjoyment," "relaxation"), the immediately recollected experience were reported as containing stressful experiences too.

Otto, J E and Ritchie, J B (1996) *The service experience in tourism, Tourism Management 17, 3. 165-174*

After a review of experiential perspectives including meaning, motivation, satisfaction and service quality, the authors test a methodology for measuring the customer

service experience. The dimensions of this model are hedonics, excitement, novelty etc), peace of mind (comfort, security, privacy) involvement (given information, choice and control) and recognition (being treated seriously as an important customer). The importance of each dimension varies at different stages of the holiday experience eg on airlines, in hotels and on tours.

Ryan, C (Ed.) (1997, 2002) *The Tourist Experience* Thomson

Written to explore the complexities of tourism 'not fully covered by a positivist approach', the book is a good introduction to theories of experience, motivation and satisfaction. Ryan in the first three chapters draws on Maslow, Csikzentimahalyi, Zeithaml et al's SERVQUAL and Beard & Ragheb's (1983) Leisure Motivation Scale to propose a model of the tourist experience. This combines the external experience of travel and destination with social interactions, personal factors and what he calls responsive mechanisms. These are ways in which the tourist responds and adapts to situations, good and bad, in an effort to achieve a flow experience.

Among other contributions, a chapter by Baum reviews the impact of HRM on the tourist experience, using Carlzon's (1987) Moments of Truth approach.

Hopkinson, G C and Pujari, D (1999) A factor analytic study of the sources of meaning in hedonic consumption, *European Journal of Marketing*, 33. 3&4. Pp.273-290.

This study takes the theory developed in earlier qualitative papers such as Arnould and Price (1993), and uses a quantitative method (factor analysis) to endorse and extend the theory. The study does this by identifying the underlying dimensions of meaning of consumption for UK participants in kayaking.

Gyimóthy, S (2000) *Odysseys: analysing service journeys from the customer's perspective, Managing Service Quality*, 10. 6. pp. 389-396.

This paper suggests that the typical approaches to analysis of the temporal flow of service processes (blue-printing, walk-through audits, service-mapping) are based on an operational perspective, rather than that of the consumer. Whilst service journey studies (Johns & Clark, 1993) analyse moments-of-truth (Carlzon, 1987), they still take an operational point of view. This is inappropriate, as tourists perceive the destination as an extraordinary, holistic experience. Her study takes an alternative, linguistic approach, and finds that there is a consistency between visitors holiday ideals and the way that they evaluated service providers.

Suvantola, J. (2002) *Tourist's Experience of Place* Ashgate

Based on a PhD thesis, thi book has a good review of the literature on experience from philosophical, anthropological and sociological viewpoints as well as a central focus on humanistic geography. Tourists do not simply encounter the physical space of a destination but construct their own experiential space from it according to their motivations and interpretations.

Mitchell, M A & Orwig, R A (2002) Consumer experience tourism and brand bonding, *Journal of Product & Brand Management*, 11. 1. pp.30-41.

This conceptual paper considers the growing use of manufacturing plant tours, company museums, and company visitor centres to strengthen the bond between consumers and brand. The intention is that such tourism will increase the level of personal product involvement and brand loyalty in the visitor, and that they will in turn spread positive word of mouth if their experience is an intense one.

Lee B and Schafer S C (2002) The dynamic nature of leisure experience: an application of Affect Control Theory, *Journal of Leisure Research*, 34. 3. p 290. A useful review of the literature of leisure experience. The ACT says that responses to an 'event' or incident depends on an 'evaluation, potency, action' framework influenced by the consumer's self-image.

King, J. (2002) Destination marketing organizations – Connecting the experience rather than promoting the place, *Journal of Vacation Marketing* (8) 2, pp. 105-108.

King criticises destination marketing organisations for being too focussed on promoting the physical attributes of the destination, despite travel being “increasingly more about experiences, fulfillment and rejuvenation than about places and things”. King goes on to suggest that in this new marketing environment that the role, structure and skills required by DMO’s need to be reconsidered, given that it will be in the relevance of the experience that they offer the customer that sustainable competitive advantage lies.

Gilmore, J. and Pine II, B., (2002). Differentiating hospitality operations via experiences: why selling services is not enough. *Cornell Hotel and Restaurant Administration Quarterly*, June, pp. 87-96.

Drawing from the hospitality sector, the creators of the ‘experience economy’ give examples of best practice, and recommendations for improving the consumer experience.

Erdly, M. & Kesterson-Townes, L. (2003) “Experience rules”: a scenario for the hospitality and leisure industry circa 2010 envisions transformation, *Strategy and Leadership*, Vol. 31, No. 3, pp. 12-18.

In this “how-to” article, the authors lay out strategies for hospitality industry managers to change their manner of operation to accommodate a changing marketplace, where guests are described as being “demanding, better informed, more global, more discerning and more varied in their desires’. The approach suggested is referred to as ‘customer experience-centric’, and is basically an industry-based version of generic texts like Pine and Gilmore, or Schmitt.

Poulsson, S. H.G.; Kale, S.H. The Experience Economy and Commercial Experiences *The Marketing Review*, Volume 4, Number 3, Autumn 2004, pp. 267-277(11)

By providing an operational definition of the experience phenomenon, this paper separates the experience offering from the offering of goods and services. It also discusses how experiences create value for consumers. For an experience to provide meaningful utility, it should be perceived as personally relevant and should include elements of novelty, surprise, learning, and engagement. The authors conclude this discussion by stating that not all goods and services should be marketed as experiences in order to be successful in the marketplace

Petkus, E. (2004) Enhancing the application of experiential marketing in the arts *International Journal of Nonprofit and Voluntary Sector Marketing*. London: Feb 2004.Vol.9, Iss. 1; pg. 49, 8 pgs

Petkus discusses the implications of Pine and Gilmore's work for two specific areas of arts marketing: the unique dimensions of the arts experience, and the strategic and tactical steps involved in staging an experience. The case of the Blackfriars

Playhouse, in Staunton, Virginia, USA is used to illustrate the relevance of their formula.

Quan, S & Wang, N (2004) Towards a structural model of the tourist experience: an illustration from food experiences in tourism, *Tourism Management*, Vol. 25, pp. 297-305.

This paper also uses the social science versus managerial framework for discussing the concept of experience, claiming that the former concentrates on 'peak experiences' and the latter on the 'everyday'. The authors suggest that too much emphasis has been placed on the 'tourist gaze' at the expense of the consumers' other senses and that in order to balance this visual bias, more research needs to be undertaken into the non-visual experiential components of tourism and hospitality. These include soundscapes, smellscapes, tastescapes, and the 'geography of touch'.

Gibson, H. (2004) Moving beyond the "what is and who" of sport tourism to understanding "why", *Journal of Sport Tourism*, 9, 3, p247-265.

Gibson, H (2005a) 'Understanding sport tourism experiences', In Higham, J. (ed) (2005) *Sport Tourism Destinations: Issues, Opportunities and Analysis*, Oxford, Butterworth Heinemann.

Gibson, H (2005b) Towards an Understanding of 'Why Sport Tourists Do What They Do', *Sport in Society Special Issue: Sport Tourism: Concepts and Theories*, 8, 2, p198-217.

Gibson suggests the need to move the study of sport tourism past the "what" and towards the "why", examining some conceptual tools that could be applied to understanding and explaining sport tourism behaviour. There is a need to move beyond profiling sport tourists to understanding and explaining these profiles. The author argues for a multi-disciplinary approach that addresses both motivation and socio-economic characteristics, which will provide for a better understanding of sport tourism experiences.

She concludes that the manager who understands the underpinnings of social behaviour will be able to better predict and cater to the needs and wants of their clients. In tourism, a satisfied guest is one who is more likely to return and will speak positively to friends and family about the experiences that they achieved at the sport tourism destination.

[see also Weed 2005 below]

Forlizzi, J and Mutlu, B D (2004) *A Study of How Products Contribute to the Emotional Aspects of Human Experience*. In *Emotion and Experience Proceedings of the Design & Emotion Conference 2004, Ankara, Turkey*.

Forlizzi and Mutlu present a study that examines how 'physical evidence', in this case sports products, contribute to the functional and emotional experience of female athletes. Results were classified as creating the potential for a new experience, extending a current experience or recalling a past experience. The authors found that some products may be chosen for practical functions that enable athletes to remain motivated, and possibly entering 'flow' (Csikszentmihalyi). Other products were chosen for emotional and intellectual aesthetic qualities that 'motivate, scintillate and help to reinforce values that assert one's identity as an athlete'.

http://64.233.183.104/search?q=cache:57LU7nEclIAJ:www.bilgemutlu.com/publications/DT_DE04_Forlizzi.pdf+A+Study+of+How+Products+Contribute+to+the+Emotional+Aspects+of+Human+Experience.&hl=en&gl=uk&ct=clnk&cd=1

Jennings, G. & Nickerson, N.(Ed) (2005) *Quality Tourism Experiences*, Elsevier.

The book's overarching tenet is that 'quality' and 'experiences' are socially constructed terms. Experiences are 'brokered' or 'mediated' by an exchange between the tourists and the tourism industries. The authors investigate the role of the mass media, the role of travel providers, the role of host communities, the role of tourists, and the role of "government" at all its levels. The book draws together writers from different backgrounds and interdisciplinary interests and research methodologies, to provide a model of the way researchers can work together to illuminate the area

Weed, M. (2005) *Sports Tourism Theory and Method – Concepts, Issues and Epistemologies: Guest Editorial, European Sport Management Quarterly*, 5,3, p229-242

Weed suggests that in the field of sport tourism research on experiences has been descriptive, and does not investigate why the experience is enjoyable and why participants would like to repeat the experience. The reason appears to come from the positivist, quantitative research design with descriptive results that are often devoid of any theoretical discussion.

Uriely, N. (2005) *The tourist experience: Conceptual developments, Annals of Tourism Research*, 32. 1. pp. 199–216.

By reviewing relevant literature, including the definition of the tourist role, typologies, authenticity, post-modern, and heritage tourism, Uriely identifies four developments in the academic understanding of the tourist experience. The first is a reconsideration of the distinctiveness of tourism from everyday life experiences; secondly, a shift from portrayals of the tourist as a general type (in the manner of early work such as Cohen or Plog), to depictions that capture the multiplicity of the tourist experience. Uriely's third development sees a shifted focus from the displayed objects provided by the industry to the subjective negotiation of meanings as a determinant of the experience; and lastly a movement from contradictory and decisive academic discourse, which conceptualizes the experience in terms of absolute truths, toward relative and complementary interpretations.

Le Bel, J L (2005) *Beyond the friendly skies: an integrative framework for managing the air travel experience, Managing Service Quality*, 15. 5. pp. 437-451.

Le Bel aims to integrate prior research in both the American (Parasuraman et al) and European (Grönroos) service quality traditions, and experience marketing, in order to develop a framework for experience marketing in the airline industry. This framework accounts for the temporal unfolding of the experience, and makes suggestions for implementation by management. Sits in the 'experiential marketing' category.

Curtin, S. C. (2005) *Nature, Wild Animals and Tourism: An Experiential View, Journal of Ecotourism*. Vol 4. No.1 pp1-15.

This paper reviews the experiential aspects of wildlife tourism consumption. It highlights the ethnocentric and anthropomorphic attraction of animals; the human desire to interact with and interpret animal behaviour, and how urbanisation has had a profound affect on our psychological and physical relationship with nature. Particular attention is given to the notions of place, existential space, authenticity and anthropomorphosis. Understanding such concepts in relation to wildlife tourism implies a new phenomenological framework for research to further explore the experiences of wildlife tourists.

Williams, J A & Anderson, H H (2005) Engaging customers in service creation: a theatre perspective, *Journal of Services Marketing*, 19. 1. pp.13-23.

As experiences are becoming more participatory, the line between the role of the customer and the service provider has become blurred. This conceptual paper considers the application of drama production principles to situations where consumers co-create the service offering, taking the theatre concept further than mere scripting. The authors provide a tourism example: a potential tourist who does much of her own research may be the major designer (scriptwriter) of the experience, but a travel agent may still act as a director to co-ordinate the transport and accommodation (lead actors) that the traveller will use. Incidental aspects of the trip would correspond to the supporting cast.

Williams, A (2006) Tourism and hospitality marketing: fantasy, feeling and fun, *International Journal of Contemporary Hospitality Management*, 18. 6. pp. 482-495.

Williams argues that tourism and hospitality marketing has failed to take up the concept of experiential marketing, despite it being a 'fundamental change(s) in the orientation of marketing'. Like King (2001) he feels that the emphasis should be less on destinations than contemporary consumers themselves, who 'use their consumption to make statement about themselves ... to create their identities and develop a sense of belonging through consumption'. The paper provides a clear introduction to the topic of tourism and experience, and discusses the work of Pine and Gilmore, Petkus, Schmitt, Ritzer, as well as Williams' own previous work, for example: **Williams A (2002) *Understanding the Hospitality Consumer*. Oxford: Butterworth-Heinmann**

Richards, G and Wilson, J (2006) Developing creativity in tourist experiences: A solution to the serial reproduction of culture? *Tourism Management* 27, 6. 1209-1223

As more and more places try to use cultural tourism, cultural events and creative quarters as differentiation, the authors perceive a commodification or McGuggenheimisation effect. The answer they suggest may be in creative tourism, which offers visitors the opportunity to develop their creative potential through active participation in courses and learning experiences which are characteristic of the holiday destination where they are undertaken.

Jackson, C. (2006). *The experiential impact of events, Events and Festivals: Education, Impacts and Experiences* eds. Fleming, S. and Jordan, F. Eastbourne, Leisure Studies Association Publications

This article aims to develop further an understanding of the 'event experience' through a review of the experience management literature. Event Management writers have covered the staging of the event more in terms of the technical aspects rather than a focus on the affect that the sound, lighting and set will have on the guests, and how to programme the activities to ensure engagement with them. It then explores the methods of assessing the 'experience' in the context of the 'customers' involved in an event.

Morgan, M. (2006) Making space for experiences *Journal of Retail and Leisure Property* October 2006

To understand the elements of the visitor experience and the way in which they evaluate their satisfaction, this article suggests a holistic model of the interaction between the management and the visitor in a leisure space. It suggests that the physical and operational attributes are evaluated not through a checklist of individual features but as hinderances to the visitor's desire to make best use of the time.

Visitors also evaluate the experience in the light of their own values and concerns, passing judgement on the values communicated by the management.

[See also Morgan, M. Festival Spaces: understanding the visitor experience Event Management (publication pending) for a fuller discussion of this research]

Daengbuppha, J., Hemmington, N. & Wilkes, K, (2006), Using Grounded Theory to Model Heritage Visitor Experiences: Theoretical and Practical Issues, *Qualitative Market Research; an International Journal*, accepted for publication in Vol.9 No.3, 2006, in press.

This paper present grounded theory as an alternative approach for modelling the consumer experience, using case studies conducted at three World Heritage Sites in Thailand. The results are a rich and deep understanding of the ways the visitors interact with the site, their interpretations of the site and the meaning it has for them.

Hemmington, N.R. (2007), From Service to Experience; understanding and defining the hospitality business, *The Service Industries Journal*, accepted for publication in Vol.27 No.6, September 2007, in press.

Also in the conference proceedings:

Hemmington, N.R. (2006) .“Commercial Hospitality: from service to experience”, Council for Hospitality Management Education (CHME) Research Conference, Nottingham Trent University, 10-12 May 2006.

This article suggests that, by redefining hospitality as behaviour and experience, a new perspective emerges that has exciting implications for the management of hospitality businesses. A framework to describe hospitality in the commercial domain is proposed. This framework suggests a focus on the host-guest relationship, generosity, theatre and performance, “lots of little surprises”, and the security of strangers; a focus that provides guests with experiences that are personal, memorable and add value to their lives.

Implications for Teaching and Learning

Very little has been written about the implications of the experience perspectives on the curriculum and teaching methods of HLST degree courses.

Morgan, M E (2004) From production line to drama school: higher education for the future of tourism, *International Journal of Contemporary Hospitality Management* 16, 4, 2004

Morgan asks whether the business management focus of most tourism courses is the best preparation for the future development of tourism. In the future, tourism will be part of the 'experience economy' with a new theatrical metaphor replacing the current 'military' strategy model. To succeed in this economy, he argues, graduates will need to draw on qualities of self-awareness, imagination and creativity. Higher education in tourism may need to rediscover these liberal humanistic values in order to fulfil its managerial objectives of creating successful business managers.

For an example of a course based on the experience perspective:

Master in Imagineering NHTV University of Applied Sciences, Breda, The Netherlands

In a creative economy there is a growing need for high level professionals who can create and innovate value from the experience perspective. This Master in Imagineering is designed as a roadmap for that new 'outside-in enterprise logic'. Nowadays, people are driven much more by values of self-expression rather than those of rudimentary survival. They have a deep need to make sense of their lives in ways that are unique and personal. One of the most distinct ways in which this is manifested, is the new individual's consumption pattern, by means of their choices they create their own identity. In our society, consumption is an absolute necessity, not a luxury.

<http://www.nhtv.nl/>

Suggested Delivery and Assessment

The key points of the Experience Management concept can be delivered as a single lecture, for example as part of an introductory module in a Hospitality, Leisure Sport Events or Tourism programme. However, as we hope this Guide has demonstrated, a focus on consumer experiences has implications for a range of disciplines such as Strategic Management, Marketing, Consumer Behaviour and Operations Management across all our sectors. The readings in the Guide can be used by tutors in these disciplines to make students question conventional approaches and suggest how the insights of the experience-perspective can be implemented.

A good starting point for learning exercises would be the students' own experience. They could be asked to go out to a leisure venue such as a club, restaurant, attraction or activity and make notes or an audio diary. They could then report back on the experience under a number of headings from the literature such as those of Beard and Ragheb (1983), Otto and Ritchie (1996) Pine and Gilmore (1999) Quan & Wang (2004) or Morgan (2006) - covering both the external Experience Management and the internal Consumer Experience elements.

The fields of Consumer Experience and Experience Management can provide interesting topics for dissertations at both undergraduate and postgraduate levels, for example exploring:

- What are the elements of a particular leisure or tourism experience?
- How do consumers evaluate their experience?
- How can managers enhance it to gain competitive advantage?

Dissertations of this kind will need to consider alternative, qualitative methods to produce insights into the minds of the consumers. This therefore has implications for the content of the Research Methods modules used to prepare students for their dissertations. This guide contains a number of examples of such methodologies for students and their supervisors to draw on.

Annotated Guide to Internet Resources

Searching for Customer Experience Management websites will mainly result in sites selling CEM software, or the services of consultants such as those mentioned under Management Books above. The following sites may provide useful academic or practical sources.

Lapland Centre of Expertise for the Experience Industry (LCEEI), Finland
The Experience Institute -project
http://www.oske.net/in_english/centres_of_expertise/lapland/

University of Lapland
<http://www.ulapland.fi/contentparser.asp?deptid=8073>

Kylänen, M (ed.)(2006) Articles on Experiences, 2nd. Ed. Rovaniemi, University of Lapland Press

This online publication is a collection of thirteen papers with a multi-disciplinary approach to the concept of the experience economy – including design, tourism, psychology, marketing, consumer research, sociology and business economics. Four of the articles are in English, but the remainder are in Finnish.

<http://www.elamystuotanto.org/?deptid=21889>

Great Hospitality, Auckland, New Zealand: Extraordinary Experiences

A commercial website that showcases the firm's use of extraordinary experiences for high levels of customer satisfaction.

<http://www.greathospitality.co.nz/php/summary.php?id=4>

Eirepreneur: Doing microbusiness in Ireland

A blog recounting a personal instance of an extraordinary experience.

http://eirepreneur.blogs.com/eirepreneur/2005/06/my_experience_o.html

European Centre for the Experience Economy, Universiteit Van Amsterdam

<http://www.experience-economy.nl/>

Trendwatching

An independent consumer trends firm that relies on a global network of 8,000 spotters in more than 120 countries worldwide. Offers a trends database, and e-mail newsletter subscription.

<http://www.trendwatching.com/>

Conferences

Hahhti, A(ed.), (2001) *Proceedings of the First Entrepreneurship In Tourism And The Contexts Of Experience Economy Conference*, University of Lapland, Rovaniemi, Finland, 4-7 April 2001.

Proceedings of the Second Entrepreneurship In Tourism And The Contexts Of Experience Economy Conference, University of Lapland, Rovaniemi, Finland, 4-7 April 2003.

The themes of this guide will be explored in an **Extraordinary Experiences conference, Bournemouth University, September 3 & 4, 2007:**

http://www.bournemouth.ac.uk/services-management/news_events_conferences/exordin_exper_conf.html

About the Author

This Resource Guide was compiled by Michael Morgan and Pamela Watson with assistance from other members of the School of Services Management, Bournemouth University, UK.

© Hospitality, Leisure, Sport and Tourism Network 2007